

Budget Hearings FY 2021-22

HARRIS COUNTY, TEXAS

JANUARY 6 – 13, 2021

Version 4



Document Control

Date	Version	Section/Dept.	Comment
12/19/2020	1	-	Initial release
12/23/2020	2	Hearings Schedule	Hearings date change
		Hearings Schedule	Further edits made to reflect date change
12/30/2020	3	Probate Court No. 1 (991)	Updated forms 4a and 5c
		Probate Court No. 3 (993)	Added form 5c
		Justice of the Peace 4.2 (342)	Updated form 4a
		District Courts (700)	Textual edit on title page
1/8/2021	4	County Courts (940)	Updates to forms 5a, 5b, 5c (new budget request)
		OMAC (945)	Added forms 5a and 5c
		Institute of Forensic Sciences (270)	Updates to forms 5a and 5c (new budget request)
		Justice Administration (207)	Updates to forms 5a and 5c (new ODonnell requests)

January 6 - 13, 2021

1	Justice	Day 1
2	Safety Governance & Customer Service	Day 2
3	Flooding Environment Transportation Public Health	Day 3
4	Governance & Customer Service, cont. Economic Opportunity, Public Health, cont., and Housing	Day 4

READER'S GUIDE: GENERAL FUND BUDGET FORMS

This guide was developed to give readers an understanding of the FY 2021-22 budget documents included in this supplement. Harris County departments and agencies completed a set of budget forms that provide a comprehensive view into the department's structure, resource allocation, services, goals and objectives, and performance metrics.

	Form Title	Required
	Background Template	Yes
Form 1	Divisions	Yes
Form 2	Org Chart	Yes
Form 3	Goals & Objectives	Yes
Form 4a	Services Detail	Yes
Form 4b	Performance Metrics	Yes
Form 5a	Budget Request - Summary	If requesting additional funding
Form 5b	Budget Request - New Positions	If requesting new positions
Form 5c	Budget Request - Detail	If requesting additional funding
Form 6	Long-Term Needs	If applicable
Form 7	Update on Expansion Funding included in FY2020-21 Budget	If applicable
Form 8	Supplemental Revenue	If applicable

Below you will find a brief description of the information included in each of the budget forms.

Background Template – The background template provides a broad departmental overview and captures narrative related to the mission, vision, goals, operations, and equity and diversity strategies of the department.

Form 1 – This form provides an overview of the department's divisions and services and includes a breakdown of budget amounts and headcount at the division level. Form 1 is a good resource if you are looking for a snapshot of the overall department.

Form 2 – Form 2 is the organizational chart for the department. For FY 2021-22, departments were asked to visually represent their department's divisions, sub-divisions (if applicable), and services in the org chart.

Form 3 – Form 3 lists the department's goals and strategic objectives for FY 2021-22. Goals represent what the department aims to achieve in the coming year; strategic objectives are measurable activities that support department goals. Departments also provided information on internal and external stakeholders that lead or support the strategic objectives.

Form 4a – Department services are described in detail on this form. A separate Form 4a was developed for each service and provides the following information:

- service name and related division
- estimated annual cost for FY 2020-21
- estimated headcount (FTEs)
- brief description of the service and how it supports department goals
- customers for the service, their expectations, and how customer feedback is collected
- references and details on the statutory mandate to provide this service if applicable

Form 4b – Form 4b lists the performance metrics of the department. Performance metrics are measures that provide quantifiable information departments use to track service performance and/or progress towards goals and objectives. Performance metrics are tied to a specific department service and one or more strategic objectives. Departments also provided details on the performance metric such as data source, target values for FY 2021-22, and rationale for target value.

Form 5a – This form provides a high-level summary of all of the requests for additional funds submitted by the department. Requests are listed in order of priority, with departments assigning a ranking to funding for inflation-level COLA or merit-based salary increases for existing staff at the top of the form. Form 5a also provides the following information for each budget request:

- name of service and brief description of request
- division and strategic objective the request is tied to
- position details (total number of positions needed, number of existing positions, and number of new positions requested if applicable)
- request amount for FY 2021-22
- ongoing annual cost for future years (if applicable)
- estimated 5-year total cost

Form 5b – Form 5b lists all new positions needed for additional funds requests. Carried over from Form 5a is information on the budget request priority ID, name of service, and division. Departments also provided additional details for the positions they are requesting such as position title, annual base salary, total annual cost per position including benefits, projected hire date, and pro-rated costs for FY 2021-22. This form is a good resource if you are looking for a summary of all of the new positions requested by a department and the costs associated with the requests.

Form 5c – Department budget requests are described in detail on this form. A separate Form 5c was developed for each service and provides the following information:

- budget request priority ID and related division
 - amount requested for FY 2021-22
 - description of the problem, challenge or opportunity (why funding is needed)
 - department-level goals that the request will support
 - what the department aims to achieve with the additional funds
 - the proposed approach and timeline to achieve the objectives and any data or evidence supporting the chosen approach
 - performance metrics that will be used to evaluate success and what the performance targets are
-

Form 6 – On Form 6, departments were asked to provide details on any potential or anticipated large expenses that need to be planned for in the General Fund in the next 3-5 years due to operational, legislative, or executive decisions for planning purposes only. This form includes descriptions of future funding needs, number of new positions needed if applicable, and estimated costs for future years based on the information currently available. Form 6 was optional.

Form 7 – This form was required for departments who received additional funding as part of the FY 2020-21 adopted budget based on Court-approved requests during FY 2019-20 and new requests made as part of the current year's budget process. A separate Form 7 was required for each approved expansion funding request and provides the following information:

- description of the funding provided
- amount of one-time and/or recurring funding provided
- number of positions requested and number of positions filled
- projected spending in FY 2020-21
- continued funding requested for FY2021-22
- purpose of the funding that was provided and expected accomplishments
- update on what has been accomplished so far
- outlook and timeline for completion
- performance metrics tied to the funding

Form 8 – Form 8 was required only for departments that expect to receive additional funds during the year that will supplement their adopted General Fund budget. This could include transfers from other county departments or new, supplemental revenue from a source outside the county. Rollover funds are not included on this form. Departments listed the source of funds, description/purpose for the transfer or new, supplemental revenue, and total amount expected.

Day 1

January 6, 2021



Justice	
Justice Administration	Jim Bethke
Probate Court No. 1 Probate Court No. 2 Probate Court No. 3 Probate Court No. 4	Judge Jerry Simoneaux Judge Michael Newman Judge Jason Cox Judge James Horwitz
1 st Court of Appeals 14 th Court of Appeals	Hon. Sherry Radack Hon. Kem T. Frost
County Courts Court Appt. Atty. Fees – County Courts	Ed Wells
District Courts Court Appt. Atty. Fees – District Courts	Clay Bowman
Pretrial Services	Jim Bethke (Interim)
Community Supervision	Teresa May
District Attorney	Kim Ogg
Public Defender	Alex Bunin
Office of Managed Assigned Counsel	Kenneth Hardin

(continued on next page)

Day 1

(continued)

January 6, 2021



Justice, cont.

Justices of the Peace

1.1 – Judge Eric William Carter
1.2 – Judge David Patronella
2.1 – Judge JoAnn Delgado
2.2 – Judge George Risner

3.1 – Judge Joe Stephens
3.2 – Judge Lucia Bates
4.1 – Judge Lincoln Goodwin
4.2 – Judge Laryssa Korduba

Juvenile Probation
TRIAD Program

Domestic Relations

Institute of Forensic Sciences

5.1 – Judge Israel Garcia
5.2 – Judge Jeff Williams
6.1 – Judge Victor Trevino III
6.2 – Judge Angela Rodriguez

7.1 – Judge Wanda Adams
7.2 – Judge Sharon Burney
8.1 – Judge Holly Williamson
8.2 – Judge Louie Ditta

Henry Gonzales

David Simpson

Luis A. Sanchez

207 - Justice Administration

Jim Bethke

207 – Justice Administration

Data as of 12/14/2020

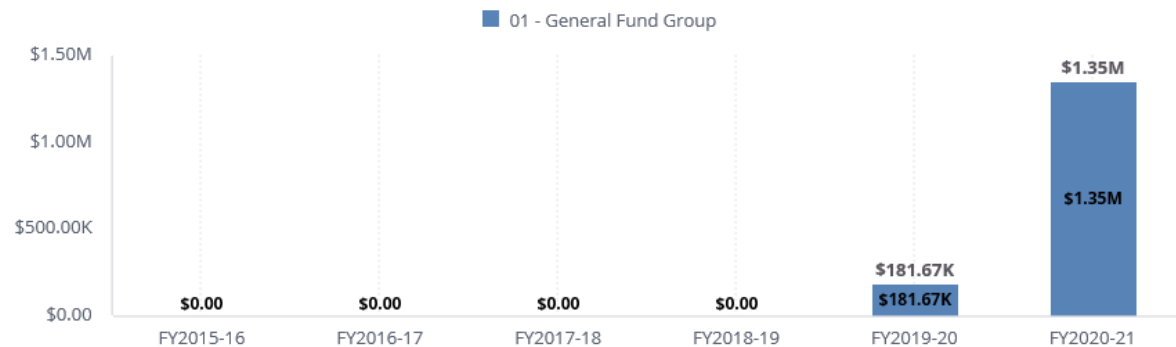
Expenditures

(Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$1,348,802

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$1.31M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
207	Justice Administration

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

Bringing stakeholders together to facilitate meaningful improvements in the Harris County justice systems that ensure public safety, fairness, equity, efficiency, and accountability so that all Harris County residents can live in safe, healthy, and thriving communities.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

To advance solutions that will make the Harris County justice system the standard that other jurisdictions aspire to attain.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

The Justice Administration Department (JAD) was created by the Commissioners Court to help advance the County's vision and goals while serving as a resource for all County Criminal and Juvenile Justice Agencies. The Department coordinates amongst stakeholders and provides the members of Commissioners Court and County Criminal and Youth Justice Leaders policy research, data analysis, and solutions meant to increase public safety, fairness, equity, efficiency, and accountability throughout the Harris County justice system.

To fulfill our purpose and mission, we establish trust, build consensus, form meaningful collaborative partnerships, engage the community, and are transparent in our activities and interactions with others internally and externally.

The Department serves as the primary county agency that assesses the Harris County justice system and provides recommendations for improvements based on quantitative and qualitative data analysis utilizing an equity lens, best practices, and stakeholder feedback. Additionally, the Department communicates, coordinates, and facilitates discussions to assist stakeholders in advancing policy solutions while capturing wins, lessons learned, and impact. The Department also staffs the CJCC and facilitates workgroups to establish a strategic plan, concrete goals, and performance measures for the CJCC to implement.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

JAD's Administration and Operations Division: This division focuses on Human Resources, budget, communications, office management, purchasing, and grants management. Our goal is to recruit and retain a talented and diverse workforce with the skills and passions that are in line with the County's and our departmental vision, mission, and goals. We develop and maintain a general fund budget to cover salaries and departmental operations and acquire and manage relevant grant funds as necessary to assist with projects and programs. The Communications and Media Relations team is the principal point of contact for JAD with news and media. It is responsible for informing public and county stakeholders of the collaborative partnerships, policy recommendations, events, programs, and policy work performed by JAD.

JAD's Data and Technology Division: This division assists in developing policy recommendations, project design, and strategic decisions through data integration and analytics. The team focuses on building reference data sets by integrating all criminal justice data systems under one structured model. Modernizing and improving the cost and efficiency of the County's data systems that serve the justice data domain is also part of their charter.

JAD's Research, Policy, and Outreach Division: This division focuses on four prongs: assess, research, measure, and educate. *Assess*, in coordination with other justice agencies, Harris County's highest-impact opportunities related to programs, pilots, data infrastructure, and work processes to assist stakeholders improve existing practices and implement new approaches. Conduct *research* grounded in racial, social, and economic equity principles via the collection and analysis of qualitative and quantitative data. This research is used to identify trends that are, in turn, is used to recommend policies to Commissioners Court and stakeholders predicated on evidence-based practices. *Measure* the success of practices and programs. Coordinate *education* and outreach activities to improve residents' and other stakeholders' understanding of, and interaction with, the County's criminal and juvenile justice system.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

None

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measurable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- Reduce racial and ethnic disparities in the criminal justice and youth justice system.
- Increase transparency, accountability, public trust, and confidence through meaningful community engagement, public education, and publishing public-facing dashboards.
- Prevent violence and trauma by facilitating coordination and collaboration with non-profit community partners serving survivors of crime to address their needs by developing solutions based on principles of restorative justice and evidence-based strategies.
- Improve the effectiveness of policies, programs, services, and operations county-wide by increasing coordination and collaboration across all county justice stakeholders to ensure tax dollars are being invested wisely.
- Improve public safety, overall health, and quality of life through preventative and responsive public health-oriented strategies to address crime, violence, and historical and current economic inequities.
- Minimize criminal justice system exposure and reduce reliance on incarceration for both adults and youth by assisting stakeholders in 1) improving law enforcement practices, 2) strengthening indigent defense services, 3) implementing bail reform strategies, 4) advancing alternatives to incarceration while strengthening the infrastructure of community services and supports, 5) addressing the criminalization of poverty and homelessness, and 6) reducing barriers to successful community re-integration.
- Reduce the number of youths in Harris County's Juvenile justice system by providing technical assistance to implement data-driven best practices.
- Recruit and retain a talented and diverse workforce with the skills, passions and resources required to meet the Department and County vision, mission, and goals.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

- **Reduce racial and ethnic disparities in the criminal justice and youth justice system.**
 - Employs two dedicated staff members to coordinate and lead work on racial disparity and to engage the community.
 - Manages a CJCC subcommittee focused on racial and ethnic disparities with a designed workplan and measurable goals to discuss and advance solutions.
 - Assesses the state of the Harris County justice system by collecting and analyzing data, identifying trends disaggregated by race and ethnicity, and evaluating comparative evidence-based practices.
 - Develops partnerships with research institutions to add capacity to analyze the data collected.
 - Educates stakeholders on the importance of accurately collecting and reporting racial and ethnic data.
 - Creates dashboards that illustrate trends or disparities at key decision points within the system.
 - Identifies training courses that provide a foundational understanding of structural racism and explain the need for equity.
 - Responds to requests from Commissioners Court and other key stakeholders for information on racial and ethnic disparities.
 - **Racial and Ethnic Disparity Study:** Address racial and ethnic disparities by developing a bi-annual report on the Harris County criminal justice system's current racial disparities. The final study will 1) track disparities at various stages of the criminal justice process from patrol to case disposition, 2) identify the root causes of those disparities, and 3) provide evidence-based recommendations to remedy the identified disparities.

- **Increase transparency, accountability, public trust, and confidence through meaningful community engagement, conducting public education, publishing reports, and public-facing dashboards.**
 - Develops and publishes public-facing dashboards to allow the general public to see the state of relevant criminal justice topics such as jail population numbers and indigent defense information.
 - Supports existing technical, research, and policy staff in Harris County justice agencies.
 - Creates robust public education events to inform community members about the ODonnell Consent Decree implementation and other topics as necessary, utilizing digital engagement activities such as virtual town halls and discussion forums.
 - Maintains an internal outreach contact list composed of civic leaders, clergy, non-profit agencies, advocacy organizations, educators, and community members.
 - Strengthens the capacity of community-based organizations by offering micro-grants to organizations that are working to reduce existing racial and ethnic disparities in the criminal justice system, improve safety in communities across the County and create positive outcomes for program participants by decreasing an individual's engagement with county jails, detention, and the criminal justice system.
 - Works with Budget Management to develop a process for meaningfully engaging the community in the budgeting evaluations for all criminal justice departments funded by Harris County.
 - Hosts quarterly Criminal Justice Coordinating Council public meetings.
 - Implements a community service evaluation from a representative sample of households across the County regarding various aspects of the criminal and youth justice system to guide the Criminal Justice Coordinating Council's policy priorities.
 - Creates cohesive branding to assist in the communication and recognizability of JAD.
 - Creates a JAD brochure to communicate the mission and research.
 - Creates a monthly newsletter to communicate with stakeholders and the community to allow updated communication regarding work being done by JAD.
 - Maintains a user-friendly JAD website to highlight work being accomplished.
 - Establishes a social media presence on various platforms that include Facebook, Twitter, and LinkedIn.
 - Develops working relationships with media to establish ongoing local, regional, and national press coverage for work being accomplished by JAD.
 - Develops press releases for various work, programs, and public events.

- **Prevent violence and trauma by facilitating coordination and collaboration with non-profit community partners serving survivors of crime to address their needs by developing solutions based on principles of restorative justice and evidence-based strategies.**
 - Employs a dedicated staff member focused on conducting research and analysis related to the needs of survivors of crimes.
 - Conducts monthly check-in meetings with the Harris County Domestic Violence Coordinating Council to assist them in their efforts to address the problems they identify, share information, and include the voices of survivors of domestic violence.
 - Incorporates the perspectives of system impacted individuals, including survivors of crime, through research.
 - Supports the Hospital-Based Violence Interruption Program, which helps extricate hospitalized victims of crime from cycles of violence.
 - Respond to requests from Commissioners Court and other key stakeholders on survivors of crime inquiries and data.
 - **Survivors of Crime Service Gap Analysis:** Commissioned an outside expert to complete a Victim Services gap analysis to assess and map victim services in Harris County by County Agencies/Departments and non-profit organizations. The consultant will prepare an overview document that describes crime victimization incidence/prevalence, victim service agencies in operation, and funding available for victim services in Harris County to help inform the process of identifying agency data collection priorities and the best framework to advise future planning at JAD.
- **Improve the effectiveness of policies, programs, services, and operations county-wide by increasing coordination and collaboration across all county justice stakeholders to ensure tax dollars are being invested wisely.**
 - Convenes and facilitates meetings with relevant stakeholders as issues related to criminal justice matters arise.
 - Advances and expedites the implementation of solutions by developing material, including memos, letters, and other correspondence.
 - Utilizes the CJCC to inform County agencies, stakeholders, and the general public of matters relevant to public safety and criminal justice reform.
 - Works with criminal justice agencies to implement strategies for improving the efficiency of County departments.
 - Maintains an internal Data and Technology team that assists other county departments with criminal justice data-related projects.
 - Coordinates and consolidates the various research vendors' requests for information to the various county agencies providing data for research projects.
 - Builds consensus and improves communication among criminal justice stakeholders tasked with providing services to the public in response to critical issues in light of COVID-19
 - Weekly Court Reintegration meetings
 - Remote Jury Operations at NRG Arena
 - Weekly Public Health response at the HCJ meetings
 - Works with the felony district court judges to develop scheduling orders with the goal of reducing the pending case backlog. This work started with the felony courts and is now being discussed in the misdemeanor courts.

- **Increase public safety, overall health, and quality of life through preventative and responsive public health-oriented strategies to address crime, violence, and historical and current economic inequities.**
 - Monitors crime trends in Harris County, while drawing on cross-sectional comparisons, longitudinal studies, and social science research to identify potential causes of crime and propose policy solutions.
 - **Holistic Emergency Alternative Response Team:** Commissioned an outside expert to provide recommendations for implementing a response team to divert 911 calls stemming from mental health or substance abuse crises to a team of mobile specialists who can connect individuals in crisis to emergency resources. A preliminary report was submitted to Commissioners Court. JAD is coordinating with the office of Commissioner Precinct One, the County Judge's Office, the Harris County Sheriff's Office, and the Harris Center for Mental Health and IDD to develop a strategic plan for implementing a pilot program. This program will increase public safety in Harris County by 1) helping divert non-violent individuals who might be at risk from contact with law enforcement, and 2) help law enforcement prioritize response to violent crime rather than responding to mental health and substance abuse crises.
 - **Violence Interruption and Prevention Report:** Producing a report identifying best practices in the development and implementation of two violence prevention programs (see below). This report draws on insights from quantitative evaluations of violence prevention and interruption programs in other jurisdictions to provide guidance for Harris County.
 - **Violence Prevention Pilot:** Commissioned an outside expert—Tillmon Training and Consulting—to analyze the feasibility and cost of creating a new county-level agency or program to administer a violence prevention program grounded in evidence-based public health research and practice. JAD is coordinating with consultants to develop a strategic planning document to implement a program modeled on Cure Violence, a program that has been successfully piloted in Chicago, Baltimore, Brooklyn, and Phoenix. This program will help address violence in Harris County by counteracting social norms around violence, retaliation, and gun use.
 - **Violence Intervention Pilot:** Commissioned an outside expert—the Health Alliance for Violence Intervention—to analyze the feasibility and cost of creating a new county-level agency or program to administer a Hospital-Based Violence Intervention Program. JAD is collaborating with consultants to develop a strategic planning document to implement a Hospital-Based Violence Intervention Program in Harris County. This evidence-based approach works to connect individuals hospitalized after interpersonal violence to the services and resources necessary to address violence's underlying causes. This program will help address violence in Harris County by reducing individuals at risk of repeated perpetration and victimization.

- **Minimize criminal justice system exposure and reduce reliance on incarceration for both adults and youth by assisting stakeholders in 1) improving law enforcement practices, 2) strengthening indigent defense services, 3) implementing bail reform strategies, 4) advancing alternatives to incarceration while strengthening the infrastructure of community services and supports, 5) addressing the criminalization of poverty and homelessness, and 6) reducing barriers to successful community re-integration.**
 - *Improve law enforcement practices*
 - Intends to hire a dedicated Law Enforcement Specialist and Researcher to help with the implementation of best practices and the items addressed in the alternatives to incarceration section.
 - Collects and analyzes existing racial profiling data produced by Harris County law enforcement and make that information available to the public.
 - **Model Use of Force Policy and Training Recommendations:** Develop a model use-of-force policy that would include implicit bias training that such agencies may adopt and work with such agencies to develop training budgets to implement said policy. JAD was also instructed to create a public website that would include monthly use-of-force reports and video footage when legally available.
 - **Independent Law Enforcement Oversight Board Study:** Commission an expert to do the following; 1) Assess the feasibility and cost of creating an independent oversight board to review allegations of use of force by law enforcement within Harris County, 2) Consider elements such as subpoena power, independence from law enforcement, the authority to discipline, necessary resources, access to trained non-law enforcement investigators, and 3) Assess best practices and make recommendations about how to empower a rigorous community oversight authority in Harris County.
 - *Strengthen indigent defense delivery*
 - Maintains an indigent defense dashboard that will include attorney selection, attorney payments, attorney caseloads, appointment rates, type of counsel, use of experts and investigators, case outcomes, time to disposition, number of court settings, percent of cases resulting in alternative to incarceration, and percent of cases resulting in dismissal. To view the Court Appointments module in our Indigent Defense Dashboard can be looked at by logging into <https://tinyurl.com/y4rx8tbp> 9
 - **Implementation of the Managed Assigned Counsel (MAC):** Assist with the effective implementation of the County MAC, a county program charged with appointing counsel to indigent defendants. MACs also determine what attorneys are on the appointment list; fulfill requests for investigators and experts; provide resources to defense counsel; process attorney vouchers, and ensure the quality of defense services.
 - **Expansion of Public Defender Office Study:** Develop a plan for the Public Defender's Office to increase its capacity to handle 50% of indigent defense case appointments in the next two years; this plan should be developed for Commissioners Court to consider for incorporation in the next budget cycle.

Minimize criminal justice system exposure (Cont.)

- *Implementing bail reform strategies*
 - Reports on the impact of reform of pre-trial detention in Harris County, to ensure existing reforms are not compromising efforts to improve public safety.
 - **Testing and Evaluation:** Support testing and evaluation to quickly identify areas for improvement and respond and to generate evidence about the impact of bail reform.
 - **Pre-trial Support:** As part of our work with the Safety + Justice Challenge (SJC), Harris County Pretrial Services is engaged in a planning process to create a continuum of pre-trial supports and supervision that will, once implemented, vastly increase the options available to the courts to release people without any financial conditions, thus allowing for people to remain at liberty pre-trial, and still maintain public safety and court appearance rates.
 - **Pre-trial Assessment Report:** Contracted Justice Management Institute (JMI) to complete a Pre-trial Assessment report with the goal of building a more robust and efficient pre-trial services agency for Harris County in order to ensure appropriate supervision levels.
 - **Pre-trial Services Incentive-based Supervision Pilot:** Supporting the Harvard Kennedy School Government Performance Lab (GPL) in the implementation of a pilot for clients in six County and district criminal courts who demonstrate consistent success on their court-ordered conditions to be automatically reviewed for lighter reporting requirements. This pilot will address overcrowding and ensure that staff time is freed up to focus on the highest-risk cases while appropriately supporting client success while on pre-trial supervision.
 - **ODonnell Consent Decree Requirements and Implementation:** Working with the federally appointed Monitor who oversees the Consent Decree implementation. A JAD staff member serves as a dedicated Project Manager, coordinating the consent decree requirements to promote bail reform, ongoing compliance, and successful adherence to consent decree deadlines.
- *Advancing alternatives to incarceration while strengthening the infrastructure of community services and supports*
 - **Non-criminal Justice Alternatives to Punitive Practices Study:** Identify best practices and make recommendations for effective non-criminal justice alternatives to punitive criminal justice responses to address: 1) poverty, 2) homelessness, 3) mental health, 4) substance use, and 5) violence prevention.
 - **County-Level Emergency First Responder Study:** Analyze the feasibility of creating a county-level emergency responder program to handle certain first-responder responsibilities that Harris County law enforcement agencies currently handles.
 - **Jail Diversion Center Client Engagement Pilot:** Supporting the Harvard Kennedy School Government Performance Lab (GPL) in the implementation of intervention strategies to increase diversion client engagement and connection to community-based services.

Minimize criminal justice system exposure (Cont.)

- Addressing the criminalization of poverty and homelessness
 - **Impact of Fines, and Fees, and Cash Bail Study:** Study on the imposition of fines and fees associated with criminal offenses, the consequences of unpaid fines, the use and consequences of cash bail in pre-trial detention, and disparate enforcement or impact of such practices on low-income individuals, racial and ethnic minorities, and any other vulnerable groups. JAD submitted a preliminary report to Commissioners Court.
 - **Little Baker Noncarceral Options Report:** Develop a report providing recommendations to Commissioners Court on how Little Baker can be used to address the homeless population that would have otherwise ended up in jail.
- Reduce barriers to successful community re-integration
 - **Support the JOY Supported Workforce Release Program,** an effort designed to provide pre-trial release opportunities to young adult defendants. Specifically, young adults ages 18-24 who are over-represented in the criminal justice system that often lack adequate access to sustainable career opportunities due to their disconnection from education and/or employment.
 - **Proactively work with community stakeholders to coordinate services that remove re-entry barriers for justice-involved individuals.** For example, JAD and the Harris County Sherriff's Office facilitated a contracted partnership with the Houston Area Urban League to implement an emergency response that provided transportation services, temporary non-congregate shelter, and case management to individuals released from jail and in need of safe re-integration into society.
 - Working with the RIC docket team to develop an expunction process for qualified individuals.

- ***Reduce the number of youths in Harris County's Juvenile justice system by providing technical assistance to implement data-driven best practices.***
 - Employs a dedicated youth justice policy analyst to identify strategies for the reduction of referrals and racial disparities, and to support juvenile justice system actors seeking to implement these policies.
 - Identifies communities of color with the highest rates of referrals and juvenile detention. (
 - Investigates drivers of referrals and detention in target communities by studying individual cases; interviewing directly impacted families, service providers, and advocates; creating processes to capture relevant data that are currently lost; and examining the nature of trends in serious offenses.
 - Facilitates the expansion of effective community-based resources in target communities by adapting best practices to Harris County's system, expanding the influence and capacity of existing grassroots service providers, promoting the accessibility of the county procurement process, and tracking service provider outcomes.
 - Adapts policy improvements in Harris County's adult criminal system for implementation in the juvenile system.
 - Acts as a youth justice liaison between system actors and community groups to facilitate the meaningful inclusion of community members in developing strategies to reduce referrals and reduce racial disparities.
 - **Youth Justice Reinvestment Community Fund:** JAD and the Harris County Juvenile Probation Department are jointly seeking to pilot a Youth Justice Community Reinvestment Fund in which a backbone non-profit organization actively partners with grantee direct service providers and leaders to strengthen their capacity, improve their services, and monitor whether their services are helping youth in the long term. A youth justice community reinvestment fund would allow County resources to be allocated toward strategic investments into the sustainable capacity-building of home-grown community organizations and the services and supports Harris County youth and their families need.
- ***Recruit and retain a talented and diverse workforce with the skills, passions and resources required to meet the Department and County vision, mission, and goals.***
 - Identifies training courses that provide a foundational understanding of structural racism and explain the need for equity.
 - Provide training and professional development opportunities
 - Provide productivity software
 - Provide resources and equipment

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

JAD's goals and services align closely with the goals and vision of the County. Both JAD and Harris County's goals reflect a commitment to racial and ethnic justice; reducing violence and trauma; reducing economic disparities; fostering restorative justice and other public health-oriented and evidenced-based alternatives that can help minimize residents' criminal justice system exposure; increasing effectiveness, transparency and accountability; and increasing public safety so that all Harris County residents can live in safe, healthy, and thriving communities.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

The Justice Administration Department began operations on October 26, 2019, with three staff members and approval from Commissioners Court for nine total staff positions. On June 9, 2020, Commissioners Court tasked the Department with 11 extensive research projects and studies. In response to the new project requests, an additional 13 staff members were requested to fill out various roles required to complete these projects and to fulfill additional on-going duties, such as outreach, communications, data analysis, and grant identification. Staff have been hired for most of these positions with the expectation that the remaining staff will be hired by the end of the current year. As staff have been on-boarded in different divisions, job descriptions have been identified that need to be adjusted to assist with the recruitment of the most qualified candidates to accomplish the goals established for JAD, and to accommodate future requests from Commissioners Court and other criminal justice stakeholders.

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- **Increased staff from 3 to 22 positions:** From January through October, we have on-boarded 14 new staff members to fill out our Data & Technology Division, Policy, Research, Law Enforcement and Crime Survivor Outreach Division, and the Administration & Operations Division.
- **Commissioners Court Submissions:** Submitted eight preliminary scope of work reports to Commissioners Court and one completed report. We also provided a Racial & Ethnic Disparities analysis. As part of the Safety + Justice Challenge, JAD received an analysis from the W. Haywood Burns Institute and is working through the implementation of their recommendations.
- **Court Appointments Dashboard:** Developed and launched the first module of the Indigent Defense Dashboard that is now published on the JAD website while also helping with the creation, staffing, and implementation of a Managed Assigned Counsel (MAC).
- **Capacity Building Microgrants:** Issued an RFP for non-profits to apply for microgrants to expand the capacity of organizations providing support to justice-involved individuals, youth, and survivors of crime.
- **JOY Program:** Help with the launch of a workforce support release pilot to provide young adults released on bond with opportunities to connect to paid work and education opportunities.

3. *What are the most important on-going projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each on-going project.*

- **Racial and Ethnic Disparity Study:** Developing a bi-annual report on the Harris County criminal justice system's current racial disparities. JAD will 1) track disparities at various stages of the criminal justice process from patrol to case disposition, 2) identify the root causes of those disparities, and 3) provide evidence-based recommendations to remedy the identified disparities.
- **ODonnell Consent Decree Requirements and Implementation:** Coordinating the consent decree requirements to promote on-going compliance and successful adherence to consent decree deadlines.
- **Model Use of Force Policy and Training Recommendations:** Developing a model use-of-force policy that will include implicit bias training and creating a public website that will consist of monthly use-of-force reports and video footage when legally available.
- **Survivors of Crime Service Gap Analysis:** Completing a victim services gap analysis to assess and map victim services in Harris County by County Agencies/Departments and non-profit organizations.
- **Holistic Emergency Alternative Response Team:** Providing recommendations for implementing a response team to divert 911 calls stemming from mental health or substance abuse crises to a team of mobile specialists who can connect individuals in crisis to emergency resources.
- **Violence Prevention and Intervention Pilots:** Addressing violence by counteracting social norms around violence, retaliation, and gun use, and implementing a Hospital-Based Violence Intervention Program in Harris County that will connect individuals hospitalized after interpersonal violence to the services and resources necessary to address underlying causes of violence.
- **Youth Justice Reinvestment Community Fund:** Establishing a Youth Justice Community Reinvestment Fund in which a backbone non-profit organization can actively partner with grantee direct service providers and leaders to strengthen their capacity, improve their services, and monitor whether their services are helping youth in the long term.
- **Indigent Defense Dashboard—Court Appointments:** Creating an indigent defense dashboard that will include attorney selection, attorney payments, attorney caseloads, appointment rates, type of counsel, use of experts and investigators, case outcomes, time to disposition, number of court settings, percent of cases resulting in alternative to incarceration, and percent of cases resulting in dismissal.
- **Non-criminal Justice Alternatives to Punitive Practices Study:** Identifying best practices and making recommendations for effective non-criminal justice alternatives to punitive criminal justice responses to address: 1) poverty, 2) homelessness, 3) mental health, 4) substance use, and 5) violence prevention.
- **Criminal Justice Participatory and Community Engagement Budgeting:** Working with Budget Management to implement a process for meaningfully engaging the community in the budgeting evaluations for all criminal justice departments funded by Harris County.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

N/A

5. *Who are the Department's key stakeholders in Harris County government? Provide a bulleted list.*

- Administrative Office the District Courts, Criminal District Courts, & Juvenile District Courts
- Budget Management Department
- Commissioners Office, Precinct 1, 2, 3, & 4
- Community Services and Corrections Department
- Constable, Precinct 1, 2, 3, 4, 5, 6, 7, 8
- County Judge's Office
- District Attorney's Office
- District Clerk's Office
- Juvenile Probation Department
- Managed Assigned Counsel (MAC)
- Office of Court Management & County Criminal Courts at Law
- Pre-trial Services
- Public Defender's Office
- Sheriff's Office
- Triad Prevention Program
- Universal Services

Who are the Department's key external stakeholders? Provide a bulleted list.

- Access to Justice Lab Harvard Law School
- Administrative Office of the Eleventh Administrative Judicial Region
- Annie E. Casey Foundation
- Arnold Ventures
- Beacon Law
- Coalition for the Homeless
- Columbia University Justice Lab
- Common Justice
- Crime Stoppers of Houston
- Crime Survivors for Safety and Justice
- CUNY Institute for State and Local Governance
- Criminal Justice Planners and Justice Administration, Sam Houston State University
- Deacon Criminal Justice Reform Center
- Government Performance Lab at Harvard Kennedy School
- Harris County Domestic Violence Coordinating Council
- Harris County Youth Collective
- Houston in Action
- Houston Police Department
- Houston Revision
- Justice Management Institute
- Lone Star Justice Alliance
- MacArthur Foundation
- MDRC
- National Network for Criminal Justice Coordinating Councils
- Nexus Community Partners
- PFM Group Consulting LLC
- Pure Justice
- Quattrone Center for the Fair Administration of Justice

- Redefining Youth Justice Coalition
- Restore Justice
- Texas Advocates for Justice
- Texas After Violence Project
- Texas Appleseed
- Texas Association Against Sexual Assault
- Texas Council on Family Violence
- Texas Criminal Justice Coalition
- Texas Organizing Project
- Texas Public Policy Foundation
- Texas Victim Services Association
- The Harris Center, Mental Health and IDD
- The Vera Institute of Justice
- W. Haywood Burns Institute
- Workforce Solutions

Note: the list above continues to expand as we deploy our activities.

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

The Justice Administration Department does not provide direct service to constituents; however, we work as a coordinator amongst all justice-related agencies in the County who do. As part of our role, we are aware of the following disparities in our criminal justice system: 1) the rate of admissions to pre-trial jail has apparent disparities mostly impact Black and Native American individuals, and 2) the lack of data that depicts the impact of the criminal justice system on the Hispanic/Latinx population.

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

The Justice Administration Department is working to address racial disparities by building our internal capacity to respond to the issues. In 2020, JAD on-boarded a Racial and Ethnic Disparity Administrator and Community Engagement Manager to target these issues. Through their work, JAD has begun efforts to eliminate these disparities by working with community organizations and stakeholders to identify promising strategies.

Examples: In partnership with the Houston Area Urban League, JAD developed an emergency COVID-19 response. The response supported individuals being released from jail by connecting them to transportation and temporary shelter support as a means of slowing the spread of coronavirus as well as providing stability to their return to the community. Additionally, we are now in the process of identifying community partners that align with our goals of addressing racial and ethnic disparities and reducing the jail population through a request for proposal process.

To gain better insight into the impact of the criminal justice system on various races and ethnicities, JAD, working with Universal Services, gained access to race and ethnicity data through the Department of Public Safety. This improved access to data will allow for thorough data analysis in the future to provide a precise depiction of the individuals in our jail population.

The Criminal Justice Coordinating Council is also reinstating the Racial and Ethnic Disparity Committee, which will focus on addressing the identified disparities in the Harris County system. This committee will consist of representatives from County departments and community stakeholders (ensuring that community voice is included in the strategy development process). The committee will provide policy and programmatic guidance to the Criminal Justice Coordinating Council.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

As a newly formed department, the Justice Administration Department has not had the chance to fully explore the available tools and strategies to evaluate staff diversity. When vacancies are available, we do have an extensive list of community stakeholders to conduct outreach. This list consists of advocacy organizations, community-based organizations, faith-based organizations, and youth justice organizations.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

Criminal Justice Stakeholders Training: As a newly formed department, we have not yet had the opportunity to initiate equity training. However, through our work with the Safety + Justice Challenge, we have explored ways to bring training opportunities to criminal justice stakeholders. One such opportunity includes facilitating an upcoming Measurable Equity Conference to help us better understand how to develop metrics that can appropriately track the County's progress in reducing disparities within the criminal justice system.

Internal Staff Training: If we are given resources, we plan to have all JAD staff participate in the People's Institute Undoing Racism Workshop—an intensive workshop designed to educate, challenge and empower people to "undo" the racist structures that hinder effective social change. The training is based on the premise that racism has been systematically erected and that it can be "undone" if people understand where it comes from, how it functions, and why it is perpetuated. Racial equity is one of the Department's key values, and this training will help ensure JAD staff understands the foundations of racism and its manifestation in the criminal justice system. In-person training has been paused as a result of the COVID-19 pandemic; however, the institute has recently begun offering remote training.

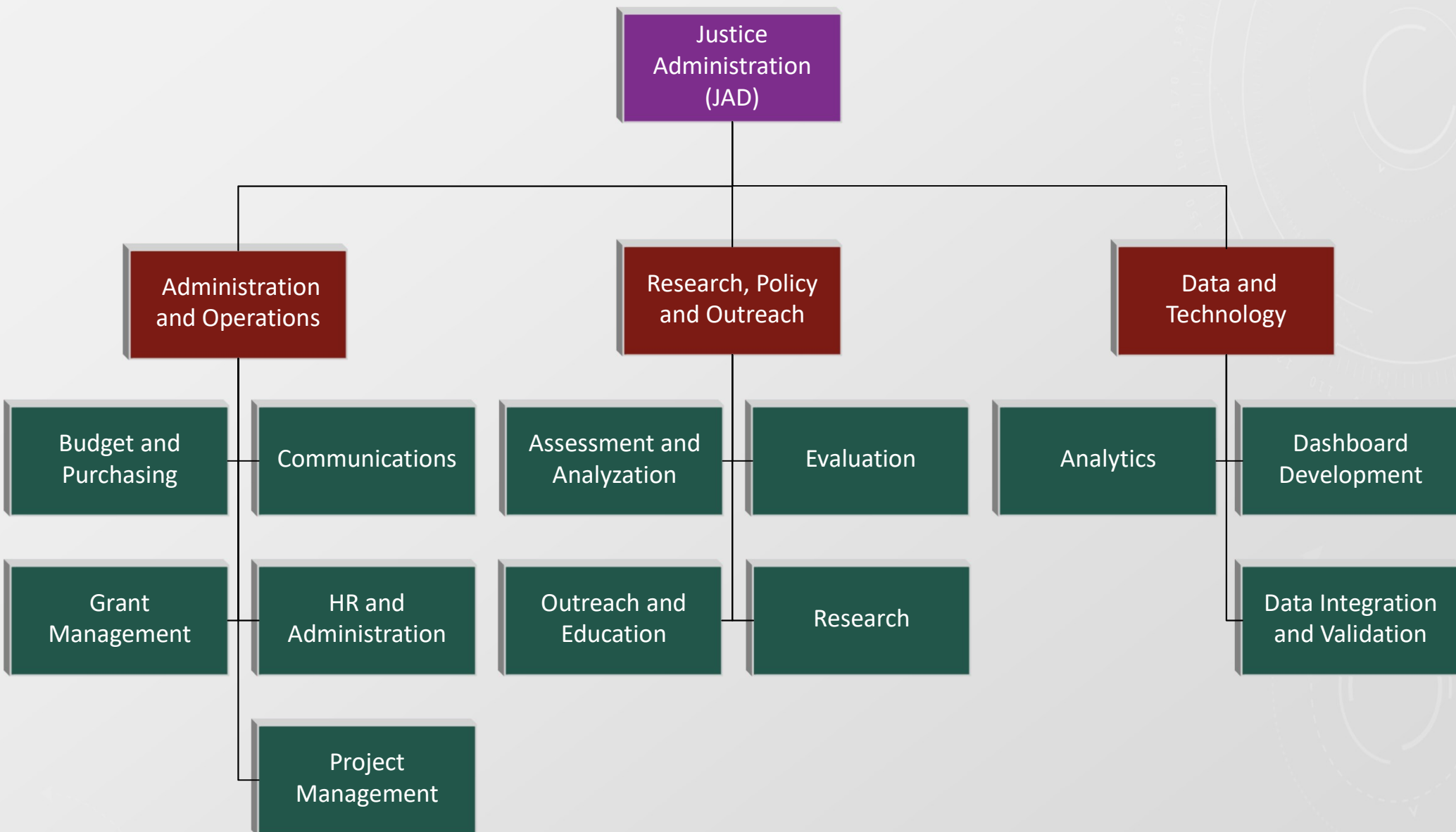
FORM 1. Divisions

Instructions

- *Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head*
- *Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail*
- *FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division*
- *FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21*
- *Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division*

[illegible]

ORGANIZATION CHART



FORM 3. Goals and Objectives

Instructions

- *Department Goal:* Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."
- *Strategic Objective:* For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals. For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.
- *Lead Division:* List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.
- *Other Divisions Involved:* List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.
- *Other County Departments Involved:* List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.
- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Reduce racial and ethnic disparities	S1	IMPACT: Educate criminal justice stakeholders and the community as to the existence and extent of racial and ethnic disparities throughout the criminal justice system. HOW: Draw on insights from quantitative and qualitative data to improve the quality and quantity of race and ethnicity data. DELIVERABLE: Produce a report comparing and identifying best policy practices to reduce racial and ethnic disparities in compliance with Commissioners Court study request.	Research, Policy, and Outreach Division	Data and Technology Division; Administration and Operations Division	Criminal Justice Coordinating Council (CJCC); Racial and Ethnic Equity Subcommittee of CJCC; HCSO	Community groups with a history of advancing awareness of racial and ethnic disparities in the system
G1	Reduce racial and ethnic disparities	S2	IMPACT: Strengthen the capacity of community-based organizations. HOW: Offer micro-grants to organizations that are working to reduce existing racial and ethnic disparities in the criminal justice system, improve safety in communities across the County and create positive outcomes for program participants by decreasing an individual's engagement with county jails, detention, and the criminal justice system. DELIVERABLES: JAD will administer 1 - 3 grants annually to organizations that provides direct services to individuals impacted by the criminal justice system.	Research, Policy, and Outreach Division	Administration and Operations Division		
G1	Reduce racial and ethnic disparities	S3	IMPACT: Develop a vehicle where solutions to address racial and ethnic disparities can be discussed, advanced and monitored throughout the following eight decisions points in the criminal justice system: 1) pre-arrest, 2) arrest, 3) charge, 4) assignment of counsel, 5) pre-trial release, 6) case processing, 7) disposition and sentencing, and 8) post-conviction process and supervision . HOW: Manage a CJCC subcommittee focused on racial and ethnic disparities with a designed workplan and measurable goals to discuss and advance solutions. DELIVERABLES: 1) Reinstate the Racial and Ethnic Equity CJCC Subcommittee, 2) schedule subcommittee meetings, 3) create and distribute agendas, 4) schedule presentations to discuss the data used to track racial and ethnic disparities, 5) provide status of ongoing projects and 6) ensure that the subcommittee serves as an avenue for a system of cross-institutional accountability for all stakeholders in CJCC via data reporting and information sharing.	Administration and Operations Division	Research, Policy, and Outreach Division and Data and Technology Division	Criminal Justice Coordinating Council (CJCC); Racial and Ethnic Equity Subcommittee of CJCC	

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G2	Increase transparency, accountability, public trust, and confidence	S4	IMPACT: Increase transparency, accountability, public trust, and confidence. HOW: Draw on insights from qualitative evaluations and best practices. DELIVERABLE: Survey justice agency stakeholders to identify gaps in public information, develop solutions, and measure knowledge of key justice issues.	Administration and Operations Division	Research, Policy, and Outreach Division		
G2	Increase transparency, accountability, public trust, and confidence	S5	IMPACT: Increase internet traffic to public-facing dashboards. HOW: Draw on insights from quantitative data and qualitative evaluations. DELIVERABLES: Conduct baseline surveys on stakeholders' understanding of JAD's existing dashboards and utilize the findings to improve the dashboards and to create public-facing educational materials.	Data and Technology Division	Research, Policy, and Outreach Division		
G2	Increase transparency, accountability, public trust, and confidence	S6	IMPACT: Increase transparency, accountability, public trust, and confidence in Harris County's justice system. HOW: Draw on insights from qualitative data relating to current public trust and confidence in Harris County's justice system and implement remedial strategies rooted in communication best practices. DELIVERABLES: 1) Create and maintain a communications strategy with milestones for criminal and juvenile justice agencies, County departments, external stakeholders, and the public and 2) create and maintain public-facing dashboards.	Administration and Operations Division	Data and Technology Division; Research, Policy, and Outreach Division		
G2	Increase transparency, accountability, public trust, and confidence	S7	IMPACT: Create robust public education events to inform community members about the ODonnell Consent Decree implementation and other topics as necessary. HOW: Utilize digital engagement activities such as virtual town halls and discussion forums. DELIVERABLES: 1) Host semi-annual public forums, 2) reach out to 450 stakeholders, 3) make relevant material available to all stakeholders via JAD social media platforms and website and 4) attend monthly Monitor hosted Community Working Group meetings to keep committee abreast of implementation progress.	Administration and Operations Division	Research, Policy, and Outreach Division		
G2	Increase transparency, accountability, public trust, and confidence	S8	IMPACT: Incorporate meaningful public engagement in the Criminal Justice departments in Harris County. HOW: Host quarterly Criminal Justice Coordinating Council public meetings. DELIVERABLES: The JAD will submit reports to Commissioners Court on the results of the quarterly public meeting, identifying areas where the public would like to see further engagement with the Harris County justice agencies.	Administration and Operations Division	Research, Policy, and Outreach Division		
G2	Increase transparency, accountability, public trust, and confidence	S9	IMPACT: Enable community engagement in the budget evaluations for all Harris County funded criminal justice departments. HOW: The JAD will work with Budget Management to develop a process to meaningfully engage the community in the budget evaluations for all criminal justice departments funded by Harris County. DELIVERABLES: 1) Apply recommendations from report to launch a participatory budgeting pilot in Harris County and 2) oversee the execution of the participatory budgeting pilot project.	Administration and Operations Division	Research, Policy, and Outreach Division	Budget Management Department	

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G3	Prevent violence and trauma	S10	IMPACT: Advance strategies that will address the needs of and create more support for domestic violence survivors. HOW: Conduct monthly check-in meetings with the Harris County Domestic Violence Coordinating Council (HCDVCC) to assist them in their efforts to address the problems they identify, share information and include the voices of survivors. DELIVERABLES: 1) Identify issues related to the needs of survivors, 2) understand the needs of survivors that are not being addressed, 3) develop solutions to address these issues on principles of evidence-based strategies and 4) assist HCDVCC in developing policies.	Research, Policy, and Outreach Division	Administration and Operations Division	Harris County Domestic Violence Coordinating Council	
G3	Prevent violence and trauma	S11	IMPACT: Better understand the needs of survivors of crime and any services gaps that exist. HOW: Commission an outside expert to complete a victim services gap analysis to assess and map victim services in Harris County by County Agencies/Departments and non-profit organizations. DELIVERABLES: 1) Identify any service gaps that exist for survivors of crime, 2) identify and describe victimization incidence/prevalence in Harris County, 3) identify victim service agencies in operation and what services they provide (e.g., agencies that provide services to solely domestic violence survivors, services that provide services to family members of homicide victims, etc.), 4) identify funding available for victim services in Harris County to help inform the process of data collection priorities and advise future planning at the JAD.	Research, Policy, and Outreach Division	Administration and Operations Division		
G4	Improve the effectiveness of policies, programs, services, and operations county-wide	S12	IMPACT: Support existing technical, research, and policy staff in Harris County Justice Agencies. HOW: 1) Complete directives given to the JAD by the Commissioner's Court and 2) meet with Harris County justice agency stakeholders to discover data gaps, share findings, and answer questions. DELIBERABLES: 1) Collaborate with stakeholders to establish guidelines for interpreting data across agencies, 2) provide reports and datasheets to determine key aspects of collected data and 3) create public-facing data dashboards and fact sheets that will support the work of Harris County justice agencies.	Data and Technology Division	Research, Policy, and Outreach Division		
G4	Improve the effectiveness of policies, programs, services, and operations county-wide	S13	IMPACT: Increase the effectiveness of Harris County justice administration. HOW: 1) Support the use of best practices through study programs and policies, and developing material including memos, letters, and other correspondence, 2) suggest the implementation of strategies to improve the efficiency of County departments, 3) strengthen internal data capacity by assisting county departments with criminal justice data-related projects focused on automating tasks and developing cloud-based solutions and 4) coordinate research vendors while providing support to county agencies providing data for research projects.	Research, Policy, and Outreach Division; Data and Technology Division	Administration and Operations Division	Felony District Courts	

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G4	Improve the effectiveness of policies, programs, services, and operations county-wide	S14	IMPACT: Address Criminal Justice issues as they occur with relevant stakeholders. HOW: Convene and facilitate meetings with relevant stakeholders as issues related to Criminal Justice matters arise. DELIVERABLES: 1) Coordinate and implement quarterly meetings with relevant stakeholds to discuss current Criminal Justice issues, 2) coordinate and implement, as needed, meetings on specific Criminal Justice issues and 3) provide a report on identified criminal justice issues to the Commissioners Court after each meeting.	Research, Policy, and Outreach Division	Administration and Operations Division	All justice related agencies	
G5	Improve public safety, overall health, and quality of life	S15	IMPACT: Understand and monitor crime trends in Harris County. HOW: Draw on cross-section comparisons, longitudinal studies, and social science research to identify potential causes of crime and propose policy solutions. DELIVERABLES: 1) Continue to remain available to Commissioners Court to respond to requests for analysis, 2) produce a proof-of-concept analysis that combines empirical analysis of crime trends in Harris County, cross-sectional comparisons, and updates on the progress of reform initiatives, 3) evaluate the potential for disseminating such reports and analyses publicly and 4) develop a strategic plan for implementing and automating such reports and analyses, if an opportunity for improving public awareness is identified.	Research, Policy, and Outreach Division	Data and Technology Division	N/A	N/A
G5	Improve public safety, overall health, and quality of life	S16	IMPACT: Address violence by the advancement of violence intervention and prevention programs HOW: Draw on insights from quantitative evaluations of violence prevention and interruption programs in other jurisdictions to provide guidance for Harris County and develop best practices. DELIVERABLE: Comply with Commissioners Court mandate for the JAD to produce a report identifying best practices for the implementation of promising approaches meant to reduce violence. One report will discuss the implementation of a violence interruption and hospital-based violence interruption programs. The other will discuss the implementation of an alternative emergency response team to divert behavioral health crisis calls from law enforcement.	Research, Policy, and Outreach Division		Policy Analysts with Precinct 1	Tillmon Training and Consulting, The Health Alliance for Violence Interruption

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G6	Minimize criminal justice system exposure and reduce reliance on incarceration	S17	IMPACT: Increase law enforcement accountability and training in Harris County. HOW: Examine best practices on training, use-of-force, and independent oversight of law enforcement agencies nationwide and suggest implementation in Harris County. DELIVERABLES: 1) Comply with the Commissioners Court mandate to develop a model use-of-force policy implementing best practices from law enforcement agencies in the United States for consideration in harris county, 2) produce a report identifying best practices for Harris County law enforcement to increase officer training on implicit bias and de-escalation training, 3) create a public website that would include monthly use-of-force reports and video footage when legally available and 4) identify national independent law enforcement oversight boards and assess the feasibility and cost of developing such a board in Harris County.	Research, Policy, and Outreach Division; Data and Technology Division	N/A	All Constable Precincts; Sheriff's Office; Harris County Attorney's Office; Harris County Commissioners Court	N/A
G6	Minimize criminal justice system exposure and reduce reliance on incarceration	S18	IMPACT: Build more equity around indigent defense. HOW: Draw on insights from quantitative and qualitative evaluations of Harris County's indigent defense system to develop best practices. DELIVERABLES: 1) Build on existing indigent defense dashboards by creating functionality to allow the public to track attorney selection, use of experts and investigators, case outcomes, time to disposition, number of court settings, percent of cases resulting in alternatives to incarceration or dismissal, 2) assist with the effective implementation of the County Managed Assigned Counsel (MAC) program, and 3) develop a report outlining a plan for the Public Defender Office to increase its capacity to handle 50% of indigent defense case appointments.	Data and Technology Division	Research, Policy, and Outreach Division and	N/A	N/A
G6	Minimize criminal justice system exposure and reduce reliance on incarceration	S19	IMPACT: Work to ensure that Harris County's pretrial policies and practices balancing emphasis on defendants' Constitutional rights, safety of the community, and efficiency, while working to reduce punitiveness and racial/ethnic disparities. HOW: Gather and analyze data on Harris County's pretrial policies and practices, while drawing on empirical evidence from other jurisdictions. DELIVERABLE: Submit a report to Commissioners Court on the impact of bail reform on pretrial policy and practice in Harris County.	Research, Policy, and Outreach Division; Data and Technology Division		Harris County Pretrial Services; Harris County District and Criminal Courts.	MacArthur Safety + Justice Challenge grant; Harvard Kennedy School Government Performance Lab; O'Donnell Monitor; The Quattrone Center

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G6	Minimize criminal justice system exposure and reduce reliance on incarceration	S20	IMPACT: Remove re-entry barriers for justice-involved individuals. HOW: Analyze qualitative and quantitative data and coordinate with stakeholders to identify trends and gaps in services. DELIVERABLE: Produce quarterly reports on the status and needs of Harris County's re-entry population.	Research, Policy, and Outreach Division		Community Services and Corrections Department and Sheriff's Office; RIC Docket	Arnold Ventures; Beacon Law; Coalition for the Homeless; Common Justice; Deacon Criminal Justice Reform Center; Harris County Youth Collective; Houston Revision; Justice Management Institute; Pure Justice; Redefining Youth Justice Coalition; Restore Justice; Texas Advocates for Justice; Texas Council on Family Violence; Texas Criminal Justice Coalition; Texas Organizing Project; The Harris Center, Mental Health and IDD; W. Haywood Burns
G6	Minimize criminal justice system exposure and reduce reliance on incarceration	S21	IMPACT: Identify best practices and make recommendations for effective non-criminal justice alternatives to punitive criminal justice responses. HOW: Draw on insights from quantitative and qualitative evaluations of Harris County's current policies and practices, as well as those from model jurisdictions. DELIVERABLES: 1) Produce a report on non-criminal justice alternatives to punitive criminal justice responses to address poverty, homelessness, mental health, substance use, and violence prevention, and 2) Develop a report of recommendations on how Little Baker can be used to address homelessness.	Research, Policy, and Outreach Division			
G7	Reduce the number of youths in Harris County's Juvenile justice system	S22	IMPACT: Reduce the number of youth in Harris County's Juvenile Justice System. HOW: Draw on insights from quantitative and qualitative evaluations of Harris County's current youth justice policies and practices, as well as those from model jurisdictions. DELIVERABLES: Establish a "Youth Justice Reinvestment Community Fund," and 2) act as a youth justice liaison between system actors and community groups to facilitate the meaningful inclusion of community members in developing strategies to reduce referrals and reduce racial disparities.	Research, Policy, and Outreach Division		Juvenile Probation	
G8	Recruit and retain a talented and diverse workforce with the skills, passions and resources required to meet the Department and County vision, mission, and goals	S23	Meet and exceed the County averages for employee retention rates at probation, one, three and 5 years of service	Administration and Operations Division	Data and Technology Division; Research, Policy, and Outreach Division		

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Budgeting and Purchasing
Divisions (list all): Administration and Operations

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$165,707	1.05

1) Describe the Service and how it supports department goals.
This service is responsible for evaluating the financial needs, developing budget strategies, procuring goods and services designed to meet operational needs, monitoring expenditures and presenting recommendations to department leadership. The service ensures that funding is available for the various services and programs put in place to meet department goals and that tax dollars are being used wisely.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
This is an internal service to the Justice Administration Department although the service interfaces with several County departments including Budget Management, Human Resources and Purchasing.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This is not a statutorily mandated service.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Communications
Divisions (list all): Administration and Operations

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$306,740	2.59

1) Describe the Service and how it supports department goals.
The Communications service is responsible for informing public and county stakeholders of the collaborative partnerships, policy recommendations, events, programs, and policy work performed by the department. It is the principal point of contact for the department with news and media. It supports the goals of the department by providing transparency, as well as building public trust and confidence.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
This is an internal service to the Justice Administration Department, however, the majority of the communications reference interactions with the County Judge's Office, the Commissioner's Offices, the many Justice agencies and external partners. These communications are created collaboratively with the agencies and/or partners.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This is not a statutorily mandated service.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Grant Management
Divisions (list all):	Administration and Operations

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$125,351	0.75

1) Describe the Service and how it supports department goals.
The Grant Management service is responsible for identifying grant opportunities, grant writing, managing and supporting grant requirements, documenting payments and expenditures, ensuring compliance with grant regulations and optimizing the grant administration process. The Grant Management service works in coordination with the Budget and Purchasing service to ensure that funding is available for the various services and programs put in place to meet department goals
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
This is an internal service to the Justice Administration Department, however, successful grant applications and implementations benefit not just the department but the County as a whole from financial, transparency, accountability and effectiveness viewpoints.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is not statutorily mandated.

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: HR and Administration
Divisions (list all): Administration and Operations

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$162,324	1.19

1) Describe the Service and how it supports department goals.
The HR and Administration service is responsible overall management of department personnel including recruiting, screening, interviewing, onboarding, employee relations, payroll and benefits. This service supports the goals of the department by recruiting and retaining a talented and diverse workforce with skills and passions that are in line with the the departmental vision and mission.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
This is an internal service to the Justice Administration Department although the service interfaces with several County departments including Budget Management, Human Resources and Purchasing.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is not statutorily mandated.

FORM 4a. Department Services - DETAIL (#5)

Note: A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Project Management
Divisions (list all):	Administration and Operations

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$291,508	2.04

1) Describe the Service and how it supports department goals.
The Project Management service is responsible for planning, overseeing and leading projects from ideation through to completion. This includes leading project planning sessions, coordinating resources, managing relationships with stakeholders, estimating costs, managing project risk, monitoring progress and reporting status. The service ensures that projects supporting department goals are implemented in an efficient and effect manner.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
This is an internal service to the Justice Administration Department, however, the majority of projects are multi-agency including the County Judge's Office, the Commissioner's Offices, the many Justice agencies and external partners.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This is not a statutorily mandated service.

FORM 4a. Department Services - DETAIL (#6)

Note: A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Analytics
Divisions (list all): Data and Technology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$275,505	1.95

1) Describe the Service and how it supports department goals.
The Data and technology team provides critical insights and decision support on criminal justice data. These analytical services are used to inform County policy decisions designed to reduce racial and ethnic disparities, prevent violence, improve effectiveness of programs, improve public safety, minimize criminal justice system exposure and reduce the number of youths in the Juvenile Justice system.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal policy analysts, Commissioners Court, County agencies and external partners are the primary customers of this service. Typical customer expectations are clarity in analysis and timely availability of data. The data team works closely with the customers, engages in final product development and makes necessary changes in a timely manner to meet requirements. Establishing a scope and schedule within 14 business days for mid to large analytics projects is the primary metric of success for this service.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
A portion of this analysis is part of the Odonnell Consent Decree: section XI. DATA COLLECTION, ANALYSIS, AND TRANSPARENCY. "Defendants will systematically and continuously collect and preserve the data and records necessary to analyze and report on Defendants' compliance with the intent and requirements of this Consent Decree and the constitutional standards governing pretrial release and detention; Defendants' decision-making and performance related to the pretrial release and detention of misdemeanor arrestees; and the effects of Defendants' pretrial policies, practices, and decision-making on the comparative case outcomes and nonappearance rates of misdemeanor arrestees."

FORM 4a. Department Services - DETAIL (#7)

Note: A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Data Integration & Validation
Divisions (list all): Data and Technology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$419,582	2.9

1) Describe the Service and how it supports department goals.
Data integration and validation involves establishing data pipelines, repositories and warehouses of county data. It forms the essential foundation for all other services provided by the Data and Technology division. This service provides the necessary framework to support the collection and analysis of quantitative and qualitative data to inform County policy decisions designed to reduce racial and ethnic disparities, prevent violence, improve effectiveness of programs, improve public safety, minimize criminal justice system exposure and reduce the number of youths in the Juvenile Justice system.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal policy analysts, Commissioners Court, County agencies and external partners are the primary customers of this service. Customers expect high reliability of data integration processes.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
A portion of this service is part of the Odonnell Consent Decree: section XI. DATA COLLECTION, ANALYSIS, AND TRANSPARENCY. "Defendants will systematically and continuously collect and preserve the data and records necessary to analyze and report on Defendants' compliance with the intent and requirements of this Consent Decree and the constitutional standards governing pretrial release and detention; Defendants' decision-making and performance related to the pretrial release and detention of misdemeanor arrestees; and the effects of Defendants' pretrial policies, practices, and decision-making on the comparative case outcomes and nonappearance rates of misdemeanor arrestees."

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Reporting Platforms & Dashboard Development	
Divisions (list all):	Data and Technology	
	Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
	\$206,161	1.38

1) Describe the Service and how it supports department goals.
The service involves developing reports, developing dashboards and maintaining related technology infrastructure to enable efficient distribution of data and analysis. This service is written directly into the department goal of <i>"Increasing transparency, accountability, public trust, and confidence through meaningful community engagement, public education, and publishing public-facing dashboards"</i> .
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal policy analysts, Commissioners Court, County agencies and external partners are the primary customers of this service. Typical customer expectations include timely availability of product and good user experience. The data team works closely with the customers, engages in final product development and makes necessary changes in a timely manner to meet requirements.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
A portion of this service is part of the Odonnell Consent Decree: section XI. DATA COLLECTION, ANALYSIS, AND TRANSPARENCY. <i>"Defendants will systematically and continuously collect and preserve the data and records necessary to analyze and report on Defendants' compliance with the intent and requirements of this Consent Decree and the constitutional standards governing pretrial release and detention; Defendants' decision-making and performance related to the pretrial release and detention of misdemeanor arrestees; and the effects of Defendants' pretrial policies, practices, and decision-making on the comparative case outcomes and nonappearance rates of misdemeanor atTestees."</i>

FORM 4a. Department Services - DETAIL (#9)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Assessment and Analyzation
Divisions (list all):	Research, Policy and Outreach
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$115,108	0.77

1) Describe the Service and how it supports department goals.
The purpose of the Assessment and Analyzation service is to, in coordination with the justice agencies, identify Harris County's highest-impact opportunities related to programs, pilots, data infrastructure, and work processes to assist stakeholders with improving existing practices and implementing new approaches. It supports the goals of the department by improving the effectiveness of policies, programs, services and operations.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are Commissioner's Court, the Criminal Justice Coordinating Council and Harris County justice agencies. The expectation for the service is impartially assess current operations and provide meaningful suggestions for review and action.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This is not a statutorily mandated service.

FORM 4a. Department Services - DETAIL (#10)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Evaluation
Divisions (list all):	Research, Policy and Outreach

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$117,949	0.82

1) Describe the Service and how it supports department goals.
The Evaluation service is responsible for measuring the success of new policies, programs, services and operations by collecting data on the subject, interpreting the results of the data and reporting on the results. It supports the goals of the department by improving the effectiveness of policies, programs, services and operations.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are Commissioner's Court, the Criminal Justice Coordinating Council and Harris County justice agencies. The expectation for the service is the impartial analysis of policies, programs, services and operations to provide meaningful suggestions for review and action.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This is not a statutorily mandated service.

FORM 4a. Department Services - DETAIL (#11)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Outreach and Education
Divisions (list all):	Research, Policy and Outreach

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$186,960	186960.1995

1) Describe the Service and how it supports department goals.
The purpose of the Outreach and Education service is to incorporate meaningful public engagement in the justice departments and create robust public education events to inform community members about justice related topics such as the ODonnell consent decree implementation. This service is written directly into the department goal of " <i>Increasing transparency, accountability, public trust, and confidence through meaningful community engagement, public education, and publishing public-facing dashboards</i> ".
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are Commissioner's Court, the Criminal Justice Coordinating Council, justice agencies and of course community members. The expectations for the service are that information is disseminated quickly and accurately to community members and that feedback from community members is captured and reported back to the appropriate agency for review and action.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This is not a statutorily mandated service.

FORM 4a. Department Services - DETAIL (#12)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Research
Divisions (list all): Research, Policy and Outreach

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$321,716	2.28

1) Describe the Service and how it supports department goals.
The goal of the Research service is to conduct research grounded in racial, social, and economic equity principles via the collection and analysis of qualitative and quantitative data. This research is used to identify trends that are, in turn, is used to recommend policies to Commissioners Court and stakeholders predicated on evidence-based practices. The Research service is an integral part of all the goals of the department.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are Commissioner's Court, the Criminal Justice Coordinating Council and Harris County justice agencies. This service is expected to supply thorough and impartial analysis of data in order to provide the best possible recommendations for Harris County.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This is not a statutorily mandated service.

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Budget and Purchasing	Percentage of budget request approved	New	Budget forms	S13	N/A	100%	
Communications	# of newsletters published	Currently in use	Manual	S7	2	12	Monthly
Communications	# of visits to website	New	Web platform	S5	N/A	New Measure, target value TBD	No measurements to base this on; will calculate this year and use next year
Grant Management	# of grant applications submitted	Currently in use	Manual	S1, S11, S17, S21, S22	2	4	Budget and Grants Manager PCN filled; estimated increase
Grant Management	Grant win rate	New	Manual	S1, S11, S17, S21, S22	N/A	75%	No measurements to base this on; first year target
HR and Administration	Average number of working days to fill positions	Currently in use	NeoGov Peoplesoft	S23	39.4	40	The average government working days to hire is 40.9 days.
HR and Administration	Employee retention rate at probation, one, three and 5 years of service	New	Peoplesoft	S23	N/A	New Measure, target value TBD	No measurements to base this on; will calculate this year and use next year
Analytics	Average time from request for analytics to scope of work definition	New	monday.com	S13	N/A	14 business days	Industry standard
Analytics	# of key decision points in the legal process that have public-facing analytics available	Currently in use	SQLServer	S6	12	20	Estimated increase
Data Integration & Validation	Production uptime	New	SQLServer	S6	N/A	99%	Industry standard
Reporting Platforms & Dashboard Development	Production refresh failure rate	New	SQLServer	S6	N/A	5%	Industry standard
Reporting Platforms & Dashboard Development	# of production dashboards	New	SQLServer	S6	14	25	Estimated increase
Assessment and Analyzation	# of studies/reports	Currently in use	Manual	S1, S11, S12, S16, S17, S21	1	9	Known report requests
Assessment and Analyzation	# of crime assessments	New	Manual	S21	N/A	12	Monthly report
Evaluation	# of pilot/program evaluations	New	Manual	S1, S11, S12, S16, S17, S21	N/A	8	Known pilots/programs
Outreach and Education	# of events and meetings	Currently in use	Manual		5	28	CJCC; ODonnell; RED committee; Mental Health committee
Research	# of reports/memos on policy goals and requests from court	Currently in use	Sharepoint	S1, S8, S9, S12, S15, S16, S17, S18, S19, S20, S21	15	25	4 known reports, estimate of 3 reports per 7 topics

FORM 5a. Prioritized Budget Request Summary for Additional Funds

Instructions
This form summarizes new budget requests, in order of priority.
Enter responses in each of the fields in the table below, ranked in order of priority.

Answer the following question:

On the list below, what priority rank would you assign to funding for inflation-level COLA or merit-based salary increases for existing staff?

Priority #

18

Additional Notes
A separate Form 5c is required for each Budget Request listed below.
* Form 5b is required if new positions are requested. Requested new positions must be listed on Form 5b.

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested*
BR1	Project Management	Bail Reform - Transfer from PIC - Court Monitor	Administration and Operations	S19			
BR2	Data Integration and Validation	Bail Reform - Transfer from PIC - Senior Data Analyst	Data and Technology	S6	1	1	
BR3	Project Management	Bail Reform - Transfer from PIC - Project Manager	Administration and Operations	S19	1	1	
BR4	Reporting Platform and Dashboard Development	Bail Reform - Transfer from PIC - Department Equipment	Data and Technology	S6			
BR5	Project Management	Bail Reform - Transfer from PIC - Nonappearance Mitigation	Administration and Operations	S19			
BR6	Research	Grant funded Youth Justice Policy Analyst PCN to general fund	Research, Policy and Outreach	S22	1	1	
BR7	Project Management	CJCC service evaluation	Administration and Operations	S8			
BR8	Assessment and Analyzation	Law Enforcement Independent Oversight Board	Research, Policy and Outreach	S17			
BR9	Assessment and Analyzation	Fines and Fees study	Research, Policy and Outreach	S1			
BR10	Assessment and Analyzation	Racial and Ethnic Disparities study	Research, Policy and Outreach	S1			
BR11	Assessment and Analyzation	Non-punitive Responses to Social Problems study	Research, Policy and Outreach	S21			
BR12	Assessment and Analyzation	Community-Based Violence Intervention study	Research, Policy and Outreach	S16			
BR13	Assessment and Analyzation	Hospital-Based Violence Intervention study	Research, Policy and Outreach	S16			
BR14	Project Management	Consulting for PreTrial CMS implementation	Administration and Operations	S19			
BR15	Evaluation	Youth Justice Community Reinvestment Fund	Research, Policy and Outreach	S22			
BR16	HR and Administration	Training - Peoples Institute Undoing Racism Workshop	Administration and Operations	S1			
BR17	Research	Interns (temporary)	Research, Policy and Outreach	S13	2	1	1
BR18	Research	Software licensing - Research	Research, Policy and Outreach	S23			
BR19	Project Management	Software licensing - Project Management	Administration and Operations	S23			
BR20	Communications	Software licensing and Services - Communications	Administration and Operations	S23			
BR21	Research	Periodical subscriptions	Research, Policy and Outreach	S23			

Request Amount - First Year (FY2021-22)			
Vehicles, Equipment > \$5,000, Other Capital	Materials, Supplies and Other Non-Labor	Salary & Benefits	Total First Year Funding Request
	\$586,185		\$586,185
	\$1,680	\$128,709	\$130,389
	\$1,680	\$95,292	\$96,972
	\$360,283		\$360,283
	\$250,000		\$250,000
	\$1,680	\$204,882	\$206,562
	\$240,000		\$240,000
	\$20,000		\$20,000
	\$50,000		\$50,000
	\$150,000		\$150,000
	\$150,000		\$150,000
	\$48,500		\$48,500
	\$50,000		\$50,000
	\$40,000		\$40,000
	\$2,000,000		\$2,000,000
	\$8,750		\$8,750
	\$2,940	\$66,016	\$68,956
	\$6,000		\$6,000
	\$5,000		\$5,000
	\$22,000		\$22,000
	\$5,000		\$5,000

Ongoing Annual Cost - Future Years (if applicable)			
Materials, Supplies and Other Non-Labor	Salary & Benefits	Annual Ongoing Cost	5-Year Total Cost
\$586,185		\$586,185	\$2,930,925
\$1,680	\$128,709	\$130,389	\$651,945
\$1,680	\$95,292	\$96,972	\$484,860
\$103,500		\$103,500	\$774,283
			\$250,000
\$1,680	\$204,882	\$206,562	\$1,032,810
			\$240,000
			\$20,000
			\$50,000
			\$150,000
			\$150,000
			\$48,500
			\$50,000
			\$40,000
			\$2,000,000
			\$8,750
			\$68,956
\$6,000		\$6,000	\$30,000
\$5,000		\$5,000	\$25,000
\$22,000		\$22,000	\$110,000
\$5,000		\$5,000	\$25,000

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested*
BR22	Reporting Platform and Dashboard Development	Travel/Training/Professional Development - Reporting Platforms and Dashboards	Data and Technology	S23			
BR23	HR and Administration	Travel/Training/Professional Development - HR and Administration	Administration and Operations	S23			
BR24	Research	Travel/Training/Professional Development - Research	Research, Policy and Outreach	S23			
BR25	Outreach and Education	Community engagement incentives and stipends	Research, Policy and Outreach	S7			
BR26	HR and Administration	Office equipment and supplies	Administration and Operations	S23			
BR27	Project Management	Technical writing and design services for court notification system (ODonnell)	Administration and Operations	S13, S19			
BR28	Project Management	Court date notification form design services (ODonnell)	Research, Policy and Outreach	S13, S19			
BR29	Research	Indigent defense research project (ODonnell)	Research, Policy and Outreach	S18			
BR30	Assessment and Analyzation	Court nonappearance study (ODonnell)	Research, Policy and Outreach	S19			

Request Amount - First Year (FY2021-22)			
Vehicles, Equipment > \$5,000, Other Capital	Materials, Supplies and Other Non-Labor	Salary & Benefits	Total First Year Funding Request
	\$7,500		\$7,500
	\$10,500		\$10,500
	\$15,000		\$15,000
	\$20,000		\$20,000
	\$13,700		\$13,700
	\$49,400		\$49,400
	\$48,900		\$48,900
	\$100,000		\$100,000
	\$465,000		\$465,000

Ongoing Annual Cost - Future Years (if applicable)			
Materials, Supplies and Other Non-Labor	Salary & Benefits	Annual Ongoing Cost	5-Year Total Cost
\$7,500		\$7,500	\$37,500
\$10,500		\$10,500	\$52,500
\$25,000		\$25,000	\$115,000
			\$20,000
\$13,700		\$13,700	\$68,500
			\$49,400
			\$48,900
			\$100,000
			\$465,000

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

Bail Reform - Transfer from PIC - Court Monitor

Funding Request Description:

Administration and Operations

Division:

Funding Request - Next Fiscal Year:

\$586,185

1) Describe the specific problem, challenge or opportunity (why funding is needed).

On March 3, 2020, the Joint motion to Appoint Independent Monitor was approved by Judge Lee H. Rosenthal as a condition of the ODonnell consent decree.

2) Which department-level goals does this support?

Goal 1: reduce racial and ethnic disparities
Goal 6: minimize criminal justice system exposure

3) What do you want to achieve with these additional funds?

Compliance with the ODonnell consent decree condition to appoint an independent monitor.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Contract an independent Monitor as required by the consent decree to report on progress for the duration of the decree. A Monitor has been in place since March 2020. Funds were approved for the current fiscal year and are being transferred to general fund for future years.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below

--

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Bi-annual Monitor report	Report	S19	2	

FORM 5c. Budget Request - DETAIL (#2)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

Bail Reform - Transfer from PIC - Senior Data Analyst

Funding Request Description:

Data and Technology

Division:

Funding Request - Next Fiscal Year:

\$130,389

1) Describe the specific problem, challenge or opportunity (why funding is needed).

One of the main tenants of the ODonnell consent decree (section XI) is the collection, analysis and transparency of data related to bail reform.

2) Which department-level goals does this support?

Goal 1: reduce racial and ethnic disparities
Goal 2: increase transparency
Goal 4: improve the effectiveness of policies, programs and services
Goal 6: minimize criminal justice system exposure and reduce reliance on incarceration

3) What do you want to achieve with these additional funds?

Compliance with the ODonnell consent decree to provide data to the public on the status of bail reform programs.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Hire a Senior Data Analyst to collect, analyze and present data required by the ODonnell consent decree. A Senior Data Analyst PCN was approved and funded at Commissioners Court on June 9, 2020; the funds are being moved to the general fund moving forward. The position was filled in September 2020, vacated in October 2020 and filled again in November 2020.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below

--

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Bi-annual Monitor report	Report	S19	2	

RM 5c. Budget Request - DETAIL (#3)

*te: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx*

Instructions
out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
n answer the five questions that follow.

get Request Priority ID:

B

ding Request Description:

Bail Reform - Transfer from PIC - Project Manager

sion:

Administration and Operations

ding Request - Next Fiscal Year:

\$96,972

Describe the specific problem, challenge or opportunity (why funding is needed).

JAD is managing implementation of the ODonnell consent decree which requires the coordination of agency and department activities in order to comply and adhere to consent decree deadlines.

Which department-level goals does this support?

Goal 1: reduce racial and ethnic disparities
Goal 6: minimize criminal justice system exposure

What do you want to achieve with these additional funds?

Compliance with the ODonnell consent decree

Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Hire a Project Manager to coordinate agency and department activities for the duration of the decree. A Project Manager PCN was approved and funded at Commissioners Court on June 9, 2020; the funds are being moved to the general fund moving forward. A Project Manager has been in place since June 2020.

List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Bi-annual Monitor report	Report	S19	2	

FORM 5c. Budget Request - DETAIL (#4)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:	BR4
Funding Request Description:	Bail Reform - Transfer from PIC - Department Equipment
Division:	Data and Technology
Funding Request - Next Fiscal Year:	\$360,283

1) Describe the specific problem, challenge or opportunity (why funding is needed).
One of the main tenants of the ODonnell consent decree (section XI) is the collection, analysis and transparency of data related to bail reform.
2) Which department-level goals does this support?
Goal 1: reduce racial and ethnic disparities Goal 2: increase transparency Goal 4: improve the effectiveness of policies, programs and services Goal 6: minimize criminal justice system exposure and reduce reliance on incarceration
3) What do you want to achieve with these additional funds?
Compliance with the ODonnell consent decree to provide data to the public on the status of bail reform programs.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Purchase equipment, software and implementation resources required to develop a web based data platform with a public-facing interface. These funds were approved in the current fiscal year, however, the effort was delayed due to the COVID pandemic. The funds are being transferred to the general fund moving forward and are still required; data and reports have been delivered as needed but but in a less efficient manner than a consolidated platform will allow.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
Fill in Table Below



Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Bi-annual Monitor report	Report	S19	2	

FORM 5c. Budget Request - DETAIL (#5)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:	BR5
Funding Request Description:	Bail Reform - Transfer from PIC - Nonappearance Mitigation
Division:	Administration and Operations
Funding Request - Next Fiscal Year:	\$250,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Section VIII of the ODonnell consent decree requires Harris County to promote pretrial release through programs to increase court appearances.
2) Which department-level goals does this support?
Goal 1: reduce racial and ethnic disparities Goal 4: improve the effectiveness of programs and services Goal 6: minimize criminal justice system exposure
3) What do you want to achieve with these additional funds?
Assist and support indigent misdemeanor arrestees in making court appearances. Compliance with the ODonnell consent decree.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Contract with community based organizations to provide housing, transportation, shelter and child care to indigent misdemeanor arrestees granted pretrial releases in accordance with the ODonnell consent decree as approved by the Monitor. This funding was approved in FY21, however, it was delayed due to the COVID pandemic. These funds are still required and are being transferred to the general fund for future years.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>



Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Bi-annual Monitor report	Report	S19	2	
Court appearance rate	DEEDS JWeb	S19		

FORM 5c. Budget Request - DETAIL (#6)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:	BR6
Funding Request Description:	Grant funded Youth Justice Policy Analyst PCN to general fund
Division:	Research, Policy and Outreach
Funding Request - Next Fiscal Year:	\$206,562

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The Arnold Ventures grant from the Laura & John Arnold Foundation, which funds a full-time Youth Justice Policy Analyst position, expires December 2020.
2) Which department-level goals does this support?
Goal 1: reduce racial and ethnic disparities in the youth justice system Goal 6: minimize criminal justice system exposure and reduce reliance on incarceration for youth Goal 7: reduce the number of youths in Harris County's juvenile justice system
3) What do you want to achieve with these additional funds?
Identify strategies for the reduction of referrals and racial disparities, and to support juvenile justice system actors seeking to implement these policies.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Fund the Youth Justice Policy Analyst position from the JAD general fund. A request to move the position with no budget adjustment will be presented at Commissioners Court in December.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Position filled	Peoplesoft	S22	1	

FORM 5c. Budget Request - DETAIL (#7)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

Funding Request Description:

Division:

BR7

CJCC service evaluation

Administration and Operations

Funding Request - Next Fiscal Year:

\$240,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).

According to the Criminal Justice Coordinating Council (CJCC) bylaws, the JAD should conduct an evaluation of the relationship between community members and the criminal justice system in Harris County.

2) Which department-level goals does this support?

Goal 1: reduce racial and ethnic disparities
Goal 2: increase public trust and confidence through meaningful community engagement
Goal 4: improve the effectiveness of policies, programs and services

3) What do you want to achieve with these additional funds?

Compliance with the CJCC bylaws. Provide information regarding the strength of the relationship with community members, in particular identifying areas which need improvement.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Commission a survey to evaluate the breadth and quality of the relationships between community members and the criminal justice system in Harris County. The survey will pay special attention to racial and ethnic disparities and be completed during the upcoming fiscal year.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below



Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Completion of survey	CJCC agenda	S8	1	

FORM 5c. Budget Request - DETAIL (#8)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR8

Funding Request Description:

Law Enforcement Independent Oversight Board

Division:

Research, Policy and Outreach

Funding Request - Next Fiscal Year:

\$20,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).

The JAD has been tasked by Commissioners Court with providing a report and recommendation for an independent law enforcement oversight board.

2) Which department-level goals does this support?

Goal 6: minimize criminal justice system exposure and reduce reliance on incarceration

3) What do you want to achieve with these additional funds?

Assess the feasibility and cost of creating an independent oversight board to review allegations of use of force by law enforcement within Harris County,

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Hire a consultant to review shooting deaths in custody cases, identify ten cities to use as case studies, interview member of other city review boards, conduct interviews with law enforcement and members of IA departments and draft a report on a model independent law enforcement oversight board. The timeline to achieve this objective is the first quarter of FY22.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below

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Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Completion of report	Commissioners Court agenda	S17	1	

FORM 5c. Budget Request - DETAIL (#9)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

Funding Request Description:

Division:

BR9

Fines and Fees study

Research, Policy and Outreach

Funding Request - Next Fiscal Year:

\$50,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).

The JAD has been tasked by Commissioners Court with providing an assessment of fines and fees in the criminal justice system.

2) Which department-level goals does this support?

Goal 1: reduce racial and ethnic disparities
Goal 6: minimize criminal justice system exposure

3) What do you want to achieve with these additional funds?

Study the imposition of fines and fees associated with criminal offenses, the consequences of unpaid fines, the use and consequences of cash bail in pre-trial detention and disparate enforcement or impact of such practices on low-income individuals, racial and ethnic minorities, and any other vulnerable groups.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Work with a consultant to document the baseline schedules of fines and fees in Harris County, how the use of fines and fees have changed over time, any racial and ethnic disparities in the assessment of fines and recommend possible modifications to the use of fines and fees.
This assessment will be completed in the next fiscal year.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Completed assessment	Commissioners Court agenda	S1	1	

FORM 5c. Budget Request - DETAIL (#10)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:	BR10
Funding Request Description:	Racial and Ethnic Disparities study
Division:	Research, Policy and Outreach
Funding Request - Next Fiscal Year:	\$150,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Commissioner's Court has requested a study on racial and ethnic disparities in the Harris County criminal justice system.
2) Which department-level goals does this support?
Goal 1: reduce racial and ethnic disparities
3) What do you want to achieve with these additional funds?
Educate criminal justice stakeholders and the community as to the existence and extent of racial and ethnic disparities throughout the criminal justice system. Track disparities at various stages of the criminal justice process from patrol to case disposition, identify the root causes of those disparities and provide evidence-based recommendations to remedy the identified disparities.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Work with a consultant to develop a bi-annual report on the Harris County criminal justice system's current racial disparities and identify best policy practices to reduce racial and ethnic disparities. The report will be completed during the next fiscal year.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
Fill in Table Below

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Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Completion of report	Commissioners Court agenda	S1	1	

FORM 5c. Budget Request - DETAIL (#11)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR11

Funding Request Description:

Non-punitive Responses to Social Problems study

Division:

Research, Policy and Outreach

Funding Request - Next Fiscal Year:

\$150,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).

Commissioner's Court has requested a study on non-punitive responses to social problems.

2) Which department-level goals does this support?

Goal 6: minimize criminal justice system exposure and reduce reliance on incarceration.

3) What do you want to achieve with these additional funds?

Identify best practices and make recommendations for effective non-criminal justice alternatives to punitive criminal justice responses to address poverty, homelessness, mental health, substance use and violence prevention.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Work with a consultant to complete the requested study with recommendations. The report will be completed in the next fiscal year.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below



Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Completion of study	Commissioners Court agenda	S21	1	

FORM 5c. Budget Request - DETAIL (#12)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR12

Funding Request Description:

Community-Based Violence Intervention study

Division:

Research, Policy and Outreach

Funding Request - Next Fiscal Year:

\$48,500

1) Describe the specific problem, challenge or opportunity (why funding is needed).

Commissioner's Court has report identifying best practices for the implementation of approaches meant to reduce violence.

2) Which department-level goals does this support?

Goal 5: improve public safety and quality of life

3) What do you want to achieve with these additional funds?

Analyze the feasibility and cost of creating a new county-level agency or program to administer a violence prevention program grounded in evidence-based public health research and practice.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Coordinate with consultants to develop a strategic planning document to implement a program modeled on Cure Violence, a program that has been successfully piloted in Chicago, Baltimore, Brooklyn, and Phoenix. This study will be completed in the next fiscal year.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below



Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Completion of report	Commissioners Court agenda	S16	1	

FORM 5c. Budget Request - DETAIL (#13)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

Funding Request Description:

Division:

BR13

Hospital-Based Violence Intervention study

Research, Policy and Outreach

Funding Request - Next Fiscal Year:

\$50,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).

Commissioner's Court has report identifying best practices for the implementation of approaches meant to reduce violence.

2) Which department-level goals does this support?

Goal 5: improve public safety and quality of life

3) What do you want to achieve with these additional funds?

Analyze the feasibility and cost of creating a new county-level agency or program to administer a Hospital-Based Violence Intervention Program.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Collaborate with consultants to develop a strategic planning document to implement a Hospital-Based Violence Intervention Program in Harris County. This evidence-based approach works to connect individuals hospitalized after interpersonal violence to the services and resources necessary to address violence's underlying causes. This study will be completed in the next fiscal year.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below

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Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Completion of report	Commissioners Court agenda	S16	1	

FORM 5c. Budget Request - DETAIL (#14)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR14

Funding Request Description:

Consulting for Pretrial CMS

Division:

Administration and Operations

Funding Request - Next Fiscal Year:

\$40,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).

A capital improvement project to purchase and implement a Pretrial Case Management System (CMS) has been approved. A successful implementation will greatly advance the Justice and Safety goal for Harris County.

2) Which department-level goals does this support?

Goal 1: reduce racial and ethnic disparities
Goal 6: minimize criminal justice system exposure and reliance on incarceration
Goal 4: improve the effectiveness of services

3) What do you want to achieve with these additional funds?

Provide expert advice to the Pretrial CMS implementation so as to develop the best solution possible to meet the needs of both Pretrial Services and the citizens of Harris County.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Hire a consultant to assist with the implementation of the Pretrial CMS. The Pretrial CMS CIP project has already been approved, the consultant would be brought on as soon as funding is approved and available in March. The CMS implementation is estimated to be a 6-9 month effort.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below

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Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Implementation of Pretrial CMS	Manual	S19	1	

FORM 5c. Budget Request - DETAIL (#15)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:	BR15
Funding Request Description:	Youth Justice Community Reinvestment Fund
Division:	Research, Policy and Outreach

Funding Request - Next Fiscal Year:	\$2,000,000
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1) Describe the specific problem, challenge or opportunity (why funding is needed).
Youth in communities of color heavily impacted by juvenile detention are likely to become justice involved in the absence of investment in community-based resources to positively engage youth, meet families’ basic needs, and respond appropriately if youth begin to slip off track. (See Addendum to 5c-Request Detail #15, Youth Justice Community Reinvestment Fund for more detail)
2) Which department-level goals does this support?
Goal 1: reduce racial and ethnic disparities Goal 5: improve public safety Goal 6: minimize criminal justice system exposure Goal 7: reduce the number of youths in the juvenile justice system
3) What do you want to achieve with these additional funds?
Build sustainable capacity in home-grown community organizations that provide resources to youth and families in need. Address economic inequities in communities of color that are hardest hit by juvenile detention. (See Addendum to 5c-Request Detail #15, Youth Justice Community Reinvestment Fund for more detail)
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Hire a backbone organization, give the organization time to assess community resources and needs, select grantee organizations, support grantees with coaching and infrastructure, then collect data sufficient to assess grantees’ performance. This is a 2-year pilot program to be funded with a matching \$2 million commitment from Juvenile Probation's unspent funds this fiscal year. (See Addendum to 5c-Request Detail #15, Youth Justice Community Reinvestment Fund for more detail)
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>



Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
To be determined by 3rd party evaluator		S22		

FORM 5c. Budget Request - DETAIL (#16)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR16

Funding Request Description:

Training - Peoples Institute Undoing Racism Workshop

Division:

Administration and Operatons

Funding Request - Next Fiscal Year:

\$8,750

1) Describe the specific problem, challenge or opportunity (why funding is needed).

The fabric of racism is woven and constructed into the lives of all Americans. Racism was done and it can be undone through effective anti-racist organizing with, and in accountability to the communities most impacted by racism.

2) Which department-level goals does this support?

Goal 1: reduce racial and ethnic disparities
Goal 5: improve quality of life

3) What do you want to achieve with these additional funds?

Provide JAD personnel with an understanding of what racism is, where it comes from, how it functions, why it persists and how it can be undone.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Have JAD employees participate in the Peoples Institute "Undoing Racism" workshop. The training would be virtual and scheduled appropriately according to the availability of personnel, to be completed before the end of the fiscal year.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below



Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Training attendees	Course rosters Peoplesoft	S1	22	Count of employees

FORM 5c. Budget Request - DETAIL (#17)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR17

Funding Request Description:

Interns (temporary)

Division:

Research, Policy and Outreach

Funding Request - Next Fiscal Year:

\$68,956

1) Describe the specific problem, challenge or opportunity (why funding is needed).

The JAD has had the opportunity to work with two interns during the course of the last fiscal year. The terms for their internships are coming to a conclusion in FY22; the JAD still has sufficient work for multiple interns over the course of the next fiscal year.

2) Which department-level goals does this support?

Goal 1: reduce racial and ethnic disparities
Goal 3: prevent violence and trauma
Goal 5: improve public safety, overall health and quality of life
Goal 6: minimize criminal justice system exposure

3) What do you want to achieve with these additional funds?

Augment the Research, Policy and Outreach's ability to research criminal justice related issues, collect and analyze data, write memorandums and recommendations, develop presentations and facilitate discussions with stakeholders. Develop a pipeline of potential employees with experience in Harris County and the JAD in particular.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Hire two interns to work with the Research, Policy and Outreach division of the JAD at the conclusion of the current internship term.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below



Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Interns hired	Peoplesoft	S13	2	

FORM 5c. Budget Request - DETAIL (#18)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR18

Funding Request Description:

Software licensing - Research

Division:

Research, Policy and Outreach

Funding Request - Next Fiscal Year:

\$6,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).

Research is a service that can be enhanced through the use of specialized tools designed for the profession.

2) Which department-level goals does this support?

Goal 4: improve the effectiveness of operations
Goal 8: recruit and retain a talented and diverse workforce

3) What do you want to achieve with these additional funds?

Provide the necessary resources for the JAD to effectively and efficiently provide the Research Service.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Purchase and/or license software packages/services that support the Communication Service provided by the JAD. The software will be purchased/licensed on an as needed basis during the course of the fiscal year.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below



Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Software licenced	Peoplesoft	S23		

FORM 5c. Budget Request - DETAIL (#19)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR19

Funding Request Description:

Software licensing - Project Management

Division:

Administration and Operations

Funding Request - Next Fiscal Year:

\$5,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).

Project Management is a service that can be enhanced through the use of specialized tools designed for the profession.

2) Which department-level goals does this support?

Goal 4: improve the effectiveness of operations
Goal 8: recruit and retain a talented and diverse workforce

3) What do you want to achieve with these additional funds?

Provide the necessary resources for the JAD to effectively and efficiently provide the Project Management Service.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Purchase and/or license software packages/services that support the Project Management Service provided by the JAD. The software will be purchased/licensed on an as needed basis during the course of the fiscal year.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below



Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Software licensed	Peoplesoft	S23		

FORM 5c. Budget Request - DETAIL (#20)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR20

Funding Request Description:

Software licensing and services - Communications

Division:

Administration and Operations

Funding Request - Next Fiscal Year:

\$22,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).

Communications is a service that can be enhanced through the use of specialized tools specifically designed for the profession.

2) Which department-level goals does this support?

Goal 4: improve the effectiveness of operations
Goal 8: recruit and retain a talented and diverse workforce

3) What do you want to achieve with these additional funds?

Provide the necessary resources for the JAD to effectively and efficiently provide the Communications Service.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Purchase and/or license software packages/services that support the Communication Service provided by the JAD. The software will be purchased/licensed on an as needed basis during the course of the fiscal year.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below



Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Software licensed	Peoplesoft	S23	1	

FORM 5c. Budget Request - DETAIL (#21)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:	BR21
Funding Request Description:	Periodical subscriptions
Division:	Research, Policy and Outreach
Funding Request - Next Fiscal Year:	\$5,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
In order to perform successful research, personnel need access to the most current ideas, thoughts, policies and studies relating to criminal justice reform from around the country.
2) Which department-level goals does this support?
Goal 1: reduce racial and ethnic disparities Goal 3: prevent violence and trauma Goal 6: minimize criminal justice system exposure Goal 8: recruit and retain a talented and diverse workforce
3) What do you want to achieve with these additional funds?
Conduct research grounded in racial, social and economic equity principles. Identify trends that will in turn be used to recommend policies to Commissioners Court and criminal justice stakeholders.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Provide research personnel with subscriptions to local national periodicals (on-line or print). The subscriptions can be in place when funding is available.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>



Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Periodicals subscribed	Peoplesoft	S23		

FORM 5c. Budget Request - DETAIL (#22)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR22

Funding Request Description:

Travel/Training/Professional Development

Division:

Data and Technology

Funding Request - Next Fiscal Year:

\$7,500

1) Describe the specific problem, challenge or opportunity (why funding is needed).

The opportunity exists to to build the skillsets of Data and Technology staff and to provide job satisfaction to employees motivated by learning opportunities.

2) Which department-level goals does this support?

Goal 8: recruit and retain a talented and diverse workforce

3) What do you want to achieve with these additional funds?

Increased knowledge within their areas of expertise for Data and Technology staff thereby increasing their value to the JAD.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Allow Data and Technology staff to attend training and professional development opportunities as needed during the course of the fiscal year.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below

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Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of trainings/professional developments completed	Course/conference rosters Peoplesoft	S23	5	1 per PCN

FORM 5c. Budget Request - DETAIL (#23)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR23

Funding Request Description:

Travel/Training/Professional Development - HR and

Division:

Administration and Operations

Funding Request - Next Fiscal Year:

\$10,500

1) Describe the specific problem, challenge or opportunity (why funding is needed).

The opportunity exists to to build the skillsets of Administration and Operations staff and to provide job satisfaction to employees motivated by learning opportunities.

2) Which department-level goals does this support?

Goal 8: recruit and retain a talented and diverse workforce

3) What do you want to achieve with these additional funds?

Increased knowledge within their areas of expertise for JAD HR and Administration staff thereby increasing their value to the JAD.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Allow Administration and Operations staff to attend training and professional development opportunities as needed during the course of the fiscal year.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of trainings/professional developments completed	Course/conference rosters Peoplesoft	S23	7	1 per employee

FORM 5c. Budget Request - DETAIL (#24)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR24

Funding Request Description:

Travel/Training/Professional Development - Research

Division:

Research, Policy and Outreach

Funding Request - Next Fiscal Year:

\$15,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).

The opportunity exists to to build the skillsets of Research staff and to provide job satisfaction to employees motivated by learning opportunities.

2) Which department-level goals does this support?

Goal 8: recruit and retain a talented and diverse workforce

3) What do you want to achieve with these additional funds?

Increased knowledge within their areas of expertise for JAD Research staff thereby increasing their value to the JAD.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Allow Research, Policy and Outreach staff to attend training and professional development opportunities as needed during the course of the fiscal year.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of trainings/professional developments completed	Course/conference rosters Peoplesoft	S23	10	1 per employee

FORM 5c. Budget Request - DETAIL (#25)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR25

Funding Request Description:

Community engagement incentives and stipends

Division:

Research, Policy and Outreach

Funding Request - Next Fiscal Year:

\$20,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).

The opportunity exists to work collaboratively with the citizens of Harris County to address criminal justice issues that affect the well-being of the citizens.

2) Which department-level goals does this support?

Goal 1: reduce racial and ethnic disparities
Goal 2: increase transparency, accountability, public trust and confidence

3) What do you want to achieve with these additional funds?

Encourage more community stakeholde to present at, and citizens to participate in, community engagement meetings.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Provide stipends for community stakeholders who present at community engagement meetings. Provide incentives for citizens to participate in community engagement meeting by providing parking, transportation, etc. Provide space rental for community engagement meetings.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below



Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
% change in meeting attendance	Manual	S8		No measurements to base this on

FORM 5c. Budget Request - DETAIL (#26)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:

BR26

Funding Request Description:

Office equipment and supplies

Division:

Administration and Operations

Funding Request - Next Fiscal Year:

\$13,700

1) Describe the specific problem, challenge or opportunity (why funding is needed).

When the JAD returns to an office environment, the team will have grown significantly and be spread out onto mulitple floor of their current building as opposed to the one floor it previously inhabited.

2) Which department-level goals does this support?

Goal 8: recruit and retain a talented and diverse workforce

3) What do you want to achieve with these additional funds?

Provide the necessary resources for all JAD members to effectively and efficiently pursue the duties of their position.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Purchase and/or rent equipment such as printers and copiers for an additional floor in the current JAD office environment. The equipment will be rented/purchased as needed before the end of the fiscal year. Additional office supplies as needed.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below

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Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Printer purchase	Peoplesoft	S23		
Copier rented	Peoplesoft	S23		
Office supplies purchased	Peoplesoft	S23		

FORM 5c. Budget Request - DETAIL (#27)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:	BR27
Funding Request Description:	Technical writing and design services for court notification system (ODonnell)
Division:	Administration and Operations
Funding Request - Next Fiscal Year:	\$49,400

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The terms of the ODonnell Consent Decree are intended to implement and enforce fair and transparent policies and practices that will result in meaningful, lasting reform to the County's system of pretrial detention. One of the specific reforms is to promote court appearances and public safety.
2) Which department-level goals does this support?
Goal 4: improve the effectiveness of polices, programs, services and operation county-wide Goal 6: minimize criminal justice system exposure and reduce reliance on incarceration
3) What do you want to achieve with these additional funds?
Improve court appearance rates among misdemeanor arrestees. Comply with the ODonnell consent decree.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Contract technical writing and message design services for court reminders in the form of text, voice and email messages. Test and measure the effectiveness of the court reminder messages. Services will be delivered approximately 12 weeks from the beginning of the engagement.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
To be determined and provided by vendor		S19		

FORM 5c. Budget Request - DETAIL (#28)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR28
Funding Request Description:	Court date notification form design services (ODonnell)
Division:	Administration and Operations

Funding Request - Next Fiscal Year:	\$49,400
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1) Describe the specific problem, challenge or opportunity (why funding is needed).
The terms of the ODonnell Consent Decree are intended to implement and enforce fair and transparent policies and practices that will result in meaningful, lasting reform to the County's system of pretrial detention. One of the specific reforms is to promote court appearances and public safety.
2) Which department-level goals does this support?
Goal 4: improve the effectiveness of polices, programs, services and operation county-wide Goal 6: minimize criminal justice system exposure and reduce reliance on incarceration
3) What do you want to achieve with these additional funds?
Improve court appearance rates among misdemeanor arrestees. Comply with the ODonnell consent decree.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Contract with a qualified vendor to redesign court date notification forms, create recommendations for testing and assessing their effectiveness and provide ongoing support and assistance in the implementation the forms. Services will be delivered approximately 10 weeks from the beginning of the engagement.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
To be determined and provided by vendor		S19		

FORM 5c. Budget Request - DETAIL (#29)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID: BR29
Funding Request Description: Indigent defense research project
Division: Research, Policy and Outreach

Funding Request - Next Fiscal Year: \$100,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The ODonnell consent decree requires Harris County to to promote transparency, rigorous analysis, and accountability throughout the pretrial process and make investments necessary for new systems to function efficiently in a large jurisdiction.
2) Which department-level goals does this support?
Goal 6: minimize criminal justice system exposure and reduce reliance on incarceration
3) What do you want to achieve with these additional funds?
Develop strategies to promote indigent defense services that protect misdemeanor arrestees' right to pretrial liberty and right against wealth-based detention.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Engage a vendor with expertise in holistic indigent defense to evaluate current systems of misdemeanor indigent defense and make recommendations regarding the need for additional staffing and resources. The expected duration of the engagement is six (6) months.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Completion of study	Commissioners Court agenda	S18	1	No measurements to base this on

FORM 5c. Budget Request - DETAIL (#30)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR30
Funding Request Description:	Court nonappearance study
Division:	Research, Policy and Outreach

Funding Request - Next Fiscal Year: \$465,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
One of the specific reforms identified in the O'Donnell Consent Decree is to promote court appearances and public safety. To date, no one has investigated the primary causes of nonappearance specifically in Harris County's misdemeanor courts.
2) Which department-level goals does this support?
Goal 4: improve the effectiveness of polices, programs, services and operation county-wide Goal 6: minimize criminal justice system exposure and reduce reliance on incarceration
3) What do you want to achieve with these additional funds?
Identify primary causes of nonappearance specific to Harris County; provide insight into the barriers to court appearance as experienced by arrestees; provide insight into the impact of the COVID-19 pandemic on court appearance; recommendations to support the County's implementation of an effective policy, program, and operational efforts to mitigate barriers and to appropriate interventions to promoting appearance.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Contract with a qualified vendor to provide court nonappearance research services. The vendor will be required to conduct a twelve (12) month study, followed by six (6) months of recommendation development and implementation assistance.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Completion of study	Commissioners Court agenda	S19		18 month implementation period, no target metric for FY2021-22



JUSTICE ADMINISTRATION DEPARTMENT

HARRIS COUNTY, TEXAS

Addendum to 5c-Request Detail #15 Youth Justice Community Reinvestment Fund

1) Describe the specific problem, challenge, or opportunity (why funding is needed)

A community reinvestment fund is a “teach a man to fish” model in which a backbone nonprofit organization makes grants to grassroots direct service providers, and then actively partners with them to strengthen their capacity, improve their services, and monitor whether their services are helping youth in the long term. This program is intended to remedy the following problems:

Stark racial disparities in juvenile detention. Covid-19 was a stress test that demonstrated how quickly we can progress toward safely decarcerating youth and how much further we have to go. The pandemic prompted government actors to work together to reduce the number of detained youths by a remarkable 41% in two months. But even when there was a universal focus on decarceration, and the juvenile detention center population was lowest, 98% of those who remained detained were Black and Latinx youth. This extreme racial disparity persists today.

Inadequate alternatives to juvenile detention. Judges and probation officers rely heavily on community-based organizations to reasonably assure the youth’s safety, public safety, and the youth’s compliance with court expectations upon release from detention. The Pretrial Adjudication Team (PAT), a team of experienced officers dedicated to supervising youth at highest risk, stress that these youth are likely to fail in the absence of resources to positively engage youth, meet families’ basic needs, and respond appropriately if youth begin to slip off track. PAT officers and families agree that the existing community-based resources are not adequate to meet these needs and set justice-involved youth up for success.

Lacking data-driven investment in community-based resources. Where there are successful community-based programs serving youth, those programs are typically not adequately supported by government. Relying on communities to prevent justice system contact and provide alternatives to incarceration will require reinvesting money that was previously spent on incarceration into community-based resources. Juvenile Probation typically forms unfunded community partnerships through word of mouth, which stunts the ability of both Juvenile Probation and community partners to collaborate and identify what works due to a lack of resources to track

wellness outcomes for youth being served. Funding sources for the community partners that Juvenile Probation relies on—typically a patchwork of short-term grants from other departments, other levels of government, philanthropists, and volunteer work—are not reliable or sustainable. Regardless of a program’s success, the program may simply end when its grant funds are interrupted.

2) Which department-level goals does this support?

G1: Reduce racial and ethnic disparities in the criminal justice and youth justice system.

This fund will support grassroots service providers in communities of color to prevent youth of color from justice system involvement and prevent deepening involvement for youth who are released from detention.

G2: Increase transparency, accountability, public trust, and confidence through meaningful community engagement, public education, and publishing public-facing dashboards and G4: Improve the effectiveness of policies, programs, services, and operations county-wide by increasing coordination and collaboration across all county justice stakeholders to ensure tax dollars are being invested wisely.

There are no reliable data tracking relative success of programs that support youth upon release from detention. A reinvestment fund requires service providers to collect and report data on whether their services improve outcomes for youth and provide data collection support for that purpose. The fund also makes use of data by requiring a backbone organization to coach direct service providers about ways to improve.

In addition, there is no in-depth engagement of youth and families about which direct services should be prioritized to prevent justice system involvement. A reinvestment fund will require the backbone organization to engage directly impacted communities in order to determine which types of services to fund.

G5: Improve public safety, overall health, and quality of life through preventative and responsive public health-oriented strategies to address crime, violence, and historical and current economic inequities and G6: Minimize criminal justice system exposure and reduce reliance on incarceration for both adults and youth.

This program will directly fund grassroots service providers in communities of color that are hardest hit by juvenile detention, which will both prevent youth contact with the juvenile justice system and address economic inequities through direct investment in home-grown, community-based organizations.

G7: Reduce the number of youths in Harris County's Juvenile justice system by providing technical assistance to implement data-driven best practices.

The backbone organization will fund grassroots service providers whose goal is to reduce youth justice system contact. The organization will then provide technical assistance--including data collection and coaching on best practices--to maximize service providers' effectiveness, support their long-term growth, and ensure that government grants are supporting the best possible services for youth.

3) What do you want to achieve with these additional funds?

A community reinvestment fund solves the issues described in Section 1 by investing in the resources youth and families need, and making that investment strategically, to build sustainable capacity in home-grown community organizations that will continue providing quality services for years to come. The key to this strategic investment is a dedicated backbone organization that administers funds, supports the capacity and infrastructure development of direct service providers, collects data on outcomes, and uses that data to help providers improve through ongoing coaching. A reinvestment fund will:

- Support grassroots service providers in communities of color to prevent youth of color from justice system involvement and prevent deepening involvement for youth who are released from detention.
- Engage directly impacted communities in order to determine which types of services to fund.
- Address economic inequities in communities of color that are hardest-hit by juvenile detention through direct investment in home-grown, community-based direct service providers.
- Require service providers to collect and report data on whether their services improve outcomes for youth, using data collection support from the backbone organization
- Provide technical assistance--including data collection and coaching on best practices--to maximize service providers' effectiveness, support their long-term growth, and ensure that government grants are supporting the best possible services for youth.
- Use service provider data to troubleshoot coordination problems by facilitating meaningful and effective partnerships with the government.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

The Justice Administration Department (JAD) and Juvenile Probation Department (JPD) are jointly requesting funds to pilot the reinvestment fund over a 2-year period. A 2-year pilot is necessary to hire a backbone organization, give the organization time to assess community resources and needs, select grantee organizations, and then collect data sufficient to assess grantees' performance. Much of the first-year work will be dedicated to mapping existing grassroots resources for youth and helping grantee organizations establish infrastructure, making program assessment at the end of Year 1 unrealistic. It is important that the JAD ascertain the full scope of dedicated funds at the outset of the program, so the department can hire a backbone organization capable of administering a fund of the appropriate size and scope.

Timeline

Dedicated seed funding. The JAD and JPD are jointly requesting creation of a Youth Justice Community Reinvestment Fund. The fund will hold \$4 million to support grants for 2 years: \$2 million from Juvenile Probation's unspent funds from this fiscal year (to be transferred to the fund after budget hearings, but before the end of the fiscal year), and \$2 million appropriated from the general fund.

Year 1: Backbone organization and evaluator selection. The JAD will convene a hiring committee with representation from multiple stakeholders to select a backbone organization through a competitive and accessible bidding process. The committee will prioritize organizations that commit to building community power and employing staff from communities with high rates of juvenile detention. The JAD will also contract with a third-party evaluator that will establish metrics of youth well-being, *beyond recidivism*, that will be used to measure the efficacy of direct service provider grantees.

Years 1-2: Grantee selection. The backbone organization will make grants by identifying under resourced, home-grown providers in communities with high rates of juvenile detention and eliciting community input on priorities for services to fund. The backbone organization will award grants through a competitive and accessible bidding process.

Year 2: Ongoing support. The backbone organization will help grantees build sustainable capacity to provide high-quality services by training and coaching on best practices in program administration and substantive services, providing an accessible data collection platform to track outcomes, featuring grantees' success to

larger donors and training them in grant writing to help increase and diversify their funding sources, and troubleshooting problems with implementation by assessing outcomes, coaching managers and service providers, and facilitating meaningful relationships among government partners and all grantee organizations.

Year 2: Assessment and expansion. The third-party evaluator will report on the experiences of all stakeholders and the data on each service provider's outcomes for youth to make a recommendation about continued or expanded funding for this model.

Estimated Funding Usage

The backbone organization and third-party evaluator will be paid as a percentage of the total fund established, which mirrors the approach of other funds (Covid Relief; Early Childhood; Colorado WAGEES) and reflects the fact that their scope of work will change depending on the scope of the total grant program.

Line Item	Amount
Grants to service providers (4-7 grants @ \$200-350K/year)	\$2.8M
Backbone organization (max 15% total fund)	\$600K
Evaluator (max 15% total fund)	\$600K
Total	\$4M

A \$4 million fund for a two-year pilot is less than or comparable to funding allocated in other jurisdictions for similar programs.¹ This estimate deliberately includes a range in the number of grants and grant amounts: the backbone organization needs flexibility to structure grants depending on level of need (e.g.: scaling existing programs or building infrastructure from the ground up). It is not feasible to specify

¹ For example, Los Angeles's Ready to Rise community reinvestment fund disbursed \$7.1 million in grants in its year. California Community Foundation & Liberty Hill Foundation, Ready to Rise 2019 Reflection Report 3 (2019), <https://www.readytorise.la/wp-content/uploads/2020/07/R2R-2019-reflection-report-FINAL.pdf>. A similar project, the Incubation Training Academy for grassroots mental health providers, dedicated \$5 million to fund its pilot cohort. Los Angeles County Department of Mental Health, Incubation Academy: Transforming LA Through Partnership 1 (2020), http://file.lacounty.gov/SDSInter/dmh/1081143_IA_2020_DMh_FactSheet.pdf. The Baltimore Children and Youth Fund was created as a \$12 million non-lapsing fund. Baltimore Children & Youth Fund, <https://bcyfund.org/about/>.

the amount of money that should go to each undiscovered grassroots service provider before the backbone organization undertakes this important work. The proposed grant range is comparable to other grant programs intended to make a transformative impact, such as the Obama Foundation’s Community Challenge Impact Grants of \$500,000 over two years² awarded to Chicago’s Becoming a Man program and Los Angeles’s Unlock Justice Initiative.³

Evidence

Implementation of this model demonstrates that a community reinvestment fund can build sustainable, effective community-based resources that achieve better outcomes for people they serve.

Colorado’s WAGEES program,⁴ a community reinvestment fund that supports services for adults on parole, exceeded every program goal set by the Colorado legislature in its first year. The program was so successful that the Colorado Department of Corrections advocated for even more of its budget to be reallocated to the reinvestment fund. The program continues to exceed expectations, as detailed in the June 2020 WAGEES annual report:

Performance Measure	Goal	Actual YTD	Comment
New Enrollment Rate	1,730	2,393	Enrollment in WAGEES is voluntary; more people enrolled than hoped
Education Placement Rate	60%	66%	Represents participants placed in job skills training, high school/GED programs, and post-secondary education
Retention Rate	50%	68%	Represents participants with jobs who remained employed after 90 days

² Obama Foundation, MBK Community Challenge Competition Request for Proposals, <https://www.obama.org/competition/rfp/>.

³ Obama Foundation, The MBKA Impact and Seed Communities, <https://www.obama.org/mbka2/our-work/communities/liberty-hill-foundation/> (scroll down to “National Impact Communities” and click “Youth Guidance and Thrive Chicago” for the Becoming a Man program; “Liberty Hill Foundation” for the Unlock Justice Initiative).

⁴ “WAGEES” stands for Work and Gain Education & Employment Skills. For more information on the WAGEES program, see Colorado WAGEES, <https://wageesco.org/>. For a detailed report on how the WAGEES program was launched and the success it enjoyed in its first year, see generally Chelsea Thomson *et al.*, Urban Institute, Investing Justice Resources to Address Community Needs 2 (2018), <https://www.urban.org/research/publication/investing-justice-resources-address-community-needs/view/full-report>.

Credential Attainment Rate	50%	88%	Represents participant students who attained at least one recognized credential
New Charges Rate	≤ 20%	5%	Represents participants facing new charges resulting in incarceration

This type of fund is also in promising early stages of implementation in Los Angeles, where the Ready to Rise fund has disbursed \$7.1 million to local grassroots service providers in its first year.⁵ Within months, the fund had successfully supported all grantee organizations to establish concrete objectives for service delivery and achieve capacity to report on progress toward meeting their objectives.⁶ 2020 data are forthcoming.

The success of this model is consistent with the broader principle that the people closest to the problem are closest to the solution. A community reinvestment fund will produce programs that are more effective than top-down government services because its central mission is a commitment to build community: the fund is dedicated to investment in home-grown programs based in communities with the highest rates of juvenile detention. Programs owned and operated by people who reflect youth and families they serve through lived experience, geographic location, and service priorities are best positioned to effectively deliver services and give helpful feedback on how to allocate resources in the community.⁷

⁵ California Community Foundation & Liberty Hill Foundation, Ready to Rise 2019 Reflection Report 3 (2019), <https://www.readytorise.la/wp-content/uploads/2020/07/R2R-2019-reflection-report-FINAL.pdf>.

⁶ *Id.* at 29.

⁷ Chelsea Thomson *et al.*, Urban Institute, Investing Justice Resources to Address Community Needs 2 (2018), https://www.urban.org/research/publication/investing-justice-resources-address-community-needs/view/full_report.

991 - Probate Court No. 1

Judge Jerry Simoneaux

991 – Probate Court No. 1

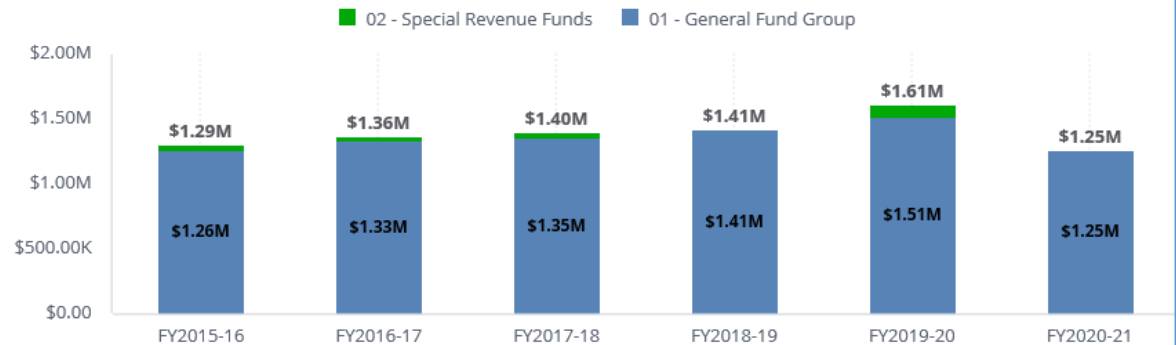
Data as of 12/14/2020

Expenditures (Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$1,252,919

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$1.57M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
991	Probate Court No. 1

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

Probate Court 1 provides compassionate and accessible justice for all with a service-first, technology-forward approach

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

Probate Court 1 will continually emphasize service and implement technology to ensure the greatest access to justice for all.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Probate Court 1 serves all residents of Harris County. As one of only 18 statutory courts in the state, Probate Court 1 has jurisdiction over guardianships, decedent's estates, trusts, and any disputes that may arise in connection with them including breach of fiduciary duty, personal injury, wrongful death and survivor actions.

Each year, Probate Court 1 holds more than 2,500 hearings, supervises in excess of 2,700 ongoing cases, and reviews and signs up to 18,000 orders. All this is done with a staff of just 10. The statistics are:

7,084 open cases:

Guardianships: 2,017

Dependent Cases: 689

Deceased Cases: 3,589

Trusts: 130

Registry: 97

Will Deposits / Safe Deposit Box: 345

Misc./Administrative/PPG/Legacy: 217

Hearings held 2/28/19 – 2/28-20: 2,569

Guardianships: 84

PW: 1,126

Heirship/Adm.: 312

Ancillary: 194

Trials: 21

Pre-Trials: 19

Submission Docket: 67

Show Cause Docket: 6

Scheduling Conf. / Status Conferences: 1

DWOP: 3

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A Does not apply to Probate Court

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A Does not apply to Probate Court

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

1. Process all cases including the scheduling and conducting of hearings/trials in a timely manner.
2. Maintain a court that is accessible and convenient to all.
3. Use of up to date technology to improve efficiency and service in both court and administrative services.
4. Use of fair employment practices to recruit and retain a talented and diverse workforce.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

1. Prevent case and docket backlogs by:
 - a. Hiring one or two more staff members to meet the increased filings and workload including, but not limited to, reviewing applications/orders in both deceased estates and guardianships, setting and preparing daily dockets, addressing phone or in person inquiries from both the public and attorneys as well as managing trials.
 - b. being flexible with dockets as rises and decreases in activity occur.
 - c. using "double-dockets" when appropriate. This may require a floating court reporter if both the judge and associate judge need a record.
2. Continue use of Zoom or other technology to offer remote appearances when appropriate.
3. Continue to implement new technology to improve efficiency and adaptability through the use of digital sharing of paperwork and entry of orders as well as the use of online streaming of all court proceedings to allow for transparency in support of open courts/open records.
4. Continue outreach to various Bar Associations and legal groups for continued legal education of staff and potential employment candidates.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

Probate Court 1 will continue to work diligently in its efforts to improve its services to the community through innovative technology, increased staffing and diversity, increased and more flexible docketing through the use of remote hearings as well as the continued advancement in digital caseload management to ensure equity and justice for all. All of which aligns with the county mission and goal to provide a just, safe, efficient and transparent environment for county employees and the community we serve.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Initiating and mastering both digital and virtual environments allowing the court to work uninterrupted even through the current COVID 19 crisis
- Increased weekly dockets to maximize court efficiency providing best possible customer service to the community and attorneys we serve
- Transition to STARS/PEOPLESOFT for the county's HR, purchasing and payroll functions.
- Re-assignment of staff duties to accommodate the continually increasing caseload / paperload

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- Planning and implementation of new courtroom technology
- Hiring of additional staff to increase productivity and meet current workload demands
- Office buildout to accommodate increased staff

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

N/A

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*

- Harris County Probate Clerk's Office
- Harris County Guardianship Program
- Harris County Sheriff's Office
- Harris County Constable's Office
- Harris County Attorney's Office
- Harris County Auditor's Office
- Senior Justice Assessment Center
- Harris County Hospital District (Ben Taub/LBJ)

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- General public
- Attorneys
- Appointees (attorneys, doctors and appraisers)
- Wards and proposed wards

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant

mortality rates. 2) *The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.*

- Certainly, economic disparities exist within the community at large. Our departmental budgeted funds identified as COURT COSTS are specifically designed to cover fees/expenses of appointees, including attorneys and doctors, appointed to represent or provide service to indigent families/wards.
- The court strives to alleviate some of the language/cultural disparities that exist by utilizing a largely diverse list of appointees with various bilingual capabilities and ethnic backgrounds.
- Additionally, the court provides increased access and fairness through advanced technology.

2. *What strategies, if any, does your department have in place to remove or address these disparities?*
See answers to #1

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

- The current staff of Probate Court 1 represents a diverse group of employees. When expanding, the court will look to numerous organizations, including various Bar Associations, for a diverse and qualified list of applicants for consideration.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

- Employees have access to and are encouraged to participate in the many trainings provided by the County.

FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

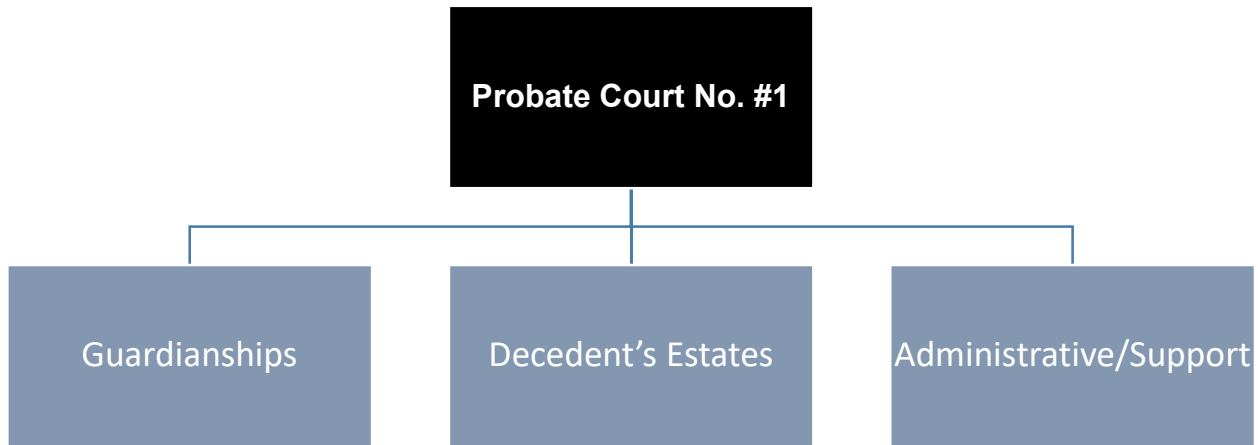
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Probate Court No. #1

Guardianships

Decedent's Estates

Administrative/Support



FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- Strategic Objective: For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- Lead Division: List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- Other Divisions Involved: List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- Other External Stakeholders Involved: List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Process all cases in a timely manner including the scheduling/conducting of all hearings and trials promptly	SO1	Prevent docket backlogs	Probate Court 1	N/A		
		SO2	Increase flexibility of dockets including the use of double dockets				
G2	Maintain a court that is accessible and convenient to all	SO3	Continue to meet the increasing probate and guardianship needs of the growing population of Harris County	Probate Court 1	N/A		
		SO4	Hire additional staff			HCHR	
G3	Use up to date technology to improve efficiency and service in both court and administrative services	SO5	Implement new technology to process filings and improve courtroom (hearings and trials) efficiency	Probate Court 1	N/A	IT/US Dept.	
		SO6	Adapt and master new county programs designed to streamline processes			IT/US Dept., HC Auditors, HC Purchasing	
G4	All through the use of fair employment practices to recruit and retain a talented and diverse workforce	SO7	Continue outreach through various local organizations	Probate Court 1	N/A		Law Schools, Bar Associations
		SO8	Provide ongoing professional development opportunities to court staff				
		SO9	Sustain a positive work environment				

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Administration of Deceased Estates
Divisions (list all):	Probate Court 1

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$886,575	5.7

1) Describe the Service and how it supports department goals.
Oversee the administration of deceased estates while providing timely justice through a fair, efficient and accessible system. The Court staff is tasked with review of many applications including, but not limited to, Applications to Probate Will, Applications for Administration, for Appointment of Attorney Ad Litem, Applications for Determination of Heirship, Requests for Attorney and Appointee Fees, estate Inventories, estate Accountings, Small Estate Affidavits and Sales of Real and Personal Property. The court must also review delinquent cases to bring them into compliance. Maintain the court's probate of will, heirship and ancillary dockets and assist in the preparation and conducting of hearings, pretrials and trials.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for this service are the residents of Harris County including executors, administrators, heirs, creditors and attorneys. Generally, feedback is obtained through phone calls, emails, written materials including complaints or accolades and the Houston Bar Poll.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. The Texas Estates Code. The Government Code. The Health and Safety Code. The Family Code. The Property Code. The Mental Health Code.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Administration of Guardianships
Divisions (list all):	Probate Court No 1

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$728,079	4.9

1) Describe the Service and how it supports department goals.
Oversee the administration of guardianships while providing timely justice through a fair, efficient and accessible system. The court staff must review Applications for Guardianships (person and/or estate), Applications for Ad Litem, Appointment of Court Investigator, review of Doctor's Letters, conduct investigations of proposed guardianships, guardianship estate inventories and accountings, conduct annual visits to wards, maintain the court's guardianship docket, prepare for hearings, pretrial and trials. Review case delinquencies and bring them into compliance. Review Attorney and Appointee Fee Motions and more.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for this service are the residents of Harris County including proposed wards, wards, guardians, doctors, mental health professionals, health professionals, social workers and attorneys. Generally, feedback is obtained through phone calls, emails, written materials including complaints or accolades and the Houston Bar Poll.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. The Texas Estates Code. The Government Code. The Health and Safety Code. The Family Code. The Property Code. The Mental Health Code.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Administrative Support
Divisions (list all):	Probate Court No 1

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$68,567	0.4

1) Describe the Service and how it supports department goals.
Administrative Support includes payroll, purchasing and HR duties necessary to efficiently and effectively operate the court for not only the employees but the community we serve as well.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Probate Court No 1 employees
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Deceased Estates	number of new case filings	Currently in use	ODYSSEY	SO 3	2198	2307	internal reports indicate a steady increase of cases over the past 10 years
	number of application/motion filings	Currently in use	ODYSSEY	SO 3	5953	6250	internal reports indicate a steady increase of cases over the past 10 years
	total number of active deceased cases	Currently in use	ODYSSEY	SO 3	4772	5010	internal reports indicate a steady increase of cases over the past 10 years
	average time to schedule initial hearing	New	manual tracking	SO 1	5 weeks	3 weeks	internal goal
	# cases heard	Currently in use	ODYSSEY	SO 2	2496	2621	internal reports indicate a steady increase of cases over the past 10 years
	# of orders signed	Currently in use	ODYSSEY	SO 3	7177	7536	internal reports indicate a steady increase of cases over the past 10 years
Guardianships	number of new case filings	Currently in use	ODYSSEY	SO 3	241	253	internal reports indicate a steady increase of cases over the past 10 years
	number of application/motion filings	Currently in use	ODYSSEY	SO 3	2416	2537	internal reports indicate a steady increase of cases over the past 10 years
	total number of active guardianship cases	Currently in use	ODYSSEY	SO 3	2376	2495	internal reports indicate a steady increase of cases over the past 10 years
	number of initial investigations made	Currently in use	ODYSSEY	SO 3	167	175	internal reports indicate a steady increase of cases over the past 10 years
	number of annual visits made to wards	Currently in use	ODYSSEY	SO 3	619	650	internal reports indicate a steady increase of cases over the past 10 years
	average time to schedule initial hearing	New	manual tracking	SO 1	3 weeks	2 weeks	internal goal
	# cases heard	Currently in use	ODYSSEY	SO 2	126	132	internal reports indicate a steady increase of cases over the past 10 years
	# of orders signed	Currently in use	ODYSSEY	SO 3	5842	6134	internal reports indicate a steady increase of cases over the past 10 years
Administrative Support	# of Requisitions/PO's	New	STARS/PEOPLESOF	SO 6	21	TBD	increased staff, technology upgrade
	# Requests for Payment	New	STARS/PEOPLESOF	SO 6	22	TBD	increased staff, technology upgrade
	staff turnover rate	New	manual tracking	SO 9	N/A	10%	Estimate based on staff trends
	# of trainings attended by staff	New	manual tracking	SO 8	N/A	22 / 2 per staff member per year	Estimate based on staff trends
	% of staff with high rate of employment satisfaction	New	employee survey	SO 9	N/A	80%	Estimate based on staff trends

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	Hire (1) additional position, Coord IV
Division:	Probate Court No 1
Funding Request - Next Fiscal Year:	\$143,844

1) Describe the specific problem, challenge or opportunity (why funding is needed).
An additional employee is needed to meet the growing caseload demands of the probate court.
2) Which department-level goals does this support?
All PC1 goals G1-4 would be supported by the addition of another employee.
3) What do you want to achieve with these additional funds?
the additional funds requested would be used to hire (1) more employee to assist with the management of cases, dockets and trials.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
the immediate addition of another employee, preferably bilingual, to assist with processing of cases, docket preparation, assisting attorneys/clients as needed will improve the court's timeliness, convenience and accessibility for the community we serve.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of Deceased cases	ODYSSEY	SO1-7	5010	internal reports indicate a steady increase of cases of the past 10 years
# of Guardianship cases	ODYSSEY	SO1-7	2495	" "
# of orders signed	ODYSSEY	SO1-7	13670	" "

FORM 6. Potential Long-Term (5-Year) Funding Needs

Note: These are large expenses that need to be planned for in the General Fund in the next 3-5 years due to operational, legislative or executive decisions.
A recent example was the state’s mandate to move from paper to electronic filing by a specified future date.

Note: This information is being collected for planning purposes only - Commissioners Court will not be making funding decisions on these items during the current budget cycle.

Instructions
Fill out the table below.

LT Funding Needs ID	Which Strategic Objective does this address? (Enter SO # from Form 3)	Description of Future Funding Needs	# of Positions Needed (if applicable)	Estimated Year 1 Costs (FY 2021-22)	Estimated Year 2 Costs (FY 2022-23)	Estimated Year 3 Costs (FY 2023-24)	Estimated Year 4 Costs (FY 2024-25)	Estimated Year 5 Costs (FY 2025-26)
LTF1	SO 1-7	Additional office/court space to provide proper ancillary courtroom for dual dockets and trials		\$50,000	\$0	\$0	\$0	\$0
LTF2								
LTF3								
LTF4								
LTF5								
LTF6								
LTF7								
LTF8								
LTF9								
LTF10								
LTF11								
LTF12								

992 - Probate Court No. 2

Judge Michael Newman

992 – Probate Court No. 2

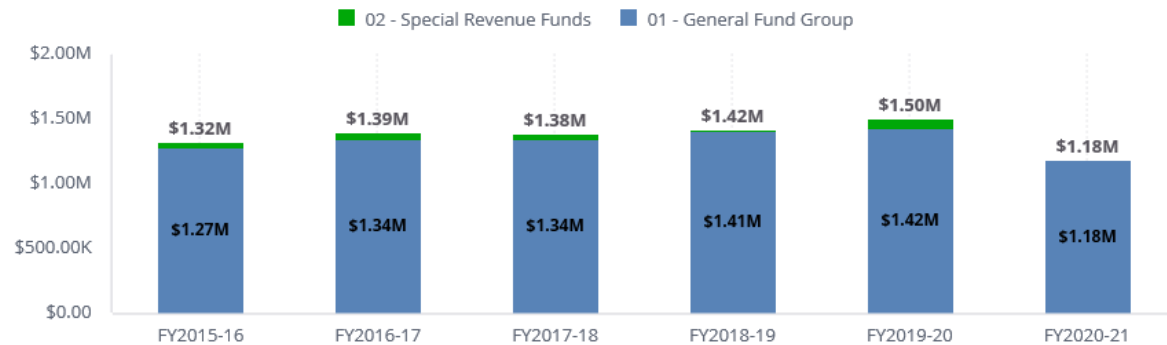
Data as of 12/14/2020

Expenditures (Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$1,179,532

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$1.57M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
992	Probate Court No. 2

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

Probate Court 2 oversees the efficient and timely handling of decedent and guardianship estates including lawsuits. Our mission is to ensure that attorneys, litigants and parties all have timely access to our court and that all cases and rulings are decided in accordance with Texas law.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

Probate Court 2 will continue to serve the community by providing excellent customer service to all attorneys, litigants and parties appearing in our court.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Probate court No. 2 provides the following services to the Harris County community:

1. Guardianship of Persons and/or Estates
2. Independent and Dependent Administrations
3. Probate of Wills
4. Handling of Trusts
5. Conducting Heirship Hearings/Proceedings
6. Handling of Contested Hearings and Trials relating to Probate, Estate Administrations and Guardianships

Probate Court 2 consists of eleven staff members.

Judge

Associate Judge/Staff Attorney

Guardianship Coordinator/Staff Attorney

Court Manager/Court Coordinator

Court Investigator

Decedent Auditor

Guardianship Auditor

Receptionist

Assistants

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

1. Maintain a court that is safe, accessible and convenient to all.
2. Process all cases in a timely manner.
3. Schedule and conduct all hearings and trials promptly.
4. Promptly implement changes in law and procedure affecting the court.
5. Safeguard the substantive and procedural civil rights of all who appear before the Court.
6. Use fair employment and appointment practices to recruit, train, educate, and retain a talented and diverse workforce.
7. Inform the community about the services offered by the Probate Court.
8. Use up-to-date technology to improve efficiency and service in both court and administrative functions.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

The services provided by the court are listed in the department overview section above.

Probate Court 2 has eleven dedicated professionals who have been trained to efficiently handle all probate, estate and guardianship matters that are filed. The Court hires bilingual staff and maintains attorney list based on language requirements. Hearings are promptly scheduled and trials are routinely set to assist the parties and their attorneys in the resolution of all disputed matters. Non-disputed matters are routinely scheduled for hearing at the convenience of the parties and their attorneys. Odyssey Case Management System was implemented in 2016 to maintain and track all cases as was PeopleSoft/STARS in 2020 for HR, payroll and purchasing. The Court adheres to ongoing legislative changes through workshops from TCPJ, HBA and the JBCC to inform the staff of any and all changes.

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

Probate Court 2's goals reflect the commitment to equity, access, and customer service.

Probate Court 2 continually strives to recruit and retain a talented and diverse work force and to provide effective and high quality customer service to all Harris County residents.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*
N/A
2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*
 - Probate Court 2 again increased the number of its weekly dockets to accommodate the increased demand for hearings and trials,
 - Began scheduling non-jury trial to start on Thursdays and Fridays to accommodate lawyers, parties and witnesses,
 - Promoted several deserving employees within our department, continued to improve upon customer service and customer satisfaction,
 - Implemented the use of Zoom to continue hearing dockets virtually
 - Transition to a new software for payroll and purchasing
3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
 - Update and efficiently utilize current Case Management Systems
 - Recruit a professional to aide our court investigator with overseeing current guardianship cases
 - Accommodate the public and attorney requests by providing hearings as needed
4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*
 - Yes, the Texas Judicial Branch Certification Commission (JBCC) audited all probate courts' case files in 2018-2019
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
 - Harris County Guardianship Program
 - County Clerk's

- *County Attorney's Office*
 - *HRRM*
 - *Purchasing*
 - *Auditor's Office*
 - *Universal Services/IT*
 - *Sheriff's Department*
 - *Constable's Office*
 - *Senior Justice Assessment Center*
 - *Harris County Hospital District (Ben Taub/LBJ)*
6. *Who are the department's key external stakeholders? Provide a bulleted list.*
- *Public*
 - *Attorneys of record and appointed attorneys*
 - *Appointed Doctors*
 - *Wards and Proposed Wards*
 - *Texas Department of Family and Protective Services*
 - *Houston Volunteer Attorneys*
 - *Veteran's Administration*
 - *Office of Court Administration*
 - *Supreme Court*

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*
 - *Probate Court 2 strives to address any language disparities among cultures that exist among the Harris County population by appointing bilingual and diverse attorneys and guardian ad litem. We continually reach out to attorneys of diverse backgrounds with respect to court appointments.*
2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*
 - *See answer to question one.*
3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*
 - *Yes, we continually add ethnically diverse attorneys to provide legal representation for proposed wards and unrepresented heirs. This goal is accomplished by the appointment of qualified individuals on a rotating basis.*

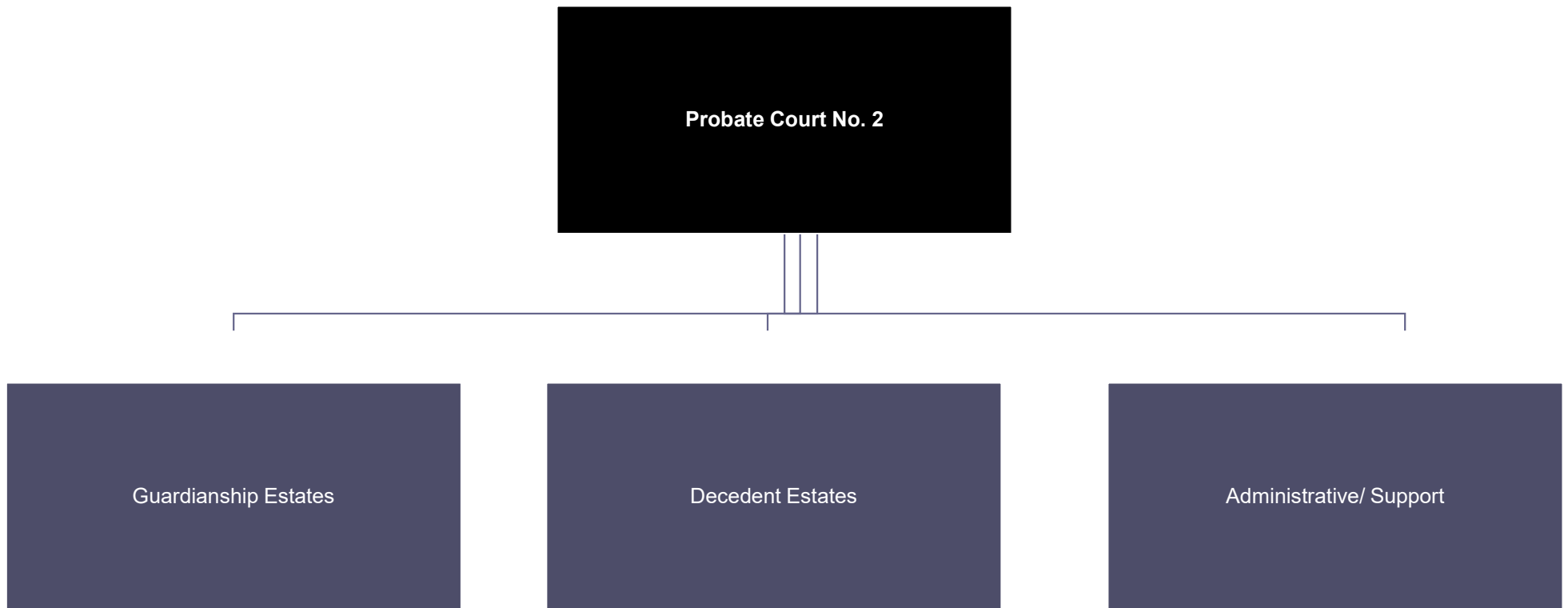
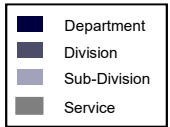
4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*
- *Employees are referred to trainings offered by Harris County's Human Resources and Risk Management department.*

FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]



FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- Other Divisions Involved: List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Guardianships
Divisions (list all):	Probate Court 2

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$992,887	5.94

1) Describe the Service and how it supports department goals.
Working on Guardianships helps us to serve the public by insuring that all statutory requirements are met and enforced. We insure the continued well being of persons under guardianship. All hearings to establish guardianships are held in a timely and efficient manner.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers we service are proposed wards, minors, applicants, attorneys, and Harris County residents. They expect the Court to provide friendly, timely answers to often confusing questions or inquires for direction. The Court frequently receives feedback by email, phone calls, verbal conversations, bar poll, and when fulfilling annual visits.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Guardianships are statutorily mandated by the Texas Estate's Code, Family Code, Health & Safety Code, Property Code, Mental Health Code, and CPRC.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Decedent's Estates
Divisions (list all):	Probate Court 2

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$787,317	4.65

1) Describe the Service and how it supports department goals.
Probate Court 2 serves Harris County by overseeing administrations, reviewing probate applications, verifying estate accountings, and doing so in a fair, just and timely manner.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
We serve Harris County residents, applicants attorneys, and minors. They expect the Court to help them with difficult decisions about their loved one or client. The Court receives customer feedback by email, phone calls, verbal conversations and the bar poll.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, decedent's estates are statutorily mandated by the Texas Estate's Code, Family Code, Health & Safety Code, Property Code, Mental Health Code, and CPRC.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Administrative/Support
Divisions (list all):	Probate Court 2

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$79,744	0.41

1) Describe the Service and how it supports department goals.
The Probate Court prepares budget and any amendments, oversees tracking of expenditures and comparison to budget. Oversees management of payroll of Administration, HR liaison, approves procurement of operating supplies. This service ensures the use of fair employment practices, to recruit, train, educate, and retain a talented and diverse workforce.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Employees of Probate Court 2 are the customers of this service. Their expectation are honesty, fairness, and trust and dependability. Interaction with staff through group and one-on-one meetings.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measurable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department currently uses to measure and monitor performance and any planned new performance metrics for the coming year. Please list all performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-22.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Guardianships	# of initial visits	New	Odyssey	S1	188	200	increase in case load
	# of annual guardianship visits	New	Odyssey	S1	149	200	increase in case load
	Average time from guardianship application/letter to when Court Investigator is assigned	New	Odyssey	S2	NA	15 days	increase in case load
	Average time to schedule establishment hearing	New	Odyssey	S3	NA	60 days	increase in case load
	# of establishment guardianship orders signed in a year	New	Odyssey		172	200	increase in case load
	% of establishment hearings scheduled within 60 days	New	Odyssey	S3	50	60	increase in case load
	# of staff that participate in training related to changes in law and procedures	New	Manually	S4	NA	4	increase in case load
	# of language interpreters utilized	New	STARs/PeopleSoft	S5	NA	4	increase in case load
	# of Ad Litem appointed	New	Odyssey	S5	NA	154	increase in case load
	# of Current Guardianships open	Currently in use	Odyssey	S1	4549	4776	increase in case load
Decedent's Estates	# of all orders reviewed and signed	Currently in use	Odyssey	S1	20505	21530	increase in case load
	# of hearings held virtually	New	Odyssey	S8	586	600	increase in case load
	% of hearings held virtually	New	Odyssey	S8	80%	100%	internal goal
	% of Small Estate Affidavits processed in 30 days	New	Odyssey	S2	NA	241	increase in case load
	Average time to schedule initial hearing	New	Odyssey	S3	NA	30 days	increase in case load
	# of staff that participate in training related to changes in law and procedures	New	Manually	S4	NA	4	increase in case load
	# of language interpreters utilized	New	STARs/PeopleSoft	S5	NA	4	increase in case load
	# of Ad Litem appointed	New	Odyssey	S5	NA	220	increase in case load
	# of Apps filed	Currently in use	Odyssey	S1	1944	2000	increase in case load
	# of all orders signed	Currently in use	Odyssey	S1	7604	8000	increase in case load
Administrative/Support	# of hearings held virtually	Currently in use	Odyssey	S8	NA	4269	increase in case load
	% of hearings held virtually	Currently in use	Odyssey	S8	100%	100%	increase in case load
	Number of new case filings	Currently in use	Odyssey	S1	1944	2000	increase in case load
	Total number of active cases	Currently in use	Odyssey	S1	4399	5000	increase in case load
	Number of cases heard	Currently in use	Odyssey	S1	4264	5000	increase in case load
	# of PO's, Requisitions, RFP, invoices processed YTD	Currently in use	STARs/PeopleSoft	S8	167	175	Increase in goods and services
	# of trainings attended by staff	New	email	S6	NA	2 per staff	required classes
	# of website updates	New	Email	S7	NA	20	information for public

Instructions
This form summarizes new budget requests, in order of priority.
Enter responses in each of the fields in the table below, **ranked in order of priority.**

Additional Notes

A separate Form 5c is required for each Budget Request listed below.

* **Form 5b** is required if new positions are requested. Requested new positions must be listed on **Form 5b**.

2

[illegible]

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	Hire Coord IV
Division:	Probate Court No. 2
Funding Request - Next Fiscal Year:	\$113,266

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Due to influx of increased filings and cases, an additional person is needed. Currently, the guardianship department is showing a 30% increase in new applications filed for 2020. The guardianship department is already struggling to keep up with annual visits for existing wards.
2) Which department-level goals does this support?
This request would support all department level goals necessitated by increased filings, and to assist with the front desk and communicate on behalf of all departments . This supports the goal of increased efficiency and accessibility.
3) What do you want to achieve with these additional funds?
This request was included in our budget last year. A new employee with social work capabilities will address the substantial demands experienced by court staff as a result of general population growth, an aging population, and now the COVID19 pandemic. These growing demands have continued to increase the court's case load across all departments.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The court would like to begin the search for an employee that specializes in social work as soon as the budget is approved and funded, including additional funds for this new employee. Once approved, a search will be conducted to identify a appropriate candidate.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

993 - Probate Court No. 3

Judge Jason Cox

993 - Probate Court No. 3

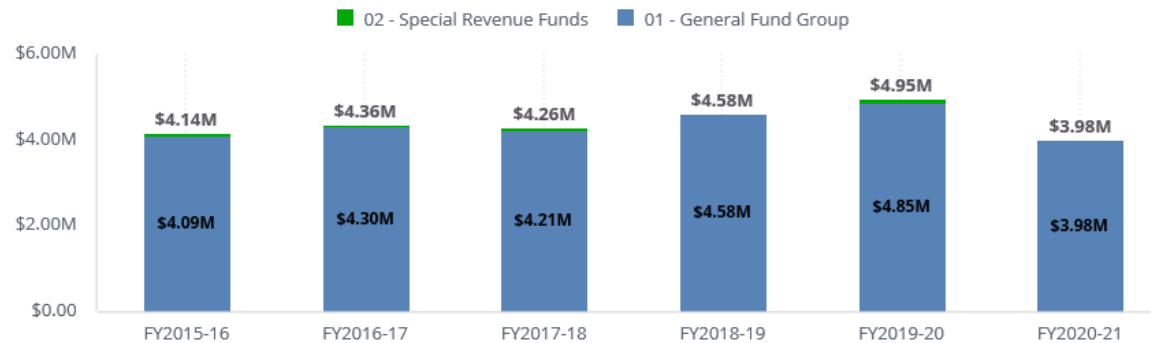
Data as of 12/14/2020

Expenditures (Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$3,984,981

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$5.33M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
993	Probate Court #3

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

Harris County Probate Court No. Three provides equal, timely, and efficient access to justice to all individuals while adhering to the highest standards of professionalism and public service. The Court treats everyone who appears before it with fairness, dignity, courtesy and respect and endeavors to provide as much individualized attention to each case as possible.

With specific regard to mental health proceedings, the Court rigorously safeguards the substantive and procedural due process rights of those who appear before it. We are committed to working with patients, their families, and the community to protect this vulnerable population and improve their quality of life while also recognizing and honoring their personal autonomy.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

Harris County Probate Court No. Three will help build a more dynamic, vibrant, and resilient community by providing equal, timely, and efficient access to justice; treating all individuals who come before it equally, and with fairness and integrity; maintaining its institutional integrity as part of the third branch of government; working to improve the quality of life for individuals appearing in mental health proceedings; and effectively cooperating and maintaining accountability and transparency within the community.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Harris County Probate Court No. Three is one of four statutory probate courts in Harris County with jurisdiction over all probate proceedings, as well as concurrent jurisdiction with the State District Courts over certain cases.

Harris County Probate Court No. Three is also unique among the four statutory probate courts in that it has primary responsibility for civil mental illness proceedings (including proceedings related to applications for the administration of psychoactive medication for individuals incarcerated in the Harris County jail) and for all administration related to mental illness proceedings, including budget preparation, staff management, and the adoption of administrative policy.

The Court is comprised of two divisions under the presiding judge: 1) the probate division, which operates out of the Harris County Civil Courthouse and has a staff of 10 managing and overseeing all aspects of probate proceedings, including estates and guardianships; and 2) the mental health division, which operates out of the Harris County Psychiatric Center and has a staff of 9 managing and overseeing all aspects of civil mental health proceedings, including in-patient and out-patient commitment proceedings and medication proceedings.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Harris County Probate Court No. Three has two divisions: 1) the probate division, which operates out of the Harris County Civil Courthouse; and 2) the mental health division, which operates out of the Harris County Psychiatric Center.

The probate division manages and administers all aspects of probate proceedings, including probate of wills, guardianships, heirships, trusts, estates, and related litigation.

The mental health division manages and administers all aspects of civil mental health proceedings (including proceedings related to applications for the administration of psychoactive medication for individuals incarcerated in the Harris County jail).

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

Harris County Probate Court No. Three seeks to:

1. Maintain a court that is safe, accessible, and convenient to all.
2. Process all cases in a timely manner.
3. Schedule and conduct all hearings and trials promptly.
4. Promptly implement changes in law and procedure affecting the court.
5. Safeguard the substantive and procedural civil rights of all who appear before the court.
6. Use fair employment and appointment practices to recruit, train, educate, and retain a talented and diverse workforce.
7. Inform the community about the services offered by the probate court.
8. Use up-to-date technology to improve efficiency and service in both court and administrative functions.
9. Improve public health by providing timely, fair, and efficient mental health services.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

Harris County Probate Court No. Three:

1. Is staffed and open daily, with appropriate public health safeguards in place.
2. Regularly audits its caseload to ensure timely clearance.
3. Allows individuals to participate in person (subject to public health safeguards and guidelines promulgated by the Texas Supreme Court and Texas Office of Court Administration).
4. Routinely engages with groups who propose probate and mental health related legislation, and follows and implements subsequent changes in the law in a timely and efficient manner.
5. Decide cases without undue disparity among like proceedings and upon legally relevant evidence.
6. Recruits its workforce and appointees with an eye toward diversity, professionalism, education, and experience. Offers training and education to staff so that the highest levels of customer service and professional growth are maintained and unconscious or implicit bias is reduced.
7. Works within the community to provide information regarding the services it offers, through in-person communication, the Court website, and other channels.
8. Routinely works with Universal Services/IT department and other channels to have access to up-to-date technology to allow individuals to participate telephonically or by video conferencing.
9. Works with individuals, agencies, and other organizations to provide efficient, timely, and fair civil mental health proceedings in a manner that protects the individual's civil due process rights.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

Harris County Probate Court No. Three's goals and services coincide with the Harris County's goals of providing high-quality, transparent, and accountable government; providing the highest level of customer service and professionalism through a talented and diverse workforce; seeking to improve overall public health and quality of life; avoiding unconscious or implicit bias in its interactions; and working to foster public trust in the Court as an institution.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- The Court's mental health division substantially expanded its Assisted Outpatient Treatment (AOT) program, and worked with The Harris Center, the University of Houston, and UTHealth to obtain a \$2.7 million grant to further enhance and expand this program.
- The Court worked with Universal Services and the Harris County Clerk's Office to enable the mental health division to work remotely, substantially decreasing the risk of a cessation of services in the event of a natural disaster and allowing the workforce more flexibility in the performance of their duties.
- The Court implemented technology (funded in part by a grant obtained through the Texas Judicial Commission on Mental Health) to increase patient participation in mental health proceedings, including for patients incarcerated at the Harris County Jail.
- The Court expanded its internship program, working with the University of Houston School of Social Work to provide educational opportunities to students as part of its court visitor program; and participates in the Houston Bar Association's Diversity & Inclusion Summer Clerkship Program.
- The Court continued to coordinate with the other three statutory probate courts to implement uniform rules and procedures.
- The Court reduced duplicative mental health ad litem appointments and increased the diversity of probate and mental health appointees.
- The Court provided continued legal education to attorneys in the area of mental health.

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- Assisted Outpatient Treatment (AOT), a collaborative program implemented by the Court, The Harris Center, and UTHealth which provides outpatient mental health services to qualifying individuals with the goal of reducing hospitalizations, providing better long-term outcomes for participants, and offsetting costs and other collateral effects related to law enforcement involvement, incarceration, hospitalization and homelessness.
- Renovation of court-related facilities at the Harris County Psychiatric Center in cooperation with UTHealth, the Harris County Clerk's Office, and the Harris County Constable Precinct No. One.
- Ongoing review of costs related to mental health proceedings in cooperation with the Harris County Clerk's Office.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

Harris County Probate Court No. Three, along with the three other statutory probate courts, is participating in a voluntary audit of its services through the Office of Court Administration. The audit is ongoing and no results have been released yet.

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*

- The Harris County Clerk's Office.
- The Harris Center.
- The Harris County Precinct One Constable's Office.
- The Office of the Harris County Attorney.
- The Harris County Commissioners Court.
- Harris County Psychiatric Center.
- Harris County Guardianship Program.

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- UTHealth.
- University of Houston.
- Adult Protective Services.
- Texas Department of Aging and Disability Services.
- Area hospitals and assisted living facilities.
- Texas and Harris County probate bar.
- The Harris County community, at large.

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

Harris County Probate Court No. Three is aware that minority and low-income residents of Harris County generally have lower levels of health equity.

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

Harris County Probate Court No. Three, along with The Harris Center and UTHealth, have implemented the Assisted Outpatient Treatment (AOT) program, which seeks to reduce an individual's overall hospitalizations and provide a better long-term outcome for the patient. Nationwide, AOT programs have been shown to significantly offset costs related to law enforcement involvement, incarceration, hospitalization, and homelessness.

The Court, along with the Harris County Clerk's Office, also offers services whereby members of the community (usually friends or family members of a proposed patient) can apply for mental health services for an individual, as opposed to relying wholly on emergency detention through law enforcement.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

Harris County Probate Court No. Three maintains a highly talented and diverse staff, many of whom are longtime staff members. The Court also participates in the Houston Bar Association's Diversity & Inclusion Summer Clerkship Program.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

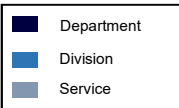
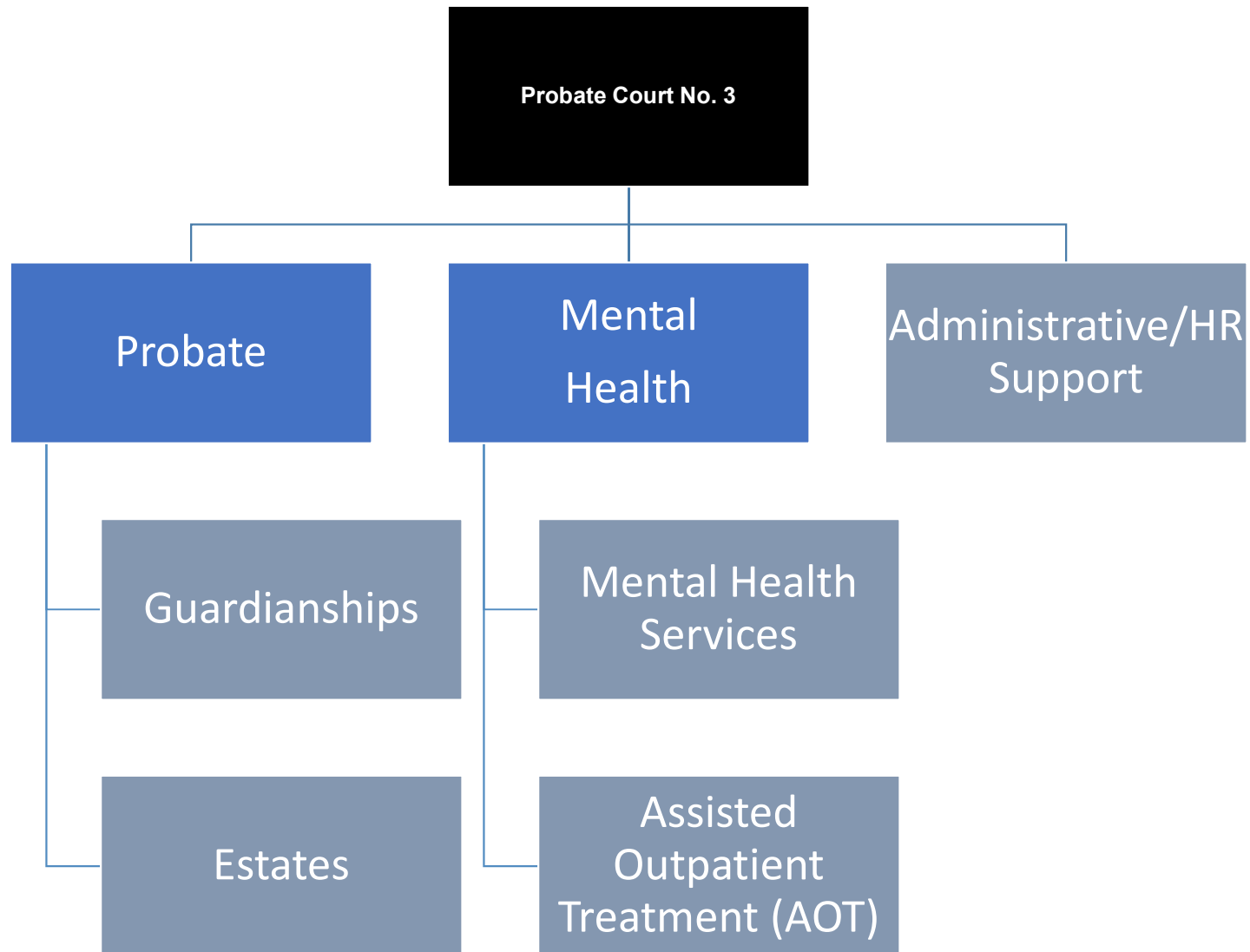
Harris County Probate Court No. Three offers training, education, and career development on these subjects through programs offered by Harris County's office of Human Resources and Risk Management, as well as classes offered through the State Bar of Texas.

FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]



FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- Other Divisions Involved: List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Maintain a court that is safe, accessible, and convenient to all	SO1	Is staffed and open daily, with appropriate public health safeguards in place				
G2	Process all cases in a timely manner	SO2	Regularly audits its caseload to ensure timely clearance				
G3	Schedule and conduct all hearings and trials promptly	SO3	Allows individuals to participate in person (subject to public health safeguards and guidelines promulgated by the Texas Supreme Court and Texas Office of Court Administration)				
G4	Promptly implement changes in law and procedure affecting the court	SO4	Routinely engages with groups who propose probate and mental health related legislation, and follows and implements subsequent changes in the law in a timely and efficient manner				
G5	Safeguard the substantive and procedural civil rights of all who appear before the court	SO5	Decide cases without undue disparity among like proceedings and upon legally relevant evidence				
G6	Use fair employment and appointment practices to recruit, train, educate, and retain a talented and diverse workforce	SO6	Recruits its workforce and appointees with an eye toward diversity, professionalism, education, and experience. Offers training and education to staff so that the highest levels of customer service and professional growth are maintained and unconscious or implicit bias is reduced.				
G7	Inform the community about the services offered by the probate court	SO7	Works within the community to provide information regarding the services it offers, through in-person communication, the Court website, and other channels				
G8	Use up-to-date technology to improve efficiency and service in both court and administrative functions	SO8	Routinely works with Universal Services/IT department and other channels to have access to up-to-date technology to allow individuals to participate telephonically or by video conferencing.				
G9	Improve public health by providing timely, fair, and efficient mental health services	SO9	Works with individuals, agencies, and other organizations to provide efficient, timely, and fair civil mental health proceedings in a manner that protects the individual's civil due process rights				

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Guardianships
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$983,942	6.4

1) Describe the Service and how it supports department goals.
This service involves the creation and administration of guardianships of the person and for the estate of individuals who are physically or mentally incapacitated, or who are legally incapacitated (i.e., minors). The court ensures that proceedings and other public business of the court is conducted openly and transparently, except those cases and proceedings that require confidentiality pursuant to statute or rule. These services support the department's goals of providing timely, efficient, and fair administration of justice.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Citizens of Harris County, state agencies, and other entities qualifying as persons interested in the well-being or estate of a ward, whose expectations include the timely, efficient, and fair administration of justice. Customer feedback is collected via interactions with internal and external customers, which are shared with the Court internally and via the Houston Bar Association's judicial evaluation surveys.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is statutory mandated as set forth extensively in the Texas Estates Code, Government Code, Health and Safety Code, Family Code, and Texas Rules of Civil Procedure.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Estates
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$676,109	3.9

1) Describe the Service and how it supports department goals.
This service lawfully acknowledges a person's death and oversees the creation and administration of a decedent's estate, including the settlement of debts and the distribution assets through the appointment of an independent or court-supervised personal representative. In addition, heirship determinations, and small estates affidavits are processed through the court. The court ensures that proceedings and other public business of the court is conducted openly and transparently, except those cases and proceedings that require confidentiality pursuant to statute or rule. These services support the department's goals of providing timely, efficient, and fair administration of justice.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Citizens of Harris County, state agencies, and other entities qualifying as persons interested in an estate, whose expectations include the timely, efficient, and fair administration of justice. Customer feedback is collected via interactions with internal and external customers, which are shared with the Court internally and via the Houston Bar Association's judicial evaluation surveys.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is statutory mandated as set forth extensively in the Texas Estates Code, Government Code, Health and Safety Code, Family Code, and Texas Rules of Civil Procedure.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Mental Health Services
Divisions (list all):	Mental Health

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$3,123,865	8.2

1) Describe the Service and how it supports department goals.
The mental health division manages and administers all aspects of civil mental health proceedings (including proceedings related to applications for the administration of psychoactive medication for individuals incarcerated in the Harris County jail). This service supports the department's goals of safeguarding the substantive and procedural civil rights of those who appear before the court and improving public health.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for this service include individuals suffering from severe mental illness, and various individuals, groups, organizations, and entities within the County. Customers for this service expect the timely, efficient, and fair administration of justice as well as the safeguarding of the individuals substantive and procedural civil rights. Customer feedback is collected via interactions with internal and external customers, which are shared with the Court internally and via the Houston Bar Association's judicial evaluation surveys.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is statutorily mandated as set forth extensively in the Texas Mental Health Code.

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Assisted Outpatient Treatment (AOT)
Divisions (list all):	Mental Health

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$585,564	2.1

1) Describe the Service and how it supports department goals.
This program provides involuntary outpatient mental health services to qualifying individuals and supports the department's goals of safeguarding the substantive and procedural civil rights of those who appear before the court and improving public health.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for this service include individuals suffering from severe mental illness, and various individuals, groups, organizations, and entities within the County. Customers for this service expect the timely, efficient, and fair administration of justice as well as the safeguarding of the individuals substantive and procedural civil rights. Customer feedback is collected via interactions with internal and external customers, which are shared with the Court internally and via the Houston Bar Association's judicial evaluation surveys.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is not statutorily mandated, but the procedure is governed by Section 574 of the Texas Mental Health Code.

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Administrative/HR Support
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$62,765	0.4

1) Describe the Service and how it supports department goals.
Prepares and presents budget and budget amendments for the Probate Court, oversees tracking of expenditures and comparison to budget. Also, oversees management of payroll for Administration and Mental Health Office, HR Liaison, approves acquisition of operating supplies and provides general administrative support for both probate and mental health divisions. Researches and recommends changes to administrative processes, including implementation of technical advances. This service ensures the use of fair employment practices, to recruit, train, educate, and retain a talented and diverse workforce.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are employees of the court and other County departments, whose expectations include efficiency, financial responsibility, fairness, trust, and dependability. Customer feedback is collected via interactions with internal and external customers, which are shared with the Court internally.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Guardianships	# of open Guardianships	Currently in use	Odyssey	1	3645	3827	5% increase in caseload since last year
Guardianships	# of Guardianships filed	Currently in use	Odyssey	1	171	180	5% increase in caseload since last year
Guardianships	# of cases heard	Currently in use	Odyssey	1	95	99	5% increase in caseload since last year
Guardianships	# of orders signed	Currently in use	Odyssey	1	7662	8045	5% increase in caseload since last year
Guardianships	average time from guardianship application/letter to when c	New	Locally stored data	2	N/A	7 days	guardianship coordinator and court investigators will work together to reduce time
Guardianships	average time to schedule initial uncontested hearing	New	Locally stored data	3	N/A	40 days	by adding more dockets
Guardianships	# of staff that participate in TCPJ	Currently in use	Locally stored data	4	1	4	due to covid, we expect more people to attend next year
Guardianships	# of language interpreters utilized	New	STARS/Peoplesoft	5	N/A	15	due to increase in cases and the diversity of the county
Guardianships	average # of cases/hearings held virtually (monthly)	New	Locally stored data	8	N/A	60	there has been a higher demand for virtual hearings
Estates	# of open Estates	Currently in use	Odyssey	1	18027	18928	5% increase in caseload since last year
Estates	# of Estates filed	Currently in use	Odyssey	1	1485	1559	5% increase in caseload since last year
Estates	# of cases heard	Currently in use	Odyssey	1	1963	2061	5% increase in caseload since last year
Estates	# of orders signed	Currently in use	Odyssey	1	16588	17417	5% increase in caseload since last year
Estates	% of small estates affidavits processed within 30 days of filing	New	Locally stored data	2	N/A	70 percent	staff in charge of processing will make an effort to increase the %
Estates	# of language interpreters utilized	New	STARS/Peoplesoft	5	N/A	15	due to increase in cases and the diversity of the county
Estates	average time to schedule initial uncontested hearing	New	Locally stored data	3	N/A	30 days	by adding more dockets
Estates	average # of cases/hearings held virtually (monthly)	New	Locally stored data	8	N/A	120	there has been a higher demand for virtual hearings
Administrative/HR Support	# of Requisitions/Purchase Orders	Currently in use	STARS/Peoplesoft	6	19	20	5% increase in requests
Administrative/HR Support	# of Payment Requests	Currently in use	STARS/Peoplesoft	6	156	164	5% increase in requests
Administrative/HR Support	% of staff with high rate of employment satisfaction	New	employee survey	6	N/A	80%	internal goal
Mental Health Services	# of Mental Health Cases	Currently in use	Locally stored data	1	13752	18400	15% increase in filings between 18-19FY & 19-20FY
Mental Health Services	# of Criminal Meds	Currently in use	Locally stored data	1	109	125	15% increase in filings between 18-19FY & 19-20FY
Mental Health Services	# of Regular Meds	Currently in use	Locally stored data	1	621	714	15% increase in filings between 18-19FY & 19-20FY
Mental Health Services	# of staff that participate in TCPJ	Currently in use	Locally stored data	4	2	4	due to covid, we expect more people to attend next year
Mental Health Services	# of ad-litem appointed	New	Locally stored data	5	N/A	50	15% increase in filings between 18-19FY & 19-20FY
Mental Health Services	# of orders signed	Currently in use	Locally stored data	1	27504	36800	15% increase in filings between 18-19FY & 19-20FY
Mental Health Services	# of participants in court-offered CLE classes	New	Locally stored data	9	N/A	50	will make an effort to spread the word and inform the community about this service
Mental Health Services	# of hospital in-services	New	Locally stored data	7	N/A	2	will make an effort to increase in-services
AOT	# of AOT cases	Currently in use	Locally stored data	1	26	30	15% increase in filings between 18-19FY & 19-20FY

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	Mental Health Court Costs
Division:	Mental Health
Funding Request - Next Fiscal Year:	\$369,700

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Funding related to mental health proceedings currently is inadequate. There has been a constant increase in mental health filings over the years: For example, in 2018, there were approximately 14,133 filings; in 2019 we anticipated that there would be over 15,000 filings, but there were approximately 16,000 filings. Additional funds are needed to cover the costs related to the court-appointed attorneys who represent the patients.
2) Which department-level goals does this support?
Department-level goal 1, to maintain a court that is safe, accessible, and convenient to all; and goal 9, improving public health.
3) What do you want to achieve with these additional funds?
Additional funds will allow the court to pay the court costs incurred with each proceeding. These additional funds will cover actual costs and prevent the court from having to make a request during the fiscal year for a budget increase.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
N/A
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#2)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR2
Funding Request Description:	Additional Position, Coordinator IV
Division:	Mental Health
Funding Request - Next Fiscal Year:	\$126,212

1) Describe the specific problem, challenge or opportunity (why funding is needed).
There has been a constant increase in mental health filings over the years: For example, in 2018, there were approximately 14,133 filings; in 2019 we anticipated that there would be over 15,000 filings, but there were approximately 16,000 filings. An additional position is needed due to the large influx of work.
2) Which department-level goals does this support?
Department-level goal 1, to maintain a court that is safe, accessible, and convenient to all; and department goal 9, to improve public health.
3) What do you want to achieve with these additional funds?
An additional position will allow the court to run efficiently, avoid overtime hours for current staff, and assist the court in providing these services as statutorily required and in response to the increased demand.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
As soon as the budget is approved and funded, the court will begin the search to fill the position at the beginning of the fiscal year.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#3)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR3
Funding Request Description:	Additional Position, Coordinator IV
Division:	Administration
Funding Request - Next Fiscal Year:	\$113,844

1) Describe the specific problem, challenge or opportunity (why funding is needed).
There has been a constant increase in probate cases/filings over the years, as a result of general population growth as well as an aging population. An additional position will alleviate the increase demands experienced by court staff.
2) Which department-level goals does this support?
Department-level goal 1, to maintain a court that is safe, accessible, and convenient to all; and goal 9, to improve public health.
3) What do you want to achieve with these additional funds?
An additional position will allow the court to run efficiently, avoid overtime hours for current staff, and assist the court in providing these services as statutorily required and in response to the increased demand.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
As soon as the budget is approved and funded, the court will begin the search to fill the position at the beginning of the fiscal year.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of open Guardianships	Odyssey	1	3827	5% increase in caseload since last year
# of Guardianships filed	Odyssey	1	180	5% increase in caseload since last year
# of cases heard	Odyssey	1	99	5% increase in caseload since last year
# of orders signed	Odyssey	1	8045	5% increase in caseload since last year
# of open Estates	Odyssey	1	18928	5% increase in caseload since last year
# of Estates filed	Odyssey	1	1559	5% increase in caseload since last year
# of cases heard	Odyssey	1	2061	5% increase in caseload since last year
# of order signed	Odyssey	1	17417	5% increase in caseload since last year

994 - Probate Court No. 4

Judge James Horwitz

994 – Probate Court No. 4

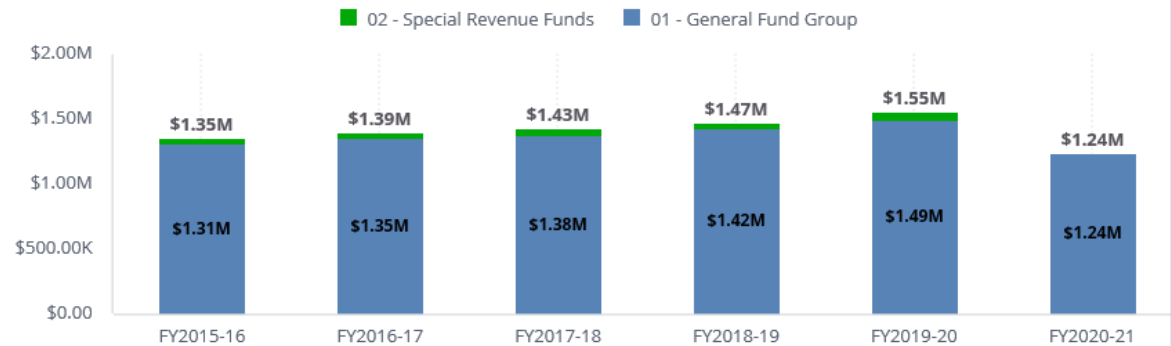
Data as of 12/14/2020

Expenditures (Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$1,235,004

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$1.57M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
994	PROBATE COURT 4

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The Mission and purpose of Harris County Probate Court 4 is to serve individuals and families in times of crises in a thoughtful, compassionate, and deliberate way, whether the crises involves the loss of a loved one, the need for a guardianship and protection of individuals at risk, or a mental illness. This Mission is accomplished by administering justice in an equitable, impartial, and timely manner, in a safe, accessible, and respectful environment, conducive to resolving disputes.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

Probate Court 4 will expand available resources and oversight to enable the Court to provide justice in a responsive and fair manner, accessible by our increasingly diverse population, while focusing on the changing needs of the individuals served.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Probate Court Four (4) consists of a presiding judge, Judge James Horwitz, an associate judge, and nine (9) staff members who provide services to a diverse and growing segment of the population of Harris County, primarily in the three following areas of justice:

1) Decedents Estates:

- a. Efficient management of the administration of estates by streamlining appointment of personal representatives, effectively administering estates and the transfer of property upon death, and promptly and effectively scheduling contested matters for trial or alternate resolution. Every effort is made to promptly respond in inquiries by the public with courtesy and accuracy. Cases involve, for example, uncontested will and heirship cases, in addition to contests of wills, trust disputes, trust modification, and appointment of successor fiduciaries for trusts and estates.**
- b. Probate Court 4 has three staff members who primarily deal with decedent's estates and dependent administrations, an Associate Judge, a staff attorney, and an auditor.**

2) Guardianship – Probate Court 4 is tasked with the protection of our most vulnerable citizens, minors and persons with physical and mental incapacity and mental illness.

- a. Probate Court 4 carefully scrutinizes and efficiently manages applications for the appointment of guardians of persons and estates, including supervision of court investigators and contractors charged with investigation of the circumstances of each proposed and existing ward managed by the court.**
- b. The Court staff conducts annual reviews of each Ward of this court, with the goal of determining and ensuring their ongoing safety and best interests.**
- c. Probate Court 4 has a guardianship coordinator, guardianship assistant, and two court investigators on staff. Additionally, the Court employees contract workers in an effort to accomplish the statutorily mandated annual reviews of each guardianship case under court management. The Court is in need of an additional staff member to accomplish future goals related to the protection of these vulnerable individuals.**

3) Mental Health – Probate Court 4 also handles 50% of the Harris County mental health docket, under the formal administration of Harris County Probate Court 3, hearing involuntary commitment proceedings and orders for forced medication treatment. These dockets are on a 10 day, rotating cycle, with weekly final hearings and supervision of attorneys appointed as attorney ad litem to represent the interests of individual respondents in these hearings.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A Does not apply to Probate Courts.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A Does not apply to Probate Courts

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- 1. Use fair employment and appointment practices to recruit, train, educate, and retain a talented and diverse workforce.**
- 2. Schedule and conduct all hearings and trials promptly.**
- 3. Use up to date technology to improve efficiency and service in both court and administrative functions.**
- 4. Promptly implement changes in law and procedure affecting the court.**
- 5. Maintain a court that is safe, accessible, and convenient to all.**

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

- 1. Probate Court 4 is dedicated to training and educating the work staff and continuously providing the proper staff and tools to meet the public's growing demands and needs.**
- 2. Probate Court 4 has a 2-4 week turnaround policy on all documents filed. The majority of cases are reviewed and processed within five to ten business days.**
- 3. Utilize the County Clerk's Odyssey System to manage caseload and processing. The court intends to fully educate the staff how to utilize the system to its maximum capacity in the upcoming year as did this year. The court has maximized the clerk's system tremendously over the course of this pandemic.**
- 4. Attend training offered by appropriate organizations, such as the Texas Guardianship Association, Houston Bar Association, The State Bar of Texas, Judicial College of Probate Judges The Office of Court Administration and many others.**
- 5. Process applications and hearings to the public in a timely manner and a safe environment.**

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

Probate Court 4 is working diligently to improve service to our mentally ill population through the use of remote hearings. We have successfully completed a year with the AOT program to better meet the needs of the mentally ill who have the capacity to understand their illness and the desire to seek ongoing counseling and medication management. The hope is to accomplish a long-term goal of coherent and meaningful outlook on their life and contribution to our society.

Align with the county mission to provide solid, efficient and transparent service to our community via open records, open courts, and processing our case workload and hearings in a timely manner.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*
N/A
2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*
 1. **Became exceptionally efficient in working remotely. Digitally and virtually.**
 2. **Utilized current software to its maximum capacity, encouraging a paperless environment.**
 3. **Worked diligently with the mental health hospitals to initiate and perfect patient's appearance in their commitment hearings via Zoom. As a result, more patients were able to attend their hearings with ease and without fear of leaving the current environment.**
 4. **Transition to STARS/PEOPLESOFT, payroll, purchasing.**
 5. **Added more hearings to accommodate the increased number of new cases and contested cases.**

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
- 1. Diligently work with hospitals to improve remote appearance in hearings.**
 - 2. Dialog with probate clerk to create a better system to work with the public.**
 - 3. Design and create more dockets and move cases more swiftly through hearings.**
 - 4. Reevaluate job descriptions for employees to allow work product to be more efficient.**
 - 5. Analyze and determine the weak links in the processing of cases to determine the need for additional employees.**
4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*
- N/A**
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- 1. The Harris County Guardianship Program**
 - 2. County Clerk's Office**
 - 3. Universal Services**
6. *Who are the department's key external stakeholders? Provide a bulleted list.*
- 1. General Public and the attorneys of record, wards and proposed wards, doctors providing examinations, Appointees (Attorneys and Doctors).**

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

- 1. Absolutely, disparities exist within the community and are reflected in the guardianship caseload. The budget funds designated as Court Costs are primarily utilized to pay for guardianship Attorneys Ad Litem who are appointed for wards/families with low income and who file paupers affidavits.**
- 2. Continue to reach out to different Bar Associations and the local bar in an attempt identify a diverse population for AAL appointments, consisting of attorneys with a special interest in this work.**

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

1. **Seek out bilingual and ethnically diverse Attorneys Ad Litem.**
2. **Seek out and encourage qualified Private Professional Guardians to become guardians for disadvantaged incapacitated individuals.**

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

Probate Court 4 conducts weekly staff meetings to address any issues that may arise within our diverse staff. We are constantly looking for ethnically diverse attorneys to provide service to our clients, appointed on a rotating basis through the Attorney Ad Litem wheel.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

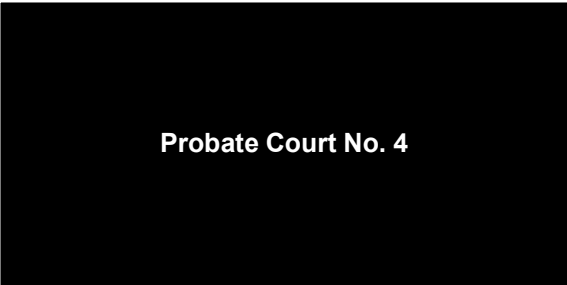
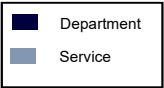
Issues such as race are addressed on a weekly basis in staff meetings. The court encourages staff to attend seminars on such topics.

FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]



FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- Other Divisions Involved: List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	GUARDIANSHIP
Divisions (list all):	

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$898,297	6.05

1) Describe the Service and how it supports department goals.
Guardianship services address public need 100%. Appointing guardians for incapacitated individuals and assisting families with their loved ones. Our goals are reached by protecting the incapacitated and mentally ill.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers are family members of the incapacitated and/or mentally ill individuals and attorneys, in addition to the incapacitated individuals themselves. The expectation is to obtain the court appointment of a guardian for the incapacitated individual. We are mandated by the Texas Estates Code (TEC) to visit every ward annually in our jurisdiction. Feedback is gained through many sources, including but not limited to the Bar Review, phone calls, emails, annual visits, and annual reports.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Primarily the Texas Estates Code, Family Code, Property Code, and the Health and Safety Code, depending on issues raised. An example that has been challenged the court's resource allocation is the statutory mandate to annually visit each ward under supervision by Probate Court 4. Once a guardianship is established, we are statutorily required to visit and evaluate the ward annually, check on the current environment, make sure the ward is properly cared for, whether there are possibilities of restoration, need for relocation, and much more. This has been extremely challenging with staff and budget. We now utilize office budget funds to fund a contract service to assist the two court investigators to meet this statutory mandate. This project is, at minimum, an expenses of \$60,000.00 for two contractors plus our two investigators per year. The TEC mandates the guardians file an Annual Report on the wellbeing of the ward.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	DECEDENT'S ESTATES
Divisions (list all):	

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$579,850	3.9

1) Describe the Service and how it supports department goals.
Efficient processing of uncontested applications for heirship, probate of will, and other uncontested matters to facilitate the transfer of wealth at death. Utilization of available judicial, interpretive, and administrative resources to equitably hear and resolve contested cases related to wealth transfer at death whether by will, trust, or statutory application, in a manner that addresses and minimizes ethnic, cultural, intellectual, and physical barriers.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Applicants, parties, and attorneys are typical customers. They expect to have their applications or pleadings timely reviewed, set for hearing, and ruled upon. Customer feedback is currently collected via email, face to face contact during interactions with staff and judiciary in hearings and during public presentations. Open communication with court staff is encouraged at all points of contact.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
The Texas Estates Code, Property Code, Civil Practice and Remedies Code, Health and Safety Code, and Government Code are most often utilized as the source of statutorily mandated services provided by the probate courts.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: ADMINISTRATION
Divisions (list all):

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$140,465	1.05

1) Describe the Service and how it supports department goals.
Administration of the court is multifaceted. Administration of actual court duties include payroll, purchasing and requisitions, human resources, and maintaining the office management. There are also many administrations linked to the Guardianship and Decedent's Estates as well.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Administration is basically internally utilized. However, with the other two services, we service the diverse population of Harris County mentally ill, incapacitated and estates.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
For the legal areas of administration, yes. However, those are mostly managed through the metrics within the other service tabs. Otherwise, office administration is not statutorily mandated.

Instructions

-Service: List each service for which you have completed Form 4a.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

[illegible]

FORM 5c. Budget Request - DETAIL (#1)**Note:** A separate Form 5c is required for each budget request listed on Form 5a.This should be entered in the **separate file** entitled: **Budget Forms (5c).xlsx****Instructions**

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:	1
Funding Request Description:	HIRE BILINGUAL EMPLOYEE
Division:	
Funding Request - Next Fiscal Year:	\$128,844

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The budget submitted for the current fiscal year is based upon a greater than 100% increase over the past ten years in cases filed. Currently, the guardianship department is showing a 30% increase in new applications filed for 2020 over 2109. The guardianship department is already struggling to keep up with annual visits for existing wards. Increasingly, cases in all departments involve customers for whom English is not their primary language.
2) Which department-level goals does this support?
This request would support all department level goals necessitated by increased filings, and would provide a much needed fluent Spanish speaking hire to assist with the front desk and communicate on behalf of all departments . This supports the goal of increased efficiency and accessibility.
3) What do you want to achieve with these additional funds?
This request was included in our budget last year. A new employee with bilingual or multilingual capabilities will address the substantial demands experienced by court staff as a result of general population growth, an aging population, and now the COVID19 pandemic. These growing demands have continued to increase the court's case load across all departments.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The court would like to begin the search for a bilingual or multilingual employee as soon as the budget is approved and funded, including additional funds for this new employee. Once approved, a search will be conducted to identify a appropriate candidate.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
Based on our last year performance, our new applications on guardianship, and Medical Evaluations are up 30% . The same percentage would present accurate for probate of wills and heirships.

Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Number of Mental Health Commitments	Manually/Docket Sheet	SO9	9,360	Population growth
Number of Mental Health Hearings	Manually/Docket Sheet	SO9	1,262	Population growth
Number of Mental Health Forced Medication Hearings	Manually/Docket Sheet	SO9	312	Population growth
Number of hearings conducted on applications only	ODYSSEY	SO9	119	Population growth
Number of applications for Guardian	ODYSSEY	SO9	101	Population growth
Number of Doctor's Letters submitte	ODYSSEY	SO9	75	Population growth
Number of Ancillary Hearings	ODYSSEY	SO9	67	Population growth
Number of Annual Visits	ODYSSEY	SO9	1190	Population growth
Number of Annual Accountings filed	ODYSSEY	SO9	307	Population growth
Number of Trials	ODYSSEY	SO9	5	Population growth
Number of Show Cause	ODYSSEY	SO9	23	Population growth
Number of filings	ODYSSEY	SO9	1,622	Population growth
Number of Small Estate Affidavits	ODYSSEY	SO9	201	Population growth
Number of applications to Probate a	ODYSSEY	SO9	1,210	Population growth
Number of Hearing proceedings	ODYSSEY	SO9	1,100	Population growth
Number of Applications for Heirship	ODYSSEY	SO9	211	Population growth
Number of Heirship proceedings	ODYSSEY	SO9	183	Population growth
Number of Show Cause	ODYSSEY	SO9	18	Population growth
Number of Dependent Administratio	ODYSSEY	SO9	99	Population growth

930 – 1st Court of Appeals

Hon. Sherry Radack

930 – 1st Court of Appeals

Data as of 12/14/2020

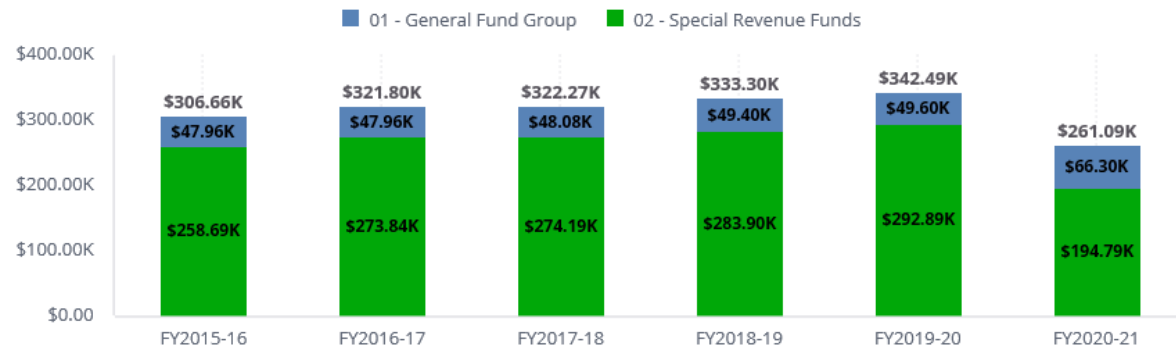
Expenditures

(Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$261,085

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$0.09M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
930	FIRST COURT OF APPEALS

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The First and Fourteenth Courts of Appeals are located in Houston. Their district includes ten counties. The core function of Texas intermediate appellate courts is to process, review, and decide by written opinion or order appeals and original proceedings from trial courts in both civil and criminal cases.

To achieve the Court's mission, the First Court of Appeals respectfully requests, at a minimum, that current funding levels be maintained in the coming fiscal year.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

The Court of Appeals will continue to uphold the ethical standards of Justice and rule-of-law principles in serving the citizens of Harris and the other nine counties in the Court's jurisdiction.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

The First Court of Appeals was created in 1981 by an amendment to Article 1817, V.T.C.S., pursuant to authority granted by Article V Section, 1 Texas Constitution. This Court has intermediate appellate jurisdiction of civil and criminal cases appealed from lower courts in civil cases where judgements exceed \$100, exclusive of cost, and other civil proceedings as provided by law; and in criminal cases, except post-conviction writs of habeas corpus, and where the death penalty has been imposed.

The First and Fourteenth Courts of Appeal are located in Houston. Their district includes Austin, Brazoria, Chambers, Colorado, Fort Bend, Galveston, Grimes, Harris, Waller, and Washington Counties. In Fiscal Year 2017, 10,000 cases were added (cases filed, reinstated or remanded) to the dockets of the intermediate appellate courts in the State of Texas. To effectively resolve these legal disputes and dispose of these cases, the appellate courts must employ a highly skilled and trained professional workforce, including appellate court lawyers and clerical staff, who assist the justices of the courts in disposing of cases.

The First Court of Appeals remains better equipped to provide quality service to Texans and the citizens of Harris County in the administration of justice in civil and criminal appeals and original proceedings because of the support provided by Harris County, both in the facilities we occupy and the amounts budgeted by Harris County in support of the First Court. To maintain a high level of service and public access to a safe and secure courthouse, it is critical to maintain the guideline budgets at current levels.

The Harris County budget appropriation provides for supplemental salaries and benefits for the justices of the Court, additional security for the 1910 Courthouse, the use of electronic legal research, and general office supplies required by the Court. As 95% of the budget provided by the State is dedicated to personnel, a reduction in the budget provided by Harris County would require a shift by the Court in its state funding to assure adequate security, legal research ability, and supplies necessary for the operation of the Court. Such a shift in spending would require a reduction in staff that would seriously jeopardize the court's ability to provide timely appellate review and timely disposition of original proceedings in our ten-county jurisdiction. Such a shift almost certainly would cause clearance rates to drop and lead to a significant backlog in case dispositions.

Courts of appeals are, by nature, small entities with a highly specialized staff. The main factors driving the strategy is the need to attract and retain highly trained and knowledgeable professional staff to work on an increasing caseload, and to provide a safe and secure environment to conduct court business and serve the public.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

General Fund provides for the reimbursement of the Constable contract for courthouse security as provided by Sections 22.202 and 22.2021 of the Texas Government Code.

The Chief Justice serves as the head of the Court.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

No specific divisions, but the following non-general funds are expended as follows:

Judicial Pay - The Chief Justice and Justices receive a supplement and benefits

Electronic Legal Research

General Office Supplies

The above expenditures are funded as provided by Section 22.021 of the Texas Government Code.

The Chief Justice serves as the head of the Court.

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

1. Provide fair and efficient adjudication of cases pending before the court.
2. Provide fair, adequate, and equitable assistance to the public.
3. Provide a safe and secure workplace for employees (where the court's staff can be protected and the court's confidences can be maintained) and a safe and secure courthouse for the public
4. To dispose of the same number of cases that are filed each state fiscal year.
5. To dispose of all submitted cases in less than 12 months from the date the case is submitted.
6. To dispose of all cases in less than 24 months from the date the case is filed or reinstated.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

1. Maintain a well-trained staff to reach and dispose of cases based on the law and the facts in a timely manner.
2. Use the various reporting functions of the case management system to track progress of cases and assure cases do not stall unnecessarily.
3. Make use of weekly chambers and panel meetings to ensure progress of submitted cases, hold judges' meeting to discuss case issues and docket management, and communicate with staff regarding docket management strategies, professional development, courthouse security, and best practices for maintaining the court's confidences and serving the public
4. Continue to work with Houston Bar Association and State Bar of Texas Pro Bono Committees for review of cases and potential placement of attorneys to assist self-represented litigants.

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

The First Court of Appeals will continue to uphold the ethical standards of Justice to assist Harris County and the surrounding counties to build a more dynamic, vibrant, and resilient community while being inclusive, equitable and transparent in all that we do. The Court delivers appellate justice to its constituents, operating as a third branch of government with an independent judiciary. Because the Court is duty-bound to maintain court confidences, the Court cannot be transparent “in all that it does;” judicial canons require confidentiality. In serving the people of Harris County and the other counties in the District, the Court upholds the ethical standards of justice and rule-of-law principles. Some current conditions — the temporary placement of non-court personnel into the court’s internal working space — impose a hardship that makes maintaining the Court’s confidences especially challenging. In the aftermath of the hurricane, employees of the Harris County District Attorney’s Office who were displaced from their regular work space due to storm damage, have been temporary occupants of offices located in the Court’s internal workspace in the 1910 Courthouse. These workers occupy intern carrels in an open area adjacent to offices of judges and court professional staff. Their presence makes it impossible for judges and court staff to meet and confer as they once did because these court outsiders cannot be privy to confidential court discussions. The court’s internal communications are especially sensitive because these outsiders are counsel/parties in cases pending before the Court. The outsiders also now occupy conference rooms and other meeting spaces that the Court needs for panel briefings and pre-and-post submission conferences. In short, the presence of these outsiders makes it difficult for the Court to conduct daily operations. No one anticipated the current arrangement to go on this long and it is not sustainable long term.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write “N/A” below. **N/A***
2. *What are the organization’s top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*
 - The Court met the state performance measures despite the limitations caused by the COVID-19 Pandemic and the ransomware attack on the State Office of Court Administration that shut down access to all databases for over 30 days.
 - No loss of service to the public as a result of COVID-19 Pandemic. Court has maintained all service to the public since March 2020.
 - No loss of service to the public as a result of ransomware attack on the State Office of Court Administration that shut down access to all Texas Appellate Management and E-filing databases for over 30 days. Despite the temporary unavailability of records due to the network outage, the Court has maintained all service since March 2020.

- Upgrade of court AV services in the courtroom to better serve the public as well as other Harris County Departments that make use of the 1910 Courthouse and made use of ZOOM platform to conduct virtual oral arguments and broadcast them live via YouTube and thereby provide public access to the appellate court proceedings.
- The First Court of Appeals and the Fourteenth Court of Appeals joined forces to host two summer sessions of a virtual Joint Judicial Internship Program, using the Zoom platform for orientation, training, educational sessions, panel discussions, team presentations, chambers chats, and special events featuring guest speakers .

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- Continue to serve the public by turning out a timely, high-quality written product in every case, hearing oral arguments in appropriate cases, promptly issuing rulings on motions, and disposing of emergencies with utmost dispatch.
- Make use of upgraded AV services in the courtroom to allow for continuing live-streaming of oral arguments once the court returns to full-time at the courthouse.
- Strengthen the level of courthouse security. (We have an excellent but lean team of deputies and a big courthouse.)
- Return to full-capacity internship programs. (Due to the temporary placement of Harris County workers in the dedicated intern spaces at the 1910 Courthouse, the Court has had to reduce the size of its internship program for the last two years because with those displaced County workers occupying the space, the Court has no place for the interns and limited conference space.) Through the internship program the Court provides experiential learning opportunities to a diverse body of students. Until the displaced workers return to their workplaces, the Court cannot return to its regular internship capacity. The disruption in the internship program is working a hardship both on the Court and on Texas law schools (especially Houston's three local law schools) whose students depend on internship opportunities for professional development and law school course credit.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below. N/A*

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*

- Although some may view the court as a quasi-Harris County entity by virtue of statutory funding, we are a state court of appeals, not a county department. As a part of the judiciary we are an independent branch of government in which Harris County is often a party to litigation and therefore Harris County is not seen as "key stakeholder" separate and apart from other parties that come before the court.

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- All litigants before the court.
- Court reporters.
- County and District Courts and clerks.
- Houston Bar Association and State Bar of Texas Pro Bono Committee.
- College and Law School intern/extern programs.
- Supreme Court of Texas and Texas Court of Criminal Appeals.
- Members of the bar and bar associations.

Section C: Equity and Diversity Information--

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

- Self-represented litigants' inability to adequately represent themselves in cases before the court.
2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*
 - Continue to work with the Houston Bar Association and State Bar of Texas Pro Bono Committees for review of cases and potential placement of pro bono attorneys to assist self-represented litigants.
 - Offer experiential learning opportunities to a diverse group of students through the Court's internship programs.
 3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*
 - The Court utilizes the Texas Workforce Commission workforce utilization analysis tool.
 - Court posts all staff opening at all local universities, Texas Workforce Commission, law schools nationwide, and local bar associations, including Houston Lawyers Association, Mexican American Bar Association, and Asian American Bar Association.
 - The Court makes a robust internship program available to a diverse pool of students to help broaden their interest in appellate justice and learn firsthand about appellate court functions. The internship program spurs students' interest in seeking employment with the court after their graduation.
 4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*
 - Pursuant to Texas Labor Code Section 21.10, the court provides employees information regarding the court's policies and procedures relating to employment discrimination, including sexual harassment, and require that employees receive initial training within 30 days after their date of hire and supplemental training every two years.
 - All judges and staff attorneys have access to programs provided by the State Bar of Texas and the Houston Bar Association.
 - All judges have access to programs provided by the Texas Center for the Judiciary.
 - Harris County webinars.

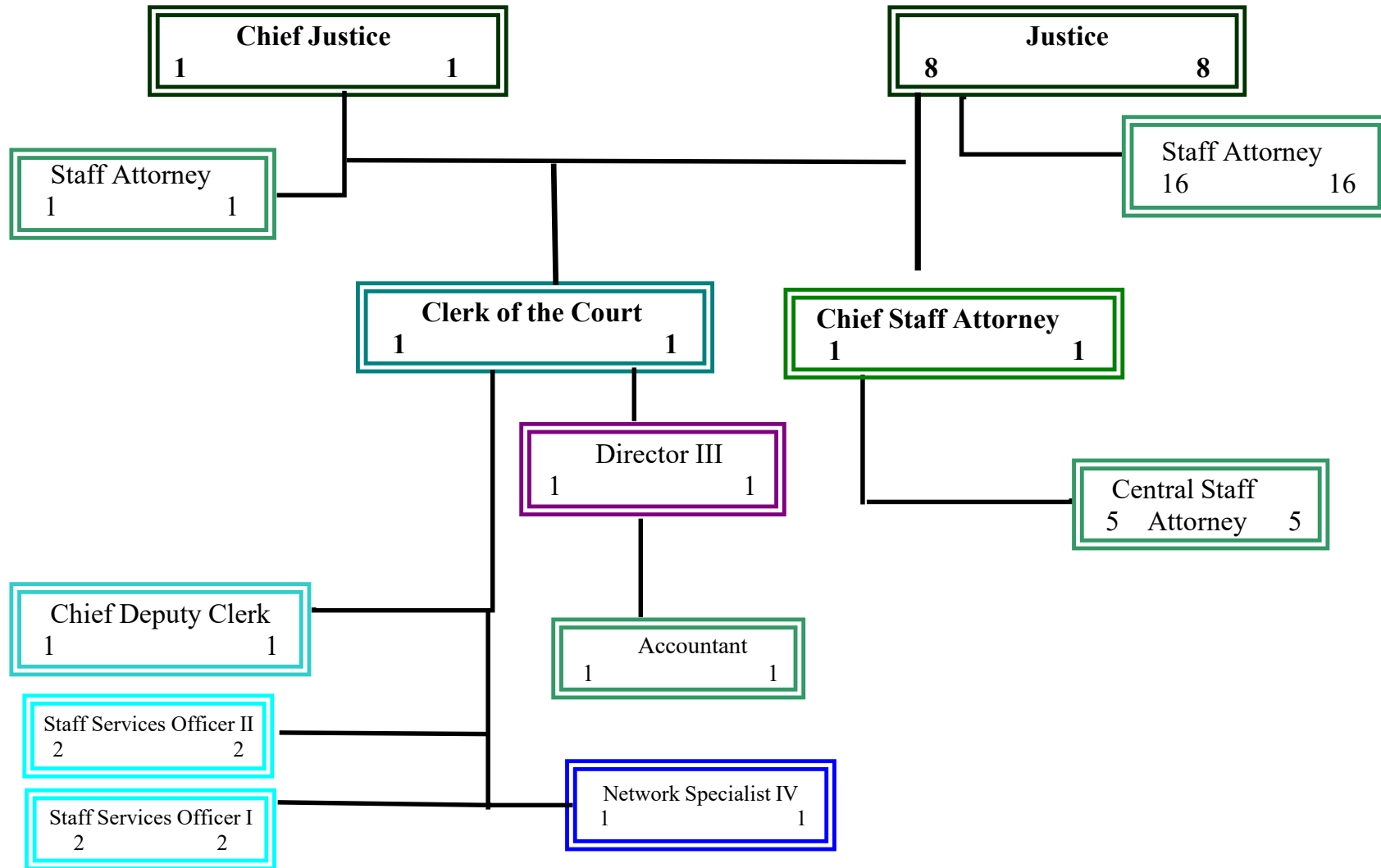
FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]

**Organizational Chart
First Court of Appeals
2022-2023 (2024-2025)**



FORM 3. Goals and Objectives

Instructions

- *Department Goal:* Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."
- *Strategic Objective:* For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals. For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.
- *Lead Division:* List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.
- *Other Divisions Involved:* List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.
- *Other County Departments Involved:* List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.
- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Provide fair and efficient adjudication of cases pending before the court.	SO1	The Court of Appeals will continue to uphold the ethical standards of Justice and rule-of-law principles in serving the citizens of Harris and the other nine counties in the Court's jurisdiction.	First Court of Appeals	N/A		All litigants before the court; Court reporters; County and District Courts and clerks; Houston Bar Association and State Bar of Texas Pro Bono Committee; College and Law School intern/extern programs; Supreme Court of Texas and Texas Court of Criminal Appeals; Members of the bar and bar associations
G2	Provide fair and adequate assistance to the public.	SO1	Continue to serve the public by turning out a timely, high-quality written product in every case, hearing oral arguments in appropriate cases, promptly issuing rulings on motions, and disposing of emergencies with utmost dispatch. Continue to work with Houston Bar Association and State Bar of Texas Pro Bono Committees for review of cases and potential placement of attorneys to assist self-represented litigants	First Court of Appeals	N/A		All litigants before the court; Court reporters; County and District Courts and clerks; Houston Bar Association and State Bar of Texas Pro Bono Committee; College and Law School intern/extern programs; Supreme Court of Texas and Texas Court of Criminal Appeals; Members of the bar and bar associations
G3	Provide a safe and secure workplace for employees (where the court's staff can be protected and the court's confidences can be maintained) and a safe and secure courthouse for the public	SO2	Strengthen the level of courthouse security. (We have an excellent but lean team of deputies and a big courthouse.)	First Court of Appeals	N/A	Harris County Precinct 1 Constables	Employees and visitors to the 1910 Courthouse

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G4	Maintain a minimum of 95% compliance on all performance measures	SO1	Attract and retain highly trained and knowledgeable professional staff to work on an increasing caseload, and to provide a safe and secure environment to conduct court business and serve the public.	First Court of Appeals	N/A		All litigants before the court; Court reporters; County and District Courts and clerks; Houston Bar Association and State Bar of Texas Pro Bono Committee; College and Law School intern/extern programs; Supreme Court of Texas and Texas Court of Criminal Appeals; Members of the bar and bar associations

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Appellate Review of Cases
Divisions (list all):	1st Court of Appeals

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$92,000	9 Justices

1) Describe the Service and how it supports department goals.
The core function of Texas intermediate appellate courts is to process, review, and decide by written opinion or order appeals and original proceedings from trial courts in both civil and criminal cases in a safe and secure workplace for employees (where the court's staff can be protected and the court's confidences can be maintained) and a safe and secure courthouse for the public.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
All litigants before the court; Court reporters; County and District Courts and clerks; Houston Bar Association and State Bar of Texas Pro Bono Committee; College and Law School intern/extern programs; Supreme Court of Texas and Texas Court of Criminal Appeals; Members of the bar and bar associations. Parties before the court expect timely, high-quality written product in every case, hearing oral arguments in appropriate cases, promptly issuing rulings on motions, and disposing of emergencies with utmost dispatch and for the court to continue to uphold the ethical standards of Justice and rule-of-law principles in serving the citizens of Harris and the other nine counties in the Court's jurisdiction.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
The First Court of Appeals was created in 1981 by an amendment to Article 1817, V.T.C.S., pursuant to authority granted by Article V Section, 1 Texas Constitution, and Texas Government Code Sections 22.001, 22.201, 22.202, and 22.2021. This Court has intermediate appellate jurisdiction of civil and criminal cases appealed from lower courts in civil cases where judgements exceed \$100, exclusive of cost, and other civil proceedings as provided by law; and in criminal cases, except post-conviction writs of habeas corpus , and where the death penalty has been imposed. This Court has jurisdiction over 10 counties. Funding from Harris County for the operation of the court is mandated by Government Code Sections 22.202, and 22.2021

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

[illegible]

931 – 14th Court of Appeals

Hon. Kem T. Frost

931 – 14th Court of Appeals

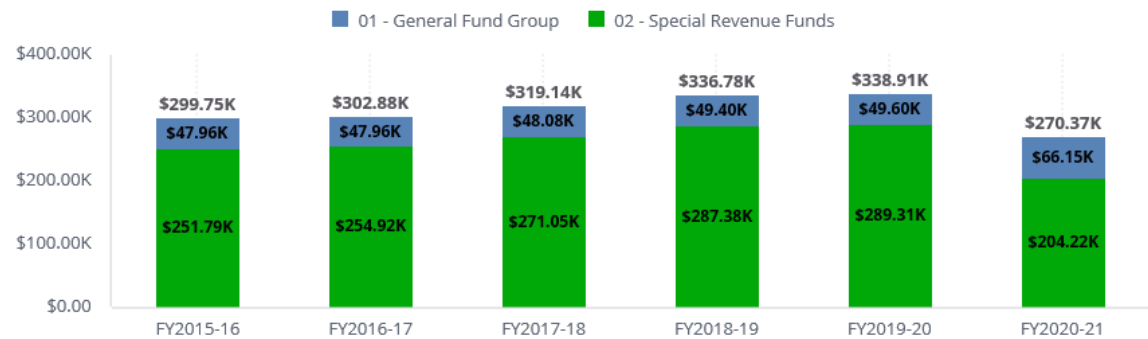
Data as of 12/14/2020

Expenditures (Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$270,369

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$0.09M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
931	FOURTEENTH COURT OF APPEALS

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The First and Fourteenth Courts of Appeals are located in Houston. Their district includes ten counties. The core function of Texas intermediate appellate courts is to process, review, and decide by written opinion or order appeals and original proceedings from trial courts in both civil and criminal cases.

To achieve the Court's mission, the Fourteenth Court of Appeals respectfully requests that, at a minimum, current funding levels be maintained in the coming fiscal year.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

The Court of Appeals will continue to uphold the ethical standards of Justice and rule-of-law principles in serving the citizens of Harris and the other nine counties in the Court's jurisdiction.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

The Fourteenth Court of Appeals was created in 1967 by an amendment to Article 1817, V.T.C.S., pursuant to authority granted by Article V Section, 1 Texas Constitution. This Court has intermediate appellate jurisdiction of civil cases in which the judgement rendered exceeds \$100, exclusive of cost, and, effective September 1, 1981, in criminal cases, except those in which the death penalty has been assessed. The Court operates out of the Harris County 1910 Courthouse.

The First and Fourteenth Courts of Appeal are located in Houston. Their district includes Austin, Brazoria, Chambers, Colorado, Fort Bend, Galveston, Grimes, Harris, Waller, and Washington Counties. In Fiscal Year 2017, 10,000 cases were added (cases filed, reinstated or remanded) to the dockets of the intermediate appellate courts in the State of Texas. To effectively resolve these legal disputes and dispose of these cases, the appellate courts must employ a highly skilled and trained professional workforce, including appellate court lawyers and clerical staff, who assist the justices of the courts in disposing of cases.

The Fourteenth Court of Appeals remains better equipped to provide quality service to Texans and the citizens of Harris County in the administration of justice in civil and criminal appeals and original proceedings because of the support provided by Harris County, both in the facilities we occupy and the amounts budgeted by Harris County in support of the Fourteenth Court. To maintain a high level of service and public access to a safe and secure courthouse, it is critical to maintain the guideline budgets at current levels.

The Harris County budget appropriation provides for supplemental salaries and benefits for the justices of the Court, additional security for the 1910 Courthouse, the use of electronic legal research, and general office supplies required by the Court. As 95% of the budget provided by the State is dedicated to personnel, a reduction in the budget provided by Harris County would require a shift by the Court in its state funding to assure adequate security, legal research ability, and supplies necessary for the operation of the Court. Such a shift in spending would require a reduction in staff that would seriously jeopardize the court's ability to provide timely appellate review and timely disposition of original proceedings in our ten-county jurisdiction. Such a shift almost certainly would cause clearance rates to drop and lead to a significant backlog in case dispositions.

Courts of appeals are, by nature, small entities with a highly specialized staff. The main factors driving the strategy is the need to attract and retain highly trained and knowledgeable professional staff to work on an increasing caseload, and to provide a safe and secure environment to conduct court business and serve the public.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

No specific divisions, but the General Fund provides for the reimbursement of the Constable contract for courthouse security as provided by Sections 22.2021 and 22.215 of the Texas Government Code.

The Chief Justice serves as the head of the Court.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

No specific divisions, but the following non-general funds are expended as follows:

Judicial Pay - The Chief Justice and Justices receive a supplement and benefits

Electronic Legal Research

General Office Supplies

The above expenditures are funded as provided by Section 22.021 of the Texas Government Code.

The Chief Justice serves as the head of the Court.

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

1. Provide fair and efficient adjudication of cases pending before the court.
2. Provide fair, adequate, and equitable assistance to the public.
3. Provide a safe and secure workplace for employees (where the court's staff can be protected and the court's confidences can be maintained) and a safe and secure courthouse for the public.
4. To dispose of the same number of cases that are filed each state fiscal year.
5. To dispose of all submitted cases in less than 12 months from the date the case is submitted.
6. To dispose of all cases in less than 24 months from the date the case is filed or reinstated.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

1. Maintain a well-trained staff to reach and dispose of cases based on the law and the facts in a timely manner.
2. Use the various reporting functions of the case management system to track progress of cases and assure cases do not stall unnecessarily.
3. Make use of weekly chambers and panel meetings to ensure progress of submitted cases, hold monthly judges' meeting to discuss case issues and docket management, and conduct monthly all-court meetings to communicate with staff regarding docket management strategies, professional development, courthouse security, and best practices for maintaining the court's confidences and serving the public.
4. Continue to work with Houston Bar Association and State Bar of Texas Pro Bono Committees for review of cases and potential placement of attorneys to assist self-represented litigants.

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

The Fourteenth Court of Appeals will continue to uphold the ethical standards of Justice to assist Harris County and the surrounding counties to build a more dynamic, vibrant, and resilient community while being inclusive, equitable and transparent in all that we do. The Court delivers appellate justice to the people of Harris County, operating as a third branch of government with an independent judiciary. Because the Court is duty-bound to maintain court confidences, the Court cannot be transparent “in all that it does;” judicial canons require confidentiality. In serving the people of Harris County and the other counties in the District, the Court upholds the ethical standards of justice and rule-of-law principles. Some current conditions — the temporary placement of non-court personnel into the court’s internal working space — impose a hardship that makes maintaining the Court’s confidences especially challenging. In the aftermath of the hurricane, employees of the Harris County District Attorney’s Office who were displaced from their regular work space due to storm damage, have been temporary occupants of offices located in the Court’s internal workspace in the 1910 Courthouse. These workers occupy intern carrels in an open area adjacent to offices of judges and court professional staff. Their presence makes it impossible for judges and court staff to meet and confer as they once did because these court outsiders cannot be privy to confidential court discussions. The court’s internal communications are especially sensitive because these outsiders are counsel/parties in cases pending before the Court. The outsiders also now occupy conference rooms and other meeting spaces that the Court needs for panel briefings and pre-and-post submission conferences. In short, the presence of these outsiders makes it difficult for the Court to conduct daily operations. No one anticipated the current arrangement to go on this long and it is not sustainable long term.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write “N/A” below. **N/A***
2. *What are the organization’s top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*
 - The Court met the state performance measures despite the limitations caused by the COVID-19 Pandemic and the ransomware attack on the State Office of Court Administration that shut down access to all databases for over 30 days.
 - No loss of service to the public as a result of COVID-19 Pandemic. Court has maintained all service to the public since March 2020.
 - No loss of service to the public as a result of ransomware attack on the State Office of Court Administration that shut down access to all Texas Appellate Management and E-filing databases for over 30 days. Despite the temporary unavailability of records due to the network outage, the Court has maintained all service since March 2020.
 - Upgrade of court AV services in the courtroom to better serve the public as well as other Harris County Departments that make use of the 1910 Courthouse and made use of ZOOM platform to conduct virtual oral arguments and broadcast them live via YouTube and thereby provide public access to the appellate court proceedings.

- The First Court of Appeals and the Fourteenth Court of Appeals joined forces to host two summer sessions of a virtual Joint Judicial Internship Program, using the Zoom platform for orientation, training, educational sessions, panel discussions, team presentations, chambers chats, and special events featuring guest speakers .

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- Continue to serve the public by turning out a timely, high-quality written product in every case, hearing oral arguments in appropriate cases, promptly issuing rulings on motions, and disposing of emergencies with utmost dispatch.
- Make use of upgraded AV services in the courtroom to allow for continuing live-streaming of oral arguments once the court returns to full-time at the courthouse.
- Strengthen the level of courthouse security. (We have an excellent but lean team of deputies and a big courthouse.)
- Return to full-capacity internship programs. (Due to the temporary placement of Harris County workers in the dedicated intern spaces at the 1910 Courthouse, the Court has had to reduce the size of its internship program for the last two years because with those displaced County workers occupying the space, the Court has no place for the interns and limited conference space.) Through the internship program the Court provides experiential learning opportunities to a diverse body of students. Until the displaced workers return to their workplaces, the Court cannot return to its regular internship capacity. The disruption in the internship program is working a hardship both on the Court and on Texas law schools (especially Houston's three local law schools) whose students depend on internship opportunities for professional development and law school course credit.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below. N/A*

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*

- Although some may view the court as a quasi-Harris County entity by virtue of statutory funding, we are a state court of appeals, not a county department. As a part of the judiciary we are an independent branch of government in which Harris County is often a party to litigation and therefore Harris County is not seen as "key stakeholder" separate and apart from other parties that come before the court.

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- All litigants before the court.
- Court reporters.
- County and District Courts and clerks.
- Houston Bar Association and State Bar of Texas Pro Bono Committees.
- College and Law School intern/extern programs.
- Supreme Court of Texas and Texas Court of Criminal Appeals.
- Members of the bar and bar associations.

Section C: Equity and Diversity Information—

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

- Self-represented litigants' inability to adequately represent themselves in cases before the court.
2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*
 - Continue to work with the Houston Bar Association and State Bar of Texas Pro Bono Committees for review of cases and potential placement of pro bono attorneys to assist self-represented litigants.
 - Offer experiential learning opportunities to a diverse group of students through the Court's internship programs.
 3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*
 - The Court utilizes the Texas Workforce Commission workforce utilization analysis tool.
 - Court posts all staff openings at all local universities, Texas Workforce Commission, law schools nationwide, and local bar associations, including Houston Lawyers Association, Mexican American Bar Association, and Asian American Bar Association.
 - The Court makes a robust internship program available to a diverse pool of students to help broaden their interest in appellate justice and learn firsthand about appellate court functions. The internship program spurs students' interest in seeking employment with the court after their graduation.
 4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*
 - Pursuant to Texas Labor Code Section 21.10, the court provides employees information regarding the court's policies and procedures relating to employment discrimination, including sexual harassment, and require that employees receive initial training within 30 days after their date of hire and supplemental training every two years.
 - All judges and staff attorneys have access to programs provided by the State Bar of Texas and the Houston Bar Association.
 - All judges have access to programs provided by the Texas Center for the Judiciary.
 - Harris County webinars.

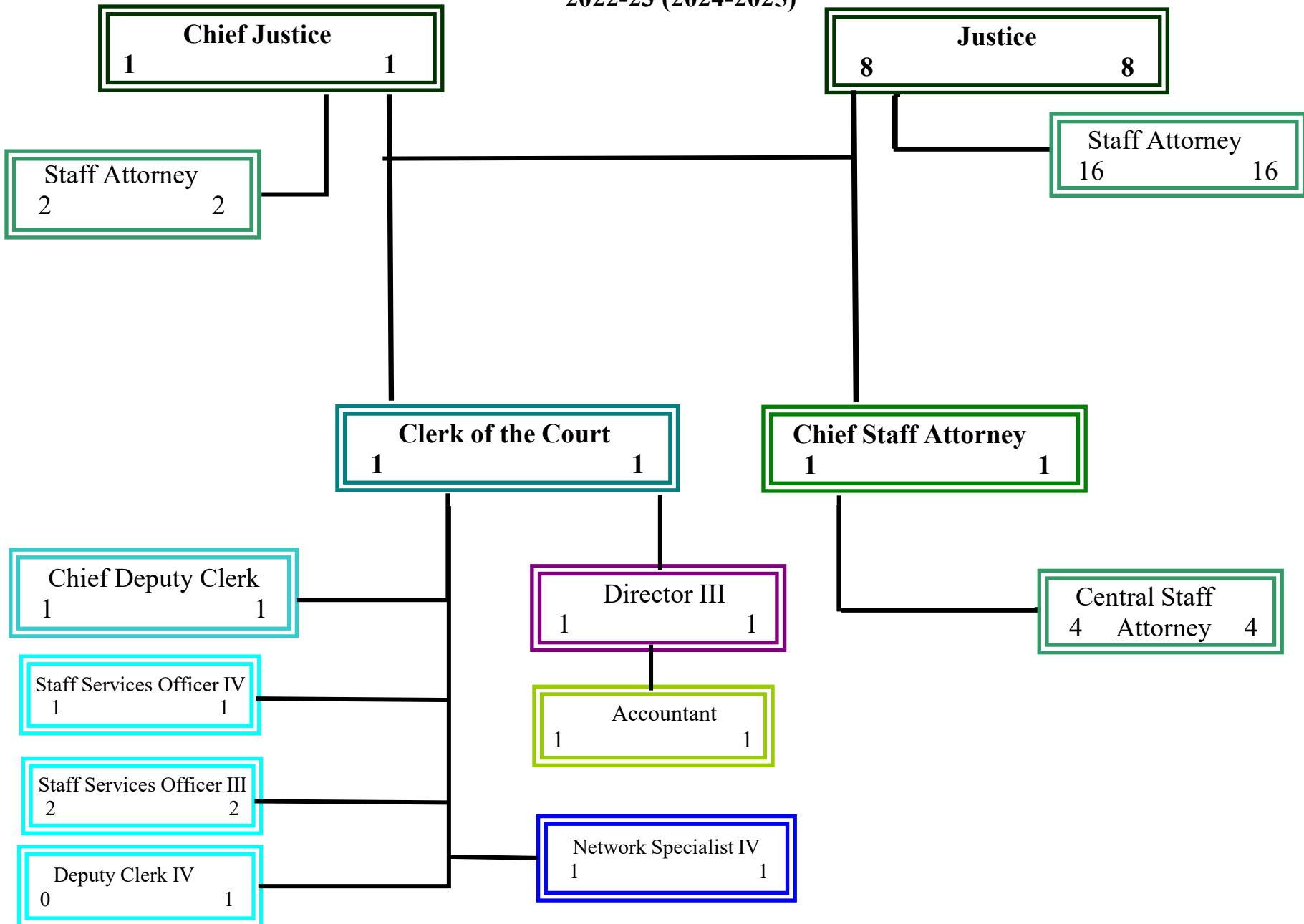
FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]

Organizational Chart
Fourteenth Court of Appeals
2022-23 (2024-2025)



FORM 3. Goals and Objectives

Instructions

- *Department Goal:* Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."
- *Strategic Objective:* For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals. For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.
- *Lead Division:* List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.
- *Other Divisions Involved:* List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.
- *Other County Departments Involved:* List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.
- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Provide fair and efficient adjudication of cases pending before the court.	SO1	The Court of Appeals will continue to uphold the ethical standards of Justice and rule-of-law principles in serving the citizens of Harris and the other nine counties in the Court's jurisdiction.	Fourteenth Court of Appeals	N/A		All litigants before the court; Court reporters; County and District Courts and clerks; Houston Bar Association and State Bar of Texas Pro Bono Committee; College and Law School intern/extern programs; Supreme Court of Texas and Texas Court of Criminal Appeals; Members of the bar and bar associations
G2	Provide fair and adequate assistance to the public.	SO1	Continue to serve the public by turning out a timely, high-quality written product in every case, hearing oral arguments in appropriate cases, promptly issuing rulings on motions, and disposing of emergencies with utmost dispatch. Continue to work with Houston Bar Association and State Bar of Texas Pro Bono Committees for review of cases and potential placement of attorneys to assist self-represented litigants	Fourteenth Court of Appeals	N/A		All litigants before the court; Court reporters; County and District Courts and clerks; Houston Bar Association and State Bar of Texas Pro Bono Committee; College and Law School intern/extern programs; Supreme Court of Texas and Texas Court of Criminal Appeals; Members of the bar and bar associations
G3	Provide a safe and secure workplace for employees (where the court's staff can be protected and the court's confidences can be maintained) and a safe and secure courthouse for the public	SO2	Strengthen the level of courthouse security. (We have an excellent but lean team of deputies and a big courthouse.)	Fourteenth Court of Appeals	N/A	Harris County Precinct 1 Constables	Employees and visitors to the 1910 Courthouse

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Appellate Review of Cases
Divisions (list all):	14th Court of Appeals

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$92,000	9 Justices

1) Describe the Service and how it supports department goals.
The core function of Texas intermediate appellate courts is to process, review, and decide by written opinion or order appeals and original proceedings from trial courts in both civil and criminal cases in a safe and secure workplace for employees (where the court's staff can be protected and the court's confidences can be maintained) and a safe and secure courthouse for the public.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
All litigants before the court; Court reporters; County and District Courts and clerks; Houston Bar Association and State Bar of Texas Pro Bono Committee; College and Law School intern/extern programs; Supreme Court of Texas and Texas Court of Criminal Appeals; Members of the bar and bar associations. Parties before the court expect timely, high-quality written product in every case, hearing oral arguments in appropriate cases, promptly issuing rulings on motions, and disposing of emergencies with utmost dispatch and for the court to continue to uphold the ethical standards of Justice and rule-of-law principles in serving the citizens of Harris and the other nine counties in the Court's jurisdiction.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
The Fourteenth Court of Appeals was created in 1967 by an amendment to Article 1817, V.T.C.S., pursuant to authority granted by Article V Section, 1 Texas Constitution. n, and Texas Government Code Sections 22.001, 22.201, 22.202, and 22.2021. This Court has intermediate appellate jurisdiction of civil and criminal cases appealed from lower courts in civil cases where judgements exceed \$100, exclusive of cost, and other civil proceedings as provided by law; and in criminal cases, except post-conviction writs of habeas corpus , and where the death penalty has been imposed. This Court has jurisdiction over 10 counties. Funding from Harris County for the operation of the court is mandated by Government Code Sections 22.202, and 22.2021

FORM 4b.
Performance
Metrics

Instructions

These need to be a set of

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Apellate review of cases	To dispose of the same number of cases that are filed each s	Currently in use	TAMES Court Management Syst	G 1 and G2	125.56%	100	Texas intermediate appellate courts serve as vital safeguards in the provision of justice. The court processes, reviews, and decides by written opinion the appeals and original proceedings arising from criminal and civil trial courts across our ten-county district. Population growth across the district the magnitude of annual case filings, in concert with an ever-increasing number of case types requiring expedited review, make clear that the appellate courts need sufficient resources to keep their busy dockets moving and to insure that Texans receive accurate, efficient justice at the appellate level.
Apellate review of cases	To dispose of all submitted cases in less than 12 months from	Currently in use	TAMES Court Management Syst	G 1 and G2	98.55%	100	Texas intermediate appellate courts serve as vital safeguards in the provision of justice. The court processes, reviews, and decides by written opinion the appeals and original proceedings arising from criminal and civil trial courts across our ten-county district. Population growth across the district the magnitude of annual case filings, in concert with an ever-increasing number of case types requiring expedited review, make clear that the appellate courts need sufficient resources to keep their busy dockets moving and to insure that Texans receive accurate, efficient justice at the appellate level.
Apellate review of cases	To dispose of all cases in less than 24 months from the date t	Currently in use	TAMES Court Management Syst	G 1 and G2	99.16%	100	Texas intermediate appellate courts serve as vital safeguards in the provision of justice. The court processes, reviews, and decides by written opinion the appeals and original proceedings arising from criminal and civil trial courts across our ten-county district. Population growth across the district the magnitude of annual case filings, in concert with an ever-increasing number of case types requiring expedited review, make clear that the appellate courts need sufficient resources to keep their busy dockets moving and to insure that Texans receive accurate, efficient justice at the appellate level.

940 – County Courts

Ed Wells

940 – County Courts

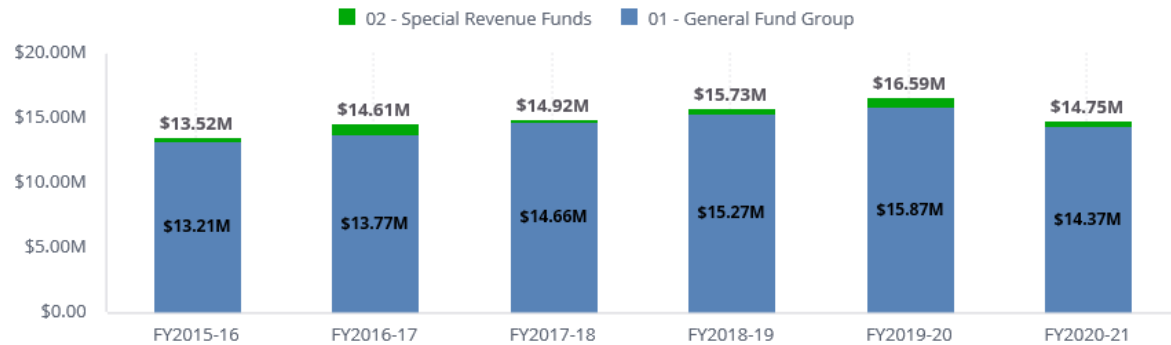
Data as of 12/14/2020

Expenditures (Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$14,747,772

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$19.42M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
940	Office of Court Management

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The Mission of the Office of Court Management is to assist the Harris County and Justice Courts in their ability to provide a forum for the fair, impartial, accessible, and timely resolution of cases. This mission is accomplished through close collaboration, enabling-technologies, justice community leadership, and continual monitoring, evaluation and improvement of court and justice practices.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

A Harris County and Justice Court system that is;

- Fair, equitable, and accessible to the community and those who come before the court,
- effective in its ability to carry out its constitutional duties,
- efficient in its adherence to established principles of time standards and caseflow management,
- an established source of visioning and strategic planning for the Harris County justice community,
- and consistent with the Purposes and Responsibilities of Courts.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

The Office of Court Management exists to provide leadership, guidance, and numerous associated support functions to the courts it serves. It exists in partnership with the judiciary to exercise leadership among other justice-related agencies in order to develop strategies that join the interests of justice system partners, other branches of government, and the citizens of Harris County. The Office of Court Management strives to continuously improve collaboration and communication within the Harris County justice community by building partnerships, seeking community input, and persistently working together to ensure Harris County exists as a leader in the administration of justice.

The Office of Court Management serves in support of the 16 County Criminal Courts at Law, 4 County Civil Courts at Law, 16 Harris County Justice Courts, the Probable Cause Hearing Court, and OCM's administrative support team. The Court Manager serves as the department head of the Office of Court Management. Under the Court Manager's leadership, the Office of Court Management exists to provide for the aforementioned entities;

- Administrative support
- Staff Attorney / legal support
- Information Technology / infrastructure and multi-tier help desk support
- Information Technology / reporting, business intelligence, research, and application development
- Infrastructure Services / liaison for service-providing support
- Human Resources and Payroll coordination
- Training support for effective court/case management

Our courts are served locally, however they are committed to being an exemplary component to the American system of justice. Justice delayed is justice denied, and the Office of Court Management exists in pursuit of helping the Harris County courts and justice system serve the public by ensuring justice is fair, equitable, timely, and accessible to all.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

OCM – Probable Cause Hearing Court: This division normally operates within the Joint Processing Center (JPC) 24-hours a day. Currently due to COVID19 concerns, PC Court operates from within Family Law Center and the JPC. Criminal Law Hearing Officers review probable cause for further detention on new arrest cases, give magistrate warnings on out-of-county fugitive cases, accept pleas and dispose of Class C cases from the Justice Courts, review probable cause for the issuance of emergency protection orders, arrest warrants, search warrants, and mental health warrants, and magistrate warnings on out-of-county fugitive cases.

OCM – Management and Administration: The (1) Office Administrator and (2) Assistant Office Administrator manage payroll, personnel files, benefits, functions of PeopleSoft, accounting and procurement, management of visiting judges, and many other critical functions of the courts and the Office of Court Management.

OCM – Staff Attorney Group: There is one (1) Staff Attorney for the twenty (20) County Criminal and Civil Courts at Law, and one (1) Staff Attorney for the sixteen (16) Harris County Justice Courts. These positions are responsible for providing legal assistance to the judges of their respective court divisions, as well as the Court Manager, and may advise in matters of law arising from the operation of courts, relations of courts, the administration of courts, and to other governmental agencies or entities.

OCM – Infrastructure Services Group: The Infrastructure Services Group provides information/technology and infrastructure support to all supported court divisions and the Office of Court Management. This group's scope of responsibility includes (1) server engineering and core-systems support, (2) front-end user support / Help Desk functions, (3) various technologies to enable and support remote work and remote court processes, (4) research and analytics, database & software development functions, and (5) liaison support of the justice environment for facilities/building-related requests. Networking relating to switching and cable drops, telephony, etc., are also provided by other county departments.

OCM – County Court Services Group: Within the County Court Services Group, the Criminal Courts Division assists in the management, training, and the coordination of operations of the 16 County Criminal Courts at Law and the 24-hour Probable Cause Hearing Court, including include system analysis, managing court interpreters, scheduling substitute court personnel, supporting the development of problem-solving court programs for specialized caseloads, collaborating with stakeholders to develop technology to support the business processes defined in the O'Donnell consent decree, assisting with replies to inquiries from the public, and liaising with other justice partners to implement legislative mandates for court processes. The Civil Division provides research, analysis, documentation, training, testing and assists with the implementation of business information systems and processes for the 4 County Civil Courts at Law.

OCM – Justice Court Services Group: The Justice Court Services Group provides business process, systems analyst, documentation, training, and certification testing assistance for the sixteen (16) Justice Courts and their respective staffs. This group includes a recently-hired Director of Justice Court Operations position, as well as a Business Process Manager.

OCM – Visiting Judges: There are six (6) Visiting Judge positions. These are (a) Special County Court Judge, (b) Special Justice Court Judge, (c) Visiting District Court Judge, (d) Capital Impact Project Judge, (e) State Jail Visiting Judge, and (f) Impact Docket Visiting Judge.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- **G1. Ensure Harris County has competent, responsible, equitable County Court system**
- **G2. Improving public defense delivery systems**
- **G3. Improving access to courts**
- **G4. Improving transparency and communication with the public**

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

G1. Ensure Harris County has competent, responsible, equitable County Court system

- **SO1:** Improving caseload management and the administration of courts through training for judges and staff: Training and professional development of both elected officials and court staff are fundamental roles of our organization. The nature of this training varies based on disciplines and changes in justice system priorities over time. Like law itself, the administration of trial courts is a practice requiring study and training to achieve this goal (G1).
- **SO2:** Providing direct support to all supported court divisions to achieve effective and efficient daily operations in the interest of access to justice. There is a broad scope of services and activities that OCM engages in to support court operations. At a high level, this includes trial court caseload management guidance, monitoring caseload trends, participating in and keeping courts informed about current priorities, projects and, and committee functions, and ensuring all necessary personnel are available for daily court docket and trial needs. This strategic objective also includes continuity of operations; maintaining access to justice through numerous disruptive crisis events. We are also in the final phases of building a new Help Desk ticketing platform, to improve access to our support teams, as well as enable improved tracking and accountability for our teams fielding these requests.
- **SO3:** Support, expansion, and modernization of courtroom Audio/Video systems (criminal/civil courts). Courtroom evidence presentation systems are a critical component of trial courts. Used by all parties to a case, presentation systems in both criminal and civil court matters require the ability to interface laptops, document cameras, and other digital input sources onto A/V systems. The A/V systems currently installed in the Criminal Justice Center and the Civil Courthouse, are 10 and 13 years old, respectively. Our office will soon engage in an RFP process to modernize Criminal Justice Center courtroom A/V systems in a manner that will not disrupt other building construction projects. Critical parts for existing A/V systems are no longer manufactured or, in some cases, are no longer repairable. The CJC Post-Harvey Reconstruction Project will fund the CJC A/V system upgrade, but a funding source for the Civil Courthouse A/V modernization must be identified. Meanwhile, an ongoing strategic objective of our office is to provide timely, efficient, and cost-effective technical support to keep these systems as operational as possible, and to create stop-gap solutions where needed.

G2. Improving public defense delivery systems

- **SO1:** Continually support the process of creating an Office of Managed Assigned Counsel. Our office recently applied for and secured a grant and 4-year commitment from the Texas Indigent Defense Commission (TIDC) to support the creation of an Office of Managed Assigned Counsel in Harris County, which will help to ensure the public defense function in Harris County is equitable and independent. Our office has submitted a series of letters to Commissioners Court, culminating in the recent creation of this department, as well as the appointment of an Executive Director. This department and the program it operates will do so with comprehensive oversight to assist all parties related to cases in which counsel is appointed. This monumental step towards equitable and impartial representation follows more than a decade of tangible improvements to the system of appointment, and is the direct result of a strong partnership between the courts, our office, TIDC, and other justice partners throughout state and local government. A strategic objective towards our goal of improving public defense delivery systems is to assist the Harris County MAC department and program in becoming a national model for equitable and independent public defense.

G3: Improving access to courts

- **SO1:** Developing, refining, and improving upon flexible and easily accessible options for remote court appearances and remote case processing. While the COVID19 pandemic is tragic in every sense of the word, it has created an opportunity to build unprecedented alternative methods for court appearances, for any and all who need to access courts remotely. This is an ongoing process that we hope will result in lasting improvements beyond the pandemic itself. These changes address the immediate crisis, but also result in a gigantic leap forward for access to justice and equitability through the creation of versatile court appearance options.
- The most visible part of this strategic objective is the creation of a custom-built video appearance system that allows for “hybrid” courtrooms, meaning anybody involved in court proceedings can engage in court proceedings regardless of their physical location. People physically located in the courtroom can see and interact with “virtual” attendees, and people virtually present in the courtroom can interact with those who are physically present. In addition, people who want to view the public courtroom (but not participate) can see which courts are live streaming in real-time, and view these streams on a platform that is secure and reflects an aesthetic that is representative of courts as an institution. This system has been the subject of inquiry and replication by court systems throughout the United States.

G4: Improving transparency and communication with the public.

- **SO1:** Developing modern websites that can be used for publishing court information, including research-based analysis of court processes and caseload trends. We are in the process of overhauling court websites to conform to contemporary functionality and usability standards, as well as integrating accessibility enhancements. We will soon begin developing projects to use these websites to engage the public in justice-based research, and improving our ability to convey to the public, the role of courts in our society.
- **SO2:** Modernizing existing Business Intelligence (BI) and SQL management capabilities, which will help provide meaningful data and research output for both internal and external reporting.
- **SO3:** Working with the Justice Administration Department to strategize a consolidated, county-wide Justice Data Warehouse platform that can serve as a central repository for internal justice-based research. This platform will also host a variety of public datasets that will help researchers understand historical and contemporary issues in justice.

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

Justice and Safety – Harris County will promote safe, healthy, thriving communities through restorative and evidence-based strategies that foster public trust, prevent violence and trauma, reduce racial and economic disparities, and minimize criminal justice system exposure where at all possible.

Justice and Safety is directly aligned with the goals of the Office of Court Management in support of the courts we serve, and in support of those who the courts serve. Our office was created in the mid-1970s, just a few years after the call of United States Supreme Court Justice Warren Burger, to create a central resource for the state courts, leading to the creation of the National Center of State Courts (NCSC). Our office was created to professionalize the administration of justice. It was created to train judges, trial court coordinators, and court administration personnel on the purposes of courts, the practice of caseload management, and the importance of understanding and improving court performance.

The founding principles of promoting justice in individual cases remains as important as ever to those accused of crimes, as well as those involved in civil litigation, and their right to fair and timely justice. It is important to other litigants, victims, attorneys, witnesses, jurors, the public, and funding authorities. All of the goals and services identified in the previous two sections align with those identified in the County's goal of **Justice and Safety**.

Flooding – Harris County will reduce flood risk and strengthen resiliency through holistic, equitable, and effective prevention, mitigation, and response strategies.

The only thing that is predictable about flooding in Harris County, is that it is coming. Throughout the COVID19 pandemic, we've been able to amass a portfolio of technology hardware, software, and remote participation/viewing/and remote-support technologies that will dramatically improve continuity of operations capabilities in trial courts in the event of a significant rain event. We've successfully executed a large Zoom deployment, allowing anyone to connect or call-in from any location. Between this, several associated technologies, and utilizing these tools daily throughout the courts, access to justice will see improved resiliency the next time we need to resume operations following a flood event.

Governance and Customer Service – Harris County will exemplify high-quality, transparent, and accountable government by using data and best practices to invest taxpayer dollars wisely; by continually reviewing and improving the effectiveness of our policies, programs, and services; by recruiting and retaining a talented and diverse workforce; and by engaging with, and providing outstanding customer service to, all of our communities.

Governance and Customer Service are largely aligned with the mission and goals of our organization. In the 1970s our office took pencil to paper for using data to promote best practices in caseload management, shortly thereafter utilizing mainframe data, and over the past decade and a half, using a modern Justice Data Warehouse. We now look ahead to the next generation of data systems and organizational goals outlined above. Quantifying court performance while working to ensure access to justice, allows us to create and improve the effectiveness of policies, programs, and services.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

a. N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- a. Remote access to courts for both participants and viewers, as well as court staff and judges, for hybrid (in-person/remote) appearances. In all of the courts we support, anybody can appear remotely and be seen and heard inside the physical courtroom, and everyone in the physical courtroom can see and interact with those who are appearing remotely. This is an unprecedented setup that is technology-agnostic (compatible with any device, including call-in via telephone), and as a result, counties located throughout the United States have reached out to us seeking advice on setting up similar systems in their jurisdictions.
- b. Creation of Managed Assigned Counsel Program: Applying for and successfully obtaining a multi-year TIDC Indigent Defense Improvement Grant for the purpose of creating a Managed Assigned Counsel Program. This process included multiple Commissioners Court requests for resolutions in support of this program, culminating in the recent selection of a managing director. On October 27, 2020, Commissioners Court voted on a resolution to create a new county department, the Office of Managed Assigned Counsel, which we will engage and assist to help build a nationally-recognized model MAC program.
- c. The following list represents information technology accomplishments in the past year. :

Primary

- 1 dedicated backup and recovery appliance
- 1 operating system deployment server
- 1 newly redesigned webserver
- 1 production database server
- 1 backup database server
- 1 testing/sandbox database server

DR

- 1 blade chassis for off-site backup capabilities
- 3 server nodes in DR-site blade chassis
- 2 storage nodes for DR-site blade chassis
- 1 dedicated backup and recovery appliance

- d. Consent Decree accomplishments:
- Implemented Open Hours Court which provides “an opportunity for people to move forward with the business in their cases more efficiently and, to the extent permitted by other provisions of the Consent Decree, to do so without fear of going into custody for a prior nonappearance.”
 - Concerted effort by the Judges to waive court appearances when appropriate.
 - Modified the court date notification form to indicate if an appearance is required at a next court setting.
- e. Since the creation of the Justice Administration Department (JAD) in 2019, our organization (OCM) has worked to closely with JAD to provide mentorship, serve on a staff hiring committee, and assist their data team with guidance on the architecture of Harris County’s data systems. We’ve also provided guidance to JAD on data relating to research-based publications (*First Sixth Month Report of the Court-Appointed Monitor*, and the Court Appointments Dashboard), as well as future-visioning for a Harris County central data repository to improve both internal and external data sharing and reporting capabilities.
3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
- a. Engage in several next-steps for the creation and mentorship of the Office of Managed Assigned Counsel
- b. Replacement/modernization of all supported computers (which are approaching or currently exceed EOL)
- c. Replacement/modernization of additional core-server infrastructure with cost-effective chassis-based blade array system
- d. Deployment of Office 365 and associated cloud services
- e. Evolving remote access to court resources (Zoom/Live-Streaming) in tandem with the expansion of court operations during the COVID19 pandemic
- f. Migration from JIMS Data System to JWEB Data System for the purpose of digesting court case management system data into the Justice Data Warehouse in synchronization with Universal Services migration, as well as the migration of down-stream stakeholders who utilize the JDW
- g. Deployment of Tyler Technologies Modria® - Online Dispute Resolution system
- h. Ongoing Consent Decree implementation projects:
- Development of a web based option for defense counsel and misdemeanor arrestees to utilize in order “to facilitate requesting a new court date.”
 - Participation in bi-weekly meetings with the consent decree monitor.
 - Working with justice partners to:
 - Develop electronic phone and email notifications for upcoming and missed court appearances.

- Modify the County's systems to record a person's appearance in court and indicate setting type.
- Update the County's systems to "clearly indicate that a General Order Bond is a personal bond for which the underlying amount is unsecured."
- Working closely with JAD to create a vision and plan for a near-future county-wide data system, including both technology and governance structure.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

- a. PFM Criminal Justice System Review (2019 and ongoing)
- b. Harris County Auditor's Office audit of JP Odyssey (2020 and ongoing)
- c. Partnership with Universal Services Cybersecurity Team for Active Directory best practices review (2020 and ongoing)

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*

- Administrative Office of the District Courts
- Community Supervision & Corrections Department
- Criminal Justice Coordinating Council
- Harris County Attorney's Office
- Harris County Budget Management Department
- Harris County Clerk's Office
- Harris County Commissioner – Precinct 1
- Harris County Commissioner – Precinct 2
- Harris County Commissioner – Precinct 3
- Harris County Commissioner – Precinct 4
- Harris County Constable Precincts (8)
- Harris County District Attorney's Office
- Harris County District Clerk's Office
- Harris County Engineering Department
- Harris County Facilities and Property Maintenance
- Harris County Human Resources & Risk Management
- Harris County Judge's Office
- Harris County Justice Administration Department
- Harris County Juvenile Probation Department
- Harris County Office of Emergency Management
- Harris County Pretrial Services
- Harris County Public Defender
- Harris County Public Infrastructure Department
- Harris County Purchasing Department
- Harris County Sheriff's Office
- Harris County Universal Services
- The Harris Center for Mental Health and IDD

6. Who are the department's key external stakeholders? Provide a bulleted list.

- The citizens of Harris County, including those who seek access to justice
- Houston Bar Association
- National Association for Court Management
- National Center for State Courts
- O'Donnell Monitors
- Texas Association for Court Administration
- Texas Department of Public Safety
- Texas Indigent Defense Commission
- Texas Office of Court Administration

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.

Yes. Racial and economic disparity exists among those charged with cases and those in need of indigent defense. In the CCL there is a racial disparity of those who are charged with offenses. The Court sees a higher number of African American and Hispanic males charged with a variety of case types. In addition to this racial disparity, at the time of this report's creation, about half of individuals charged with actively-pending misdemeanors are found to be indigent, resulting in the appointment of attorneys and the availability of other resources.

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

2. What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.

In order to address both the racial and economic disparities, the CCL Judges' implemented Rule 9 in their Local Rules. Rule 9 allows all individuals to be eligible for General Order or unsecured bonds. The CCL Judges have also fought for the expansion of Pre-Trial services to help those with pre-trial conditions not be burdened by excessive fines and fees. The judges are also aware of the collateral consequences of being

charged with a misdemeanor crime, not the least of which are disruption to work and family obligations. The judges have also created a system to waive non-essential court appearances to help individuals with lower income continue to work and provide for their families.

- 3.** *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, sexual orientation, or socioeconomic status.

- 4.** *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

We make use of training through the Harris County New Hire Orientation and Human Resources training platform.

FORM 1. Divisions

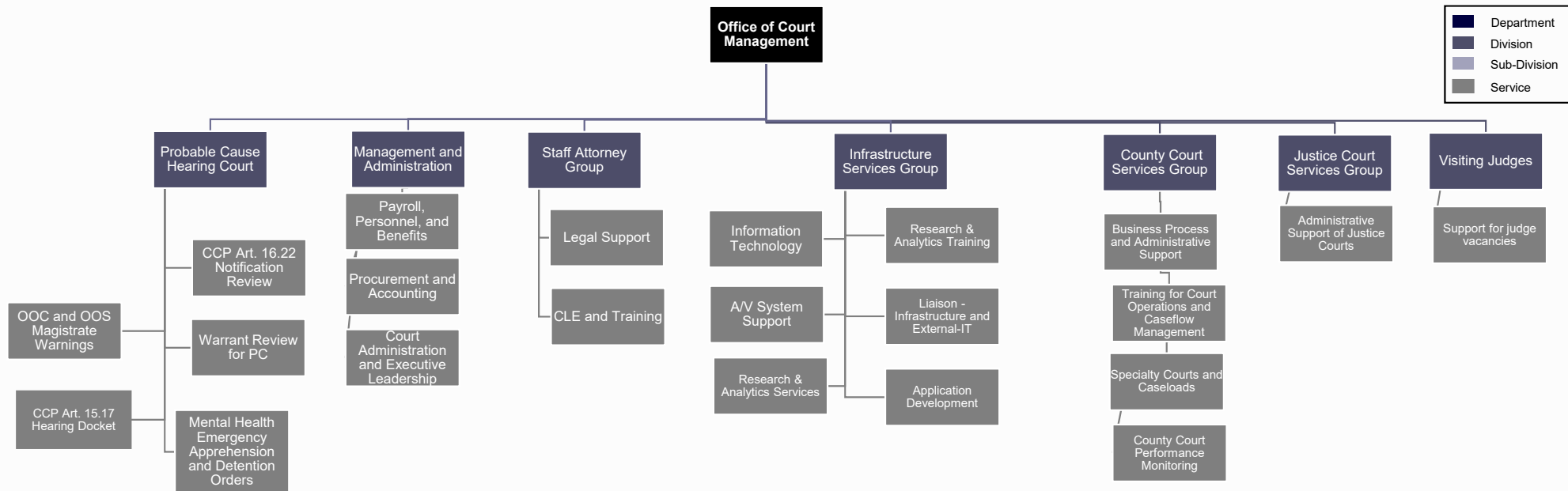
Instructions

- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ Amount):* Enter \$ amount from adopted budget for the **division**
- *FY 2020-21 Adjusted Budget (\$ Amount):* Enter \$ amount from adjusted budget for the **division**, inclusive of any enhancements received during fiscal year FY 2020-21
- *Actual Headcount:* Enter most recent data for full-time equivalents (FTE) for the division

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
OCM – Probable Cause Hearing Court	This division normally operates within the Joint Processing Center (JPC) 24-hours a day. Currently due to COVID19 concerns, PC Court operates from within Family Law Center and the JPC. Criminal Law Hearing Officers review probable cause for further detention on new arrest cases, give magistrate warnings on out-of-county fugitive cases, accept pleas and dispose of Class C cases from the Justice Courts, review probable cause for the issuance of emergency protection orders, arrest warrants, search warrants, and mental health warrants, and magistrate warnings on out-of-county fugitive cases.	\$2,560,098	\$2,655,424	19
OCM – Management and Administration	The Court Manager is the department head of the Office of Court Management. The Court Manager assists in the management, coordination, and administration of the county limited jurisdiction courts (civil, criminal, and justice courts). The (1) Office Administrator and (2) Assistant Office Administrator manage payroll, personnel files, benefits, functions of PeopleSoft, accounting and procurement, management of visiting judges, and many other critical functions of the courts and the Office of Court Management.	\$550,479	\$570,700	3
OCM – Staff Attorney Group	There is one (1) Staff Attorney for the twenty (20) County Criminal and Civil Courts at Law, and one (1) Staff Attorney for the sixteen (16) Harris County Justice Courts. These positions are responsible for providing legal assistance to the judges of their respective court divisions, as well as the Court Manager, and may advise in matters of law arising from the operation of courts, relations of courts, the administration of courts, and to other governmental agencies or entities.	\$464,948	\$482,280	4

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
OCM – Infrastructure Services Group	The Infrastructure Services Group provides information/technology and infrastructure support to all supported court divisions and the Office of Court Management. This group's scope of responsibility includes (1) server engineering and core-systems support, (2) front-end user support / Help Desk functions, (3) various technologies to enable and support remote work and remote court processes, (4) research and analytics, database & software development functions, and (5) liaison support of the justice environment for facilities/building-related requests. Networking relating to switching and cable drops, telephony, etc., are also provided by other county departments.	\$1,723,530	\$1,787,803	13
OCM – County Court Services Group	Within the County Court Services Group, the Criminal Courts Division assists in the management, training, and the coordination of operations of the 16 County Criminal Courts at Law and the 24-hour Probable Cause Hearing Court, including include system analysis, managing court interpreters, scheduling substitute court personnel, supporting the development of problem-solving court programs for specialized caseloads, collaborating with stakeholders to develop technology to support the business processes defined in the O'Donnell consent decree, assisting with replies to inquiries from the public, and liaising with other justice partners to implement legislative mandates for court processes. The Civil Division provides research, analysis, documentation, training, testing and assists with the implementation of business information systems and processes for the 4 County Civil Courts at Law.	\$12,392,920	\$12,853,660	68
OCM – Justice Court Services Group	The Justice Court Services Group provides business process, systems analyst, documentation, training, and certification testing assistance for the sixteen (16) Justice Courts and their respective staffs. This group includes a recently-hired Director of Justice Court Operations position, as well as a Business Process Manager.	\$1,488,408	\$1,544,015	13
OCM – Visiting Judges	There are two (2) Visiting Judge positions. These are (a) Special County Court Judge, and (b) Special Justice Court Judge.	\$219,617	\$228,281	57

Office of Court Management



FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."
- Strategic Objective: For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals. For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.
- Lead Division: List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.
- Other Divisions Involved: List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.
- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.
- Other External Stakeholders Involved: List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Ensure Harris County has competent, responsible, equitable County Court system	SO1	SO1: Improving caseflow management and the administration of courts through training for judges and staff: Training and professional development of both elected officials and court staff are fundamental roles of our organization. The nature of this training varies based on disciplines and changes in justice system priorities over time. Like law itself, the administration of trial courts is a practice requiring study and training to achieve this goal (G1).	OCM - County Court Services Group OCM - Justice Court Services Group	OCM – Management and Administration OCM - Staff Attorney Group		
G1	Ensure Harris County has competent, responsible, equitable County Court system	SO2	SO2: Providing direct support to all supported court divisions to achieve effective and efficient daily operations in the interest of access to justice. There is a broad scope of services and activities that OCM engages in to support court operations. At a high level, this includes trial court caseflow management guidance, monitoring caseflow trends, participating in and keeping courts informed about current priorities, projects and, and committee functions, and ensuring all necessary personnel are available for daily court docket and trial needs. This strategic objective also includes continuity of operations; maintaining access to justice through numerous disruptive crisis events. We are also in the final phases of building a new Help Desk ticketing platform, to improve access to our support teams, as well as enable improved tracking and accountability for our teams fielding these requests.	All Divisions		There are many other county departments involved in this strategic objective. Refer to OCM Background Template - Section B, No. 5 (key stakeholders in county government).	

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Ensure Harris County has competent, responsible, equitable County Court system	SO3	SO3: Support, expansion, and modernization of courtroom Audio/Video systems (criminal/civil courts). Courtroom evidence presentation systems are a critical component of trial courts. Used by all parties to a case, presentation systems in both criminal and civil court matters require the ability to interface laptops, document cameras, and other digital input sources onto A/V systems. The A/V systems currently installed in the Criminal Justice Center and the Civil Courthouse, are 10 and 13 years old, respectively. Our office will soon engage in an RFP process to modernize Criminal Justice Center courtroom A/V systems in a manner that will not disrupt other building construction projects. Critical parts for existing A/V systems are no longer manufactured or, in some cases, are no longer repairable. The CJC Post-Harvey Reconstruction Project will fund the CJC A/V system upgrade, but a funding source for the Civil Courthouse A/V modernization must be identified. Meanwhile, an ongoing strategic objective of our office is to provide timely, efficient, and cost-effective technical support to keep these systems as operational as possible, and to create stop-gap solutions where needed.	OCM – Infrastructure Services Group OCM – Management and Administration		<ul style="list-style-type: none">• Harris County Budget Management Department• Harris County Purchasing Department• Harris County Universal Services• Administrative Office of the District Courts	Miscellaneous vendors providing A/V services and support.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G2	Improving public defense delivery systems	SO1	SO1: Continually support the process of creating an Office of Managed Assigned Counsel. Our office recently applied for and secured a grant and 4-year commitment from the Texas Indigent Defense Commission (TIDC) to support the creation of an Office of Managed Assigned Counsel in Harris County, which will help to ensure the public defense function in Harris County is equitable and independent. Our office has submitted a series of letters to Commissioners Court, culminating in the recent creation of this department, as well as the appointment of an Executive Director. This department and the program it operates will do so with comprehensive oversight to assist all parties related to cases in which counsel is appointed. This monumental step towards equitable and impartial representation follows more than a decade of tangible improvements to the system of appointment, and is the direct result of a strong partnership between the courts, our office, TIDC, and other justice partners throughout state and local government. A strategic objective towards our goal of improving public defense delivery systems is to assist the Harris County MAC department and program in becoming a national model for equitable and independent public defense.	OCM – Management and Administration	OCM – Staff Attorney Group OCM – Infrastructure Services Group OCM – County Court Services Group	<ul style="list-style-type: none">• Criminal Justice Coordinating Council• Harris County Budget Management Department• Harris County Commissioners Court• Harris County Justice Administration Department• Harris County Public Defender's Office	<ul style="list-style-type: none">• Texas Indigent Defense Commission• National Association of Public Defense

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G3	Improving access to courts	SO1	<p>SO1: Developing, refining, and improving upon flexible and easily accessible options for remote court appearances and remote case processing. While the COVID19 pandemic is tragic in every sense of the word, it has created an opportunity to build unprecedented alternative methods for court appearances, for any and all who need to access courts remotely. This is an ongoing process that we hope will result in lasting improvements beyond the pandemic itself. These changes address the immediate crisis, but also result in a gigantic leap forward for access to justice and equitability through the creation of versatile court appearance options.</p> <p>The most visible part of this strategic objective is the creation of a custom-built video appearance system that allows for “hybrid” courtrooms, meaning anybody involved in court proceedings can engage in court proceedings regardless of their physical location. People physically located in the courtroom can see and interact with "virtual" attendees, and people virtually present in the courtroom can interact with those who are physically present. In addition, people who want to view the public courtroom (but not participate) can see which courts are live streaming in real-time, and view these streams on a platform that is secure and reflects an aesthetic that is representative of courts as an institution. This system has been the subject of inquiry and replication by court systems throughout the United States.</p>	OCM – Infrastructure Services Group	<p>OCM – Management and Administration</p> <p>OCM – County Court Services Group</p> <p>OCM – Justice Court Services Group</p> <p>OCM – Staff Attorney Group</p>	<ul style="list-style-type: none"> • Harris County Justice Courts (all 16) • Harris County Budget Management Department • Harris County Purchasing Department 	
G4	Improving transparency and communication with the public	SO1	SO1: Developing modern websites that can be used for publishing court information, including research-based analysis of court processes and caseload trends. We are in the process of overhauling court websites to conform to contemporary functionality and usability standards, as well as integrating accessibility enhancements. We will soon begin developing projects to use these websites to engage the public in justice-based research, and improving our ability to convey to the public, the role of courts in our society.	OCM – Infrastructure Services Group	<p>OCM – Management and Administration</p> <p>OCM – Staff Attorney Group</p> <p>OCM – County Court Services Group</p> <p>OCM – Justice Court Services Group</p>	• Harris County Universal Services	
G4	Improving transparency and communication with the public	SO2	SO2: Modernizing existing Business Intelligence (BI) and SQL management capabilities, which will help provide meaningful data and research output for both internal and external reporting.	OCM – Infrastructure Services Group	<p>OCM – Management and Administration</p> <p>OCM – County Court Services Group</p>	• Harris County Universal Services	

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G4	Improving transparency and communication with the public	SO3	SO3: Working with the Justice Administration Department to strategize a consolidated, county-wide Justice Data Warehouse platform that can serve as a central repository for internal justice-based research. This platform will also host a variety of public datasets that will help researchers understand historical and contemporary issues in justice.	OCM – Infrastructure Services Group	OCM – Management and Administration OCM – County Court Services Group	• Harris County Universal Services	

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

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Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Probable Cause Hearing Court
Divisions (list all): Probable Cause Hearing Court

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,655,424	19

1) Describe the Service and how it supports department goals.

In the CCP Art. 15.17 Hearing Docket, Criminal Law Hearing Officers provide arrestees with the warnings described in Code of Criminal Procedures Art. 15.17, review probable cause for further detention on new arrest cases, determine bail, consider approving arrestees release on a personal bond, and issue magistrate's orders for emergency protection. This service supports department goal G1 - Ensure Harris County has competent, responsible, equitable County Court system.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers of this service are individuals who are arrested and charged with a criminal offense in Harris County. The 24-Hour Probable Cause Court reviews findings of Probable Cause for County Criminal Court and State District Criminal Court cases that are filed in Harris County. This service also exists as a conduit to the aforementioned court divisions and the judges who preside over these caseloads. Furthermore, the Harris County District Attorney's Office, the Harris County Public Defender's Office, the Harris County Sheriff's Office and the public can be considered as customers for this service. The Probable Cause Hearing Court is a conduit to a vast majority of Class B, Class A and felony criminal cases, and therefore operates 24/7/365, and expectations for all of these people and entities can be distilled down to uninterrupted services in the core functions that this court provides.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Code of Criminal Procedure Art. 15.17 DUTIES OF ARRESTING OFFICER AND MAGISTRATE

(a) In each case enumerated in this Code, the person making the arrest or the person having custody of the person arrested shall without unnecessary delay, but not later than 48 hours after the person is arrested, take the person arrested or have him taken before some magistrate of the county where the accused was arrested or, to provide more expeditiously to the person arrested the warnings described by this article, before a magistrate in any other county of this state. The arrested person may be taken before the magistrate in person or the image of the arrested person may be presented to the magistrate by means of a videoconference. The magistrate shall inform in clear language the person arrested, either in person or through a videoconference, of the accusation against him and of any affidavit filed therewith, of his right to retain counsel, of his right to remain silent, of his right to have an attorney present during any interview with peace officers or attorneys representing the state, of his right to terminate the interview at any time, and of his right to have an examining trial. The magistrate shall also inform the person arrested of the person's right to request the appointment of counsel if the person cannot afford counsel. The magistrate shall inform the person arrested of the procedures for requesting appointment of counsel. If the person does not speak and understand the English language or is deaf, the magistrate shall inform the person in a manner consistent with Articles 38.30 and 38.31, as appropriate. The magistrate shall ensure that reasonable assistance in completing the necessary forms for requesting appointment of counsel is provided to the person at the same time. If the person arrested is indigent and requests appointment of counsel and if the magistrate is authorized under Article 26.04 to appoint counsel for indigent defendants in the county, the magistrate shall appoint counsel in accordance with Article 1.051. If the magistrate is not authorized to appoint counsel, the magistrate shall without unnecessary delay, but not later than 24 hours after the person arrested requests appointment of counsel, transmit, or cause to be transmitted to the court or to the courts' designee authorized under Article 26.04 to appoint counsel in the county, the forms requesting the appointment of counsel. The magistrate shall also inform the person arrested that he is not required to make a statement and that any statement made by him may be used against him. The magistrate shall allow the person arrested reasonable time and opportunity to consult counsel and shall, after determining whether the person is currently on bail for a separate criminal offense, admit the person arrested to bail if allowed by law. A record of the communication between the arrested person and the magistrate shall be made. The record shall be preserved until the earlier of the following dates: (1) the date on which the pretrial hearing ends; or (2) the 91st day after the date on which the record is made if the person is charged with a misdemeanor or the 120th day after the date on which the record is made if the person is charged with a felony. For purposes of this subsection, "videoconference" means a two-way electronic communication of image and sound between the arrested person and the magistrate and includes secure Internet videoconferencing....

Code of Criminal Procedure Art. 17.033. RELEASE ON BOND OF CERTAIN PERSONS ARRESTED WITHOUT A WARRANT.

Code of Criminal Procedure Art. 17.292. MAGISTRATE'S ORDER FOR EMERGENCY PROTECTION.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Management and Administration
Divisions (list all):	Management and Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$570,700	3

1) Describe the Service and how it supports department goals.

Core functions of the OCM - Management and Administration division include management of payroll, personnel files, benefits, functions of PeopleSoft, accounting and procurement (A/P), management of visiting judges, coordination of and payment voucher collection for interpreter services, management of appointed attorney system for county criminal courts, and many other personnel-related functions on behalf of the courts and the Office of Court Management. As personnel are critical to the operation of the courts, this service serves the full spectrum of goals detailed in Form 3: Goals and Objectives.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Customers for this service include all personnel included in department org. 940, and various teams engaged in the administration of court operations. In the case of personnel, expectations include but are not limited to accurate payroll and benefits coverage and support of this coverage.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Government Code Sec 75.402

Sec. 75.402. COURT MANAGER AND COORDINATOR SYSTEM FOR CERTAIN HARRIS COUNTY COURTS. (a) The courts in Harris County that have the same criminal jurisdiction as county courts with criminal jurisdiction may establish and maintain a court manager and coordinator system.

(b) The judges of the courts to which this section applies may appoint a court manager, one or more court coordinators, and other staff as appropriate to the needs of the local jurisdiction. The judges shall by rule designate the qualifications and duties of the court manager and the coordinators to improve criminal justice and expedite the processing of criminal cases through the county courts. The court manager and the coordinators shall cooperate with state agencies having duties relating to the operation of the courts to promote uniform and efficient justice.

(c) The court manager and the coordinators serve at the pleasure of the judges.

(d) A court manager and coordinators are entitled to reasonable compensation as set by the judges of the courts served. The amount paid the court manager may not exceed 60 percent of the salary paid the judges unless the commissioners court by order sets the court manager's compensation at a greater amount. The amount paid the coordinators may not exceed 50 percent of the salary paid the judges.

(e) On the judges' orders, the commissioners court shall fund the court manager and coordinator system from fines collected by the courts served by the court manager and coordinators. If the fines collected are insufficient to provide the total funding for the program, the county shall provide the additional funds needed.

(f) This section does not diminish the statutory duties and powers of the sheriff, district attorney, clerk of the court, or any court officer.

Special Judges: Government Code Chapter 75, Sec. 75.403

Sec. 75.403. PRESIDING JUDGE FOR CERTAIN HARRIS COUNTY COURTS. (a) The judges of the courts in Harris County that have the same criminal jurisdiction as county courts with criminal jurisdiction may select from among themselves a presiding judge.

(b) The presiding judge shall be selected during the month preceding the term the judge is to serve by a vote of two-thirds of the judges. The presiding judge serves a term of six months unless by a vote of two-thirds of the judges the selection is canceled and another judge is selected to serve the unexpired term. Each judge shall enter on the minutes of the court an order reciting the selection of the presiding judge.

(c) A co-presiding judge may be selected in the same manner as the presiding judge. The co-presiding judge serves when the presiding judge is absent or disabled for any reason and has the same duties as the presiding judge.

(d) The presiding judge shall:

(1) preside at any session of the judges;

(2) hold ex officio membership on all committees created by the judges in session that pertain to the goal of achieving more equal and efficient justice and the orderly

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Staff Attorney Group
Divisions (list all): Staff Attorney Group

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$482,280	4

1) Describe the Service and how it supports department goals.
The service of legal support includes providing legal assistance to all court divisions supported by the Office of Court Management. This includes, generally, advising in matters of law arising from the operation of courts and the relation of courts and court administration to the court administrator and to other governmental agencies or entities. For example, review of Federal and State decisions affecting the jurisprudence of, and interest to the courts, preparation of forms and orders of general court use, the preparation of rules for practice and procedure in the courts, review and reporting upon pending and enacted legislation as it pertains to the practice and procedure in the courts, the preparation of bills that the court deem advantageous for consideration by the legislature and enactment into law, the preparation of jury instructions and furnishing of legal authority for such charges, assistance in matters of law that arise concerning government agencies and entities affecting or being effected by the operation of the court, providing legal assistance to the Judges and Court Manager as needed, and responding to recusal hearings and contempt hearings involving Judges.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for this service include the judges of the Harris County Criminal Courts at Law, County Civil Courts at Law, Justice Courts, Probable Cause Hearing Court, and the Office of Court Management. Their expectations include a comprehensive array of legal support pertaining to matters detailed in box 1 on this form.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Justice Court Services Group
Divisions (list all): Justice Court Services Group

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,544,015	13

1) Describe the Service and how it supports department goals.
The Justice Court Services Group provides business process, systems analyst, documentation, training, and certification testing assistance for the sixteen (16) Justice Courts and their respective staffs. The 16 Harris County Justice Courts each operate as their own department, however the Office of Court Management provides a variety of support functions for the Justice Courts, including assistance with day-to-day administration. This includes being available for help or consultation on matters of management and administration that are ultimately carried out by the courts themselves (payroll, benefits, purchasing, etc.). Clerks working within the 24-Hour Probable Cause Hearing Court are considered Justice Court personnel as well, working within the Office of Court Management. These staff are supported by the Justice Court Services Group as well, including in direct-support of certain administrative functions.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for this service include Harris County Justices of the Peace, Criminal Law Hearing Officers in the 24-Hour Probable Cause Hearing Court, and court clerks and other personnel working within these court divisions. Their expectations include but are not limited to (1) help with navigating through the administrative aspects of court operations, (2) staying informed about projects and matters affecting the operation of these courts, (3) and the availability of a central resource to provide and receive relevant information related to the operations of these courts.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Infrastructure Services Group
Divisions (list all):	Infrastructure Services Group

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,787,803	13

1) Describe the Service and how it supports department goals.
The Infrastructure Services Group provides information/technology support to all supported court divisions and the Office of Court Management. This includes server engineering and core-systems support, front-end user and desktop support / Help Desk functions, and the deployment of technology to enable and support remote work and remote court processes.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for this service include elected officials, court staff, and other personnel supported by the Office of Court Management. Their expectations include reliable availability of computer equipment, software, and support, as well as security across the full spectrum of resources the Office of Court Management's technology portfolio provides. The main components of Information Technology services are (1) planning, procurement, and engineering of back-end server systems and associated software, as well as backup systems, (2) planning, procurement, and deployment of front-end computing hardware and software, and (3) help-desk availability and support for end-users who need assistance with computing devices and software/applications.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	County Court Services Group
Divisions (list all):	County Court Services Group

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$12,853,660	68

1) Describe the Service and how it supports department goals.
The County Court Services group assists with administration and coordination of operations for the 16 County Criminal Courts at Law, 4 County Civil Courts at Law, and the 24-hour Probable Cause Hearing Court. This includes system analysis, managing court interpreters, scheduling substitute court personnel, and liaising with other justice partners to implement legislative mandates for court processes. The Criminal Division also includes the collaborative administration and support of the business processes defined in the O'Donnell consent decree, the development of problem-solving court programs for specialized caseloads, and assistance with replies to inquiries from the public. The Civil Division provides research, analysis, documentation, and assistance with the implementation of business information systems and processes for the 4 County Civil Courts at Law. These expenditures include all of the judges, court coordinators, and court reporters in the 16 County Criminal Courts at Law and the four County Civil Courts at Law, as well as the Office of Court Management staff dedicated to county courts. Collectively, the operations of these courts and their support are the primary purpose for all expenditures related to the Office of Court Management.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for this service include but are not limited to elected officials, county court staff, administrative support staff, justice-related agencies, parties to cases, other branches of government, and the public. The expectation is to work in partnership with customers to ensure County Courts are efficient, responsible, and provide for fair and timely disposition of the cases filed.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code Sec. 25.1031 Harris County Government Code Sec. 25.1032 Harris County Civil Court at Law Provisions Government Code Sec. 25.1033 Harris County Criminal Court at Law Provisions

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Visiting Judges
Divisions (list all):	Visiting Judges

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$228,281	57

1) Describe the Service and how it supports department goals.
There are two (2) Visiting Judge positions. These are (a) Special County Court Judge, and (b) Special Justice Court Judge. Special Judge are assigned to serve in the same capacity, and under the same statutory requirements as the elected/appointed judge. Their primary service is to ensure the due process of law, assisting in preventing an accumulation of unheard cases during the elected/appointed judge's absence due to illness, vacation, military leave, and other conflicts with availability.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Primary customers for this service are parties to cases. The general public and other justice stakeholders indirectly partake in the services provided by the continuation of court proceedings in the absence of the elected or appointed judge. The due process of law hinges on the ability of a court to continue providing the appropriate and timely proceedings necessary for cases to be heard and processed to disposition. These primary and secondary customers expect courts to be open and accessible, staffed appropriately, and courts that support the fair and equitable administration of justice. Feedback on the services provided may be gained in customer conversation where permitted by law and in accordance with the Code on Judicial Conduct.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. Get from Veronica.

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
County Court Services, Information Technology Services	County Criminal Courts - Active Cases Pending	Currently in use	JWEB / JDW	G1SO1, G3SO1, G4SO1	39,043	39000	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	County Criminal Courts - Incoming Cases	Currently in use	JWEB / JDW	G1SO1, G3SO1, G4SO1	31,222 YTD, 43496 Proj	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	County Criminal Courts - Disposed cases	Currently in use	JWEB / JDW	G1SO1, G3SO1, G4SO1	18,219 YTD, 25381 Proj	> Incoming Cases	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	County Criminal Courts - Clearance Rate	Currently in use	JWEB / JDW	G1SO1, G3SO1, G4SO1	57.43% YTD	100%	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	County criminal Courts - Time to Disposition*	Currently in use	JWEB / JDW	G1SO1, G3SO1, G4SO1	188/156/141/502/657	90% disp < 180d	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	County Criminal Courts - Age of Caseload*	Currently in use	JWEB / JDW	G1SO1, G3SO1, G4SO1	286/5794/7051/12837/100	90% disp < 180d	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	County Criminal Courts - Appointed Atty Cost	Currently in use	VIPS	G2SO1	IDER2020 \$5,027,157.26	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	County Criminal Courts - Appointed Atty Caseload	Currently in use	VIPS	G2SO1	IDER - 11,040 Misd. Cases	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	Trial Court Performance Standards, CCJ, and COSCA

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
County Court Services, Information Technology Services	County Civil Courts - Filings	Currently in use	Odyssey / CCO	01, G1SO2, G3SO1, G4	7,392	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	County Civil Courts - Dispositions	Currently in use	Odyssey / CCO	01, G1SO2, G3SO1, G4	11,957	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	County Civil Courts - Clearance Rate	Currently in use	Odyssey / CCO	01, G1SO2, G3SO1, G4	161.76%	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	Justice Courts - Criminal Filings	Currently in use	Odyssey / JP	01, G1SO2, G3SO1, G4	138,799	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	Justice Courts - Criminal Dispositions	Currently in use	Odyssey / JP	01, G1SO2, G3SO1, G4	117,449	Number of Filings	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	Justice Courts - Clearance Rate, Criminal	Currently in use	Odyssey / JP	01, G1SO2, G3SO1, G4	84.62%	100%	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	Justice Courts - Civil Filings	Currently in use	Odyssey / JP	01, G1SO2, G3SO1, G4	54,299	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	Justice Courts - Civil Judgments	Currently in use	Odyssey / JP	01, G1SO2, G3SO1, G4	56,555	Number of Filings	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	Justice Courts - Clearance Rate, Civil	Currently in use	Odyssey / JP	01, G1SO2, G3SO1, G4	104.00%	100%	Trial Court Performance Standards, CCJ, and COSCA

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
County Court Services, Information Technology Services	Justice Courts - Total Filings	Currently in use	Odyssey / JP	O1, G1SO2, G3SO1, G4	193,098	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	Justice Courts - Total Dispositions	Currently in use	Odyssey / JP	O1, G1SO2, G3SO1, G4	174,004	N/A	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	Justice Courts - County Retained	Currently in use	Odyssey / JP	O1, G1SO2, G3SO1, G4	\$ 15,987,487.00	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	Trial Court Performance Standards, CCJ, and COSCA
County Court Services, Information Technology Services	Justice Courts - Collection Totals	Currently in use	Odyssey / JP	O1, G1SO2, G3SO1, G4	\$ 23,230,356.00	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	Trial Court Performance Standards, CCJ, and COSCA
Probable Cause Court Services, Justice Court Services	PC Court - Class C Cases**	Currently in use	Manual Collection	O1, G1SO2, G3SO1, G4	11568	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	
Probable Cause Court Services	PC Court - Documents for Judges' Signature**	Currently in use	Manual Collection	O1, G1SO2, G3SO1, G4	4282	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	
Probable Cause Court Services	PC Court - Mental Health Warrants**	Currently in use	Manual Collection	O1, G1SO2, G3SO1, G4	3848	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Information Technology Services	Service Desk - Open Tickets	New	Service Desk Ticketing Software	G1SO2, G1SO3, G1SO4	N/A	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	Technology Services Maturity Model (TSSM)
Information Technology Services	Service Desk - Overdue/Stalled tickets	New	Service Desk Ticketing Software	G1SO2, G1SO3, G1SO4	N/A	0	Technology Services Maturity Model (TSSM)
Information Technology Services	Service Desk - Closed Ticket Resolutions	New	Service Desk Ticketing Software	G1SO2, G1SO3, G1SO4	N/A	100%	Technology Services Maturity Model (TSSM)
Information Technology Services	Service Desk - Closed Ticket Satisfaction Survey	New	Service Desk Ticketing Software	G1SO2, G1SO3, G1SO4	N/A	100%	Technology Services Maturity Model (TSSM)
Information Technology Services	Remote Proceedings: Live-Stream Viewer Hours - CCCL***	Currently in use	IBM Watson	G3SO1	9434	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	
Information Technology Services	Remote Proceedings: Live-Stream Viewer Hours - Civil***	Currently in use	IBM Watson	G3SO1	2714	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	
Information Technology Services	Remote Proceedings: Live-Stream Viewer Hours - JP***	Currently in use	IBM Watson	G3SO1	829	Activity Measure - a measure of the level of a specific activity related to court caseloads, but over which courts lack influence or the ability to control.	
	* - March 2020 through September 2020						
	** - < 30 days, 30-90, 91-180, 180-360, 360+						
	***-Lifetime account totals (May - YTD, 2020)						

FORM 5a. Prioritized Budget Request Summary for Additional Funds

Instructions
This form summarizes new budget requests, in order of priority.
Enter responses in each of the fields in the table below, ranked in order of priority.

Answer the following question:

On the list below, what priority rank would you assign to funding for inflation-level COLA or merit-based salary increases for existing staff?

Priority #

1

Additional Notes
A separate Form 5c is required for each Budget Request listed below.
* Form 5b is required if new positions are requested. Requested new positions must be listed on Form 5b.

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested*
BR1	Information Technology, Training for Court Operations and Caseflow Management,	Administrative Support Liaison - Infrastructure and External-IT, Management and Administration (all)	OCM – Management and Administration	G1SO2	3	2	1
BR2	A/V system support, Information Technology, Court Administration and Executive	A/V Technology Support Engineer	OCM – Infrastructure Services Group	G1SO3	14	13	1
BR3	Information Technology, Training for Court Operations and Caseflow Management,	Streaming services for ongoing remote access to court resources	OCM – Infrastructure Services Group	G3SO1	0	0	
BR4	Support for judge vacancies	Visiting judge increase re: full-year deployment	OCM – County Court Services Group	G1SO2	57	57	
BR5	Probable Cause Court Services	Admin Clerk II - 24-Hour Probable Cause Hearing Court	OCM – Probable Cause Hearing Court	G3SO2	14	13	1
BR6	Research & Analytics Services	Report Developer - Justice Court and Civil Court	OCM – Infrastructure Services Group	G4SO1	1	0	

Request Amount - First Year (FY2021-22)			
Vehicles, Equipment > \$5,000, Other Capital	Materials, Supplies and Other Non-Labor	Salary & Benefits	Total First Year Funding Request
		\$89,108	\$89,108
		\$107,192	\$107,192
	\$50,000		\$50,000
		\$82,500	\$82,500
		\$66,262	\$66,262
		\$120,028	\$120,028

Ongoing Annual Cost - Future Years (if applicable)		
Materials, Supplies and Other Non-Labor	Salary & Benefits	Annual Ongoing Cost
\$3,000	\$89,108	\$92,108
\$5,000		\$5,000
\$50,000		\$50,000
	\$0	
\$3,000	\$66,262	\$69,262
	\$120,028	\$120,028

5-Year Total Cost
\$457,540
\$127,192
\$250,000
\$82,500
\$343,310
\$600,140

FORM 5b. List of All New Positions Needed for Additional Funds Requests

Note: 3441 forms will still be needed in the new year based on projects that get funded.

Instructions

Enter responses in each of the fields in the table below

Budget Request Priority ID, Name of Service, and Division (first three columns) should all match Form 5a

Budget Request Priority ID (From Form 5a)	Name of Service (From Form 5a)	Division (From Form 5a)	Position Title	Full-time, Part-time or Temp	Annual Hours (2080 = Full- Time)	Number of Positions	Annual Actual Base Salary (Per Position)	Annual Benefits (Per Position)	Annual Total Cost Per Position	Annual Total Cost - All Positions	Projected Hire Date	Number of Pay Periods to Fund	Pro-Rated Cost Per Position	Pro-Rated Cost - All Positions	Is Additional Office Space Required? (Y/N)	Is Downtown Parking Required? (Y/N)
BR1	Liaison - Infrastructure and External-IT, Management and Administration (all)	OCM – Management and Administration	Administrative Support Person	Full	2080	1	\$60,000	\$29,108	\$89,108	\$89,108	4/10/2021	26	\$89,108	\$89,108	N	Y
BR2	Information Technology, A/V system support, Liaison - Infrastructure and External-IT	OCM – Infrastructure Services Group	A/V Technology Support Engineer	Full	2080	1	\$74,622	\$32,570	\$107,192	\$107,192	4/10/2021	26	\$107,192	\$107,192	N	Y
BR5	24-Hour Probable Cause Hearing Court	OCM – Probable Cause Hearing Court	Admin Clerk II	Full	2080	1	\$41,528	\$24,734	\$66,262	\$66,262	4/10/2021	26	\$66,262	\$66,262	N	Y
BR6	Research & Analytics Services	OCM – Infrastructure Services Group	Report Developer - Justice Court and Civil Court	Full	2080	1	\$85,000	\$35,028	\$120,028	\$120,028	4/10/2021	26	\$120,028	\$120,028	N	Y

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	Administrative Support Liaison - Infrastructure and External-IT, Management and Administration (all)
Division:	OCM – Management and Administration
Funding Request - Next Fiscal Year:	\$89,108

1) Describe the specific problem, challenge or opportunity (why funding is needed).
This person will provide administrative support to various divisions within the Office of Court Management. This administrative support will include assistance with help desk functions unrelated to information technology, as well as assistance to daily operational functions within the Management and Administration division of the Office of Court Management.
2) Which department-level goals does this support?
G1: Ensure Harris County has competent, responsible, equitable County Court system. Administrative support is crucial for the daily operations the Office of Court Management performs in support of the courts we serve.
3) What do you want to achieve with these additional funds?
Improved support of the daily administrative functions of the Office of Court Management, as well as fielding and management of certain non-IT help desk requests.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Fill new position to provide improved administrative support of the Office of Court Management and the courts we serve. Regarding the help desk component of this position, we will collect data/evidence supporting this approach with the deployment of a new help desk ticketing system in FY21-22, which will be a conduit through which the courts submit certain requests.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

FORM 5c. Budget Request - DETAIL (#2)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR2
Funding Request Description:	A/V Technology Support Engineer
Division:	OCM – Infrastructure Services Group
Funding Request - Next Fiscal Year:	\$107,192

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Despite Audio/Video systems being technology equipment, A/V systems support and engineering is a discipline within IT that differs dramatically from support of servers, computers, and help desk. With the ubiquitous presence of technology in evidence presentation, and with several major A/V system upgrade projects looming (and subsequent support of these systems), a dedicated A/V technology support engineer role is an overdue position within the Office of Court Management's IT team, and one that will help to ensure optimal use of these systems at the present time and in the future.
2) Which department-level goals does this support?
The addition of this position will support G1: Ensure Harris County has competent, responsible, equitable County Court system as well as G3: Improving Access to Courts.
3) What do you want to achieve with these additional funds?
This additional funding will support the addition of a dedicated A/V support person within the Office of Court Management's Infrastructure Services Group. This is long-overdue, and the volume of A/V system work, including repairing, engineering, and training end-users, will only increase over time.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This posting will be published as soon as possible, and will begin achieving intended objectives immediately. This approach will be supported by feedback from end-users who are accustomed to receiving A/V system support from staff who have backgrounds in computer technology as opposed to complex A/V systems engineering. It will also be supported by various measures being created in a new help desk ticketing system scheduled for deployment in FY21-22.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
Performance metrics will include those related to the Service Desk - Overdue/Stalled tickets, Closed Ticket Resolutions, and Closed Ticket Satisfaction Surveys. A modern help desk ticketing system will include reports that can be constrained to A/V system support specifically.

Fill in Table Below

[illegible]

FORM 5c. Budget Request - DETAIL (#3)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR3
Funding Request Description:	Streaming Services for Remote Proceedings
Division:	OCM - Infrastructure Services
Funding Request - Next Fiscal Year:	\$50,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Remote/virtual appearances and have become critical to court proceedings as a result of the COVID19 pandemic. Live-streaming of these proceedings is also important to ensuring access to courts.
2) Which department-level goals does this support?
G3SO1
3) What do you want to achieve with these additional funds?
Maintain public access to courts for all virtual proceedings, for both participants and viewers.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This item is ongoing-support of a service deployed as a result of COVID19, but one that has increased the courts' accessibility in numerous ways.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#4)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:	BR4
Funding Request Description:	Visiting judge increase re: full-year deployment
Division:	OCM - County Court Services Group
Funding Request - Next Fiscal Year:	\$82,500

1) Describe the specific problem, challenge or opportunity (why funding is needed).
To provide a full-time visiting judge while an elected judge is deployed on active duty for 1 year. This expense is realized in the current and next fiscal years. The request recognizes the rorated expense for FY21.
2) Which department-level goals does this support?
G1S02
3) What do you want to achieve with these additional funds?
Provide a judge to conduct business in County Criminal Court at Law 16 while the elected judge is deployed (military service)
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Assign a Special County Criminal Court at Law Judge to County Criminal Court at Law No. 16.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#5)

*This should be entered in the separate file entitled: **Budget Forms (5c).xlsx***

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR5
Funding Request Description:	Admin Clerk II - PC Court
Division:	OCM - Justice Court Services Group

Funding Request - Next Fiscal Year:	\$66,262
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1) Describe the specific problem, challenge or opportunity (why funding is needed).
Workloads have increased at the 24-hour Probable Cause Hearing Court. Admin Clerk positions have higher than average turnover, largely due to support of a 24/7/365 operation and working in a jail environment.
2) Which department-level goals does this support?
G1SO2
3) What do you want to achieve with these additional funds?
Provide needed support for expanding workloads and requirements in Class C Justice Court cases at the Probable Cause Hearing Court.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Fill new position to provide clerk coverage during personnel absences and significant/disruptive events. This would also create an opportunity for improved cross-training for PC Hearing Court operations.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#6)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the **separate file** entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR6
Funding Request Description:	Report Developer - Justice Court and Civil Court
Division:	OCM – Infrastructure Services Group

Funding Request - Next Fiscal Year:	\$120,028
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1) Describe the specific problem, challenge or opportunity (why funding is needed).
Heretofore, the Office of Court Management research and analytics capability has been primarily focused on reporting against JIMS/JWEB data, which does not include Justice Courts or County Civil Courts at Law within their scope of case data. Justice Courts and County Civil Courts at Law both utilize (separate) Tyler Odyssey case management systems, into which we have limited reporting ability with our current staff size and the bandwidth of existing projects. A new SQL report developer dedicated to our courts' Odyssey case management systems will help expand our ability to understand and report Justice Court and Civil Court data for both internal and external purposes.
2) Which department-level goals does this support?
The addition of this position will support G1: Ensure Harris County has competent, responsible, equitable County Court system as well as G3: Improving Access to Courts.
3) What do you want to achieve with these additional funds?
This additional funding will support the addition of a dedicated Odyssey report developer within the Office of Court Management's Infrastructure Services Group. This person will leverage existing SQL views into our Odyssey CMS data, to evolve the scope and quality of reporting for these substantial caseloads.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This posting will be published as soon as possible, and will begin achieving intended objectives immediately. This approach will be supported by feedback from end-users who are the recipients of business intelligence data generated through these case management systems. This approach will both support, and be supported by existing report/database developers, who are focused on JIMS/JWEB data, but who will provide training and domain information in order to expedite the institutional knowledge growth of this individual. Feedback on this approach will also be gathered from existing team members through this mentoring process.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
See Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
County Civil Courts - Incoming Cases	Odyssey - Civil	G1SO1, G1SO2, G4SO1, G4SO2	Activity Measure	Trial Court Performance Standards, CCJ, and COSCA
County Civil Courts - Outgoing Cases	Odyssey - Civil	G1SO1, G1SO2, G4SO1, G4SO2	Activity Measure	Trial Court Performance Standards, CCJ, and COSCA
County Civil Courts - Clearance Rate	Odyssey - Civil	G1SO1, G1SO2, G4SO1, G4SO2	Activity Measure	Trial Court Performance Standards, CCJ, and COSCA
County Civil Courts - misc. additional court performance metrics	Odyssey - Civil	G1SO1, G1SO2, G4SO1, G4SO2	N/A	Trial Court Performance Standards, CCJ, and COSCA
County Civil Courts - misc. additional caseload analysis reporting	Odyssey - Civil	G1SO1, G1SO2, G4SO1, G4SO2	N/A	Trial Court Performance Standards, CCJ, and COSCA
Justice Courts - Incoming Cases	Odyssey - JP	G1SO1, G1SO2, G4SO1, G4SO2	Activity Measure	Trial Court Performance Standards, CCJ, and COSCA
Justice Courts - Outgoing Cases	Odyssey - JP	G1SO1, G1SO2, G4SO1, G4SO2	Activity Measure	Trial Court Performance Standards, CCJ, and COSCA
Justice Courts - Clearance Rate	Odyssey - JP	G1SO1, G1SO2, G4SO1, G4SO2	Activity Measure	Trial Court Performance Standards, CCJ, and COSCA
Justice Courts - misc. additional court performance metrics	Odyssey - JP	G1SO1, G1SO2, G4SO1, G4SO2	N/A	Trial Court Performance Standards, CCJ, and COSCA
Justice Courts - misc. additional caseload analysis reporting	Odyssey - JP	G1SO1, G1SO2, G4SO1, G4SO2	N/A	Trial Court Performance Standards, CCJ, and COSCA

FORM 6. Potential Long-Term (5-Year) Funding Needs

Note: These are large expenses that need to be planned for in the General Fund in the next 3-5 years due to operational, legislative or executive decisions.
A recent example was the state’s mandate to move from paper to electronic filing by a specified future date.

Note: This information is being collected for planning purposes only - Commissioners Court will not be making funding decisions on these items during the current budget cycle.

Instructions
Fill out the table below.

LT Funding Needs ID	Which Strategic Objective does this address? (Enter SO # from Form 3)	Description of Future Funding Needs	# of Positions Needed (if applicable)	Estimated Year 1 Costs (FY 2021-22)	Estimated Year 2 Costs (FY 2022-23)	Estimated Year 3 Costs (FY 2023-24)	Estimated Year 4 Costs (FY 2024-25)	Estimated Year 5 Costs (FY 2025-26)
LTF1	G3SO1	Technology [software and hardware] for Virtual Appearances - County Criminal/Civil Courts at Law, and Justice Courts	1	\$150,000	\$50,000	\$50,000	\$50,000	\$50,000
LTF2	G1SO2, G1SO3	A/V Technology Engineer (FTE)	1					
LTF3								
LTF4								
LTF5								
LTF6								
LTF7								
LTF8								
LTF9								
LTF10								
LTF11								
LTF12								

Note: Form 7 is required if you received expansion funding for FY2020-21. A separate, pre-populated **Budget Form 7** Excel file was placed on your webHC site if this is required for your department. A separate tab is shown for every project/program for which funding was received.

Enter the required information and answer the three (3) questions below.

1 Public Relations Coordinator to manage websites, social media, community education and information requests.

One-Time	Recurring	Positions Requested	Positions Filled
\$3,000	\$133,000	1	0
\$3,000	\$22,167		

\$3,000	\$22,167		
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\$133,333

To improve communication to the public of the Courts' activities through websites, social media, community education, and information requests. A full-time position dedicated to managing the content of public facing websites and social media for courts. The Public Relations Coordinator will facilitate court visits and community education. This position would also serve as a contact for media requests for information.

Fill in Table Below

The position is being posted and will be filled in this fiscal year. The constraints of the COVID-19 pandemic postponed filling this position until now.

[illegible]

Note: Form 7 is required if you received expansion funding for FY2020-21. A separate, pre-populated **Budget Form 7** Excel file was placed on your webHC site if this is required for your department. A separate tab is shown for every project/program for which funding was received.

Enter the required information and answer the three (3) questions below.

Infrastructure and equipment for court reporters

One-Time	Recurring	Positions Requested	Positions Filled
\$251,850	\$12,000	0	0
	\$12,000		

	\$12,000		
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\$263,850

<p>For the past decade, the field of court reporting has seen a steady decline in the number of certified court reporting programs nationally, as well as declines in both enrollees and graduates within remaining programs. The impact of this industry trend is beginning to affect personnel availability in courts throughout the country, including those in Harris County. The situation in Harris County is further exacerbated by the statutory limitations on salary increases for court reporters. The purpose of this funding request is to subsidize certain previously unsubsidized equipment for court reporters. We will work with Budget Management to investigate and test potential solutions for digital recording within a</p>	
<p>2) What has been accomplished so far and are you meeting your goals? Include key measurements.</p>	
<div style="border: 1px solid black; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> <p>Fill in Table Below</p> </div>	
<p>3) What remains to be done and what is the outlook and timeline for completion?</p>	
<p>These purchases have been delayed due to the Pandemic. We plan to make these purchases early in the new fiscal year.</p>	

[illegible]

Note: Form 7 is required if you received expansion funding for FY2020-21. A separate, pre-populated **Budget Form 7** Excel file was placed on your webHC site if this is required for your department. A separate tab is shown for every project/program for which funding was received.

Enter the required information and answer the three (3) questions below.

1 Floating Court Coordinator to support substitute coordination.

One-Time	Recurring	Positions Requested	Positions Filled
\$3,000	\$80,000	1	0
\$3,000	\$13,333		

\$3,000	\$13,333		
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\$80,000

Fill in Table Below

<p>The position is being posted and will be filled in this fiscal year. The constraints of the COVID-19 pandemic postponed filling this position until now.</p>

[illegible]

Note: Form 7 is required if you received expansion funding for FY2020-21. A separate, pre-populated **Budget Form 7** Excel file was placed on your webHC site if this is required for your department. A separate tab is shown for every project/program for which funding was received.

Enter the required information and answer the three (3) questions below.

Funding for higher court interpreter rates.

One-Time	Recurring	Positions Requested	Positions Filled
-	\$171,645	0	0
	\$157,341		

	\$157,341		
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\$171,645

Courts are required by Statute to provide licensed court interpreters for many court proceedings. Currently most of these expense occur in the County Criminal Courts, Probable Cause Court, and Justice Courts. Hourly rates for Interpreters have risen in the newest Masterword contract for foreign language interpreters. Additionally, rates are rising for contract interpreters.

Fill in Table Below

This increase has been implemented in all court divisions supported.

[illegible]

Note: Form 7 is required if you received expansion funding for FY2020-21. A separate, pre-populated **Budget Form 7** Excel file was placed on your webHC site if this is required for your department. A separate tab is shown for every project/program for which funding was received.

Enter the required information and answer the three (3) questions below.

Funding to support travel and training for judges and court staff.

One-Time	Recurring	Positions Requested	Positions Filled
-	\$45,000		

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Judges and many court staff are required to obtain continuing education annually. Today many judges and court staff are new and courts are experiencing significant change based on reform efforts and legislative change.

Fill in Table Below

In the COVID-19 world, training has largely shifted to online virtual training. We expect some in-person training and education to resume in the new fiscal year.

[illegible]

Note: Form 7 is required if you received expansion funding for FY2020-21. A separate, pre-populated **Budget Form 7** Excel file was placed on your webHC site if this is required for your department. A separate tab is shown for every project/program for which funding was received.

Enter the required information and answer the three (3) questions below.

Managed Assigned Counsel grant match. No funding requested for FY20.

One-Time	Recurring	Positions Requested	Positions Filled
-	\$543,214		

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\$0

Fill in Table Below

<p>The Harris County Office of Managed Assigned Counsel has been established as an independent department. The Executive Director has been hired and has started. The budget has</p>
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[illegible]

Note: Form 7 is required if you received expansion funding for FY2020-21. A separate, pre-populated **Budget Form 7** Excel file was placed on your webHC site if this is required for your department. A separate tab is shown for every project/program for which funding was received.

Enter the required information and answer the three (3) questions below.

Funding to contract for court-ordered mental health services related to CCP 16.22.

One-Time	Recurring	Positions Requested	Positions Filled
-	\$1,500,000		
	\$1,500,000		

	\$1,500,000		
--	-------------	--	--

\$1,500,000

This funding supports provision of the statutorily mandated mental health screening of detainees with signs or history of mental health issues at arrest and booking.

Fill in Table Below

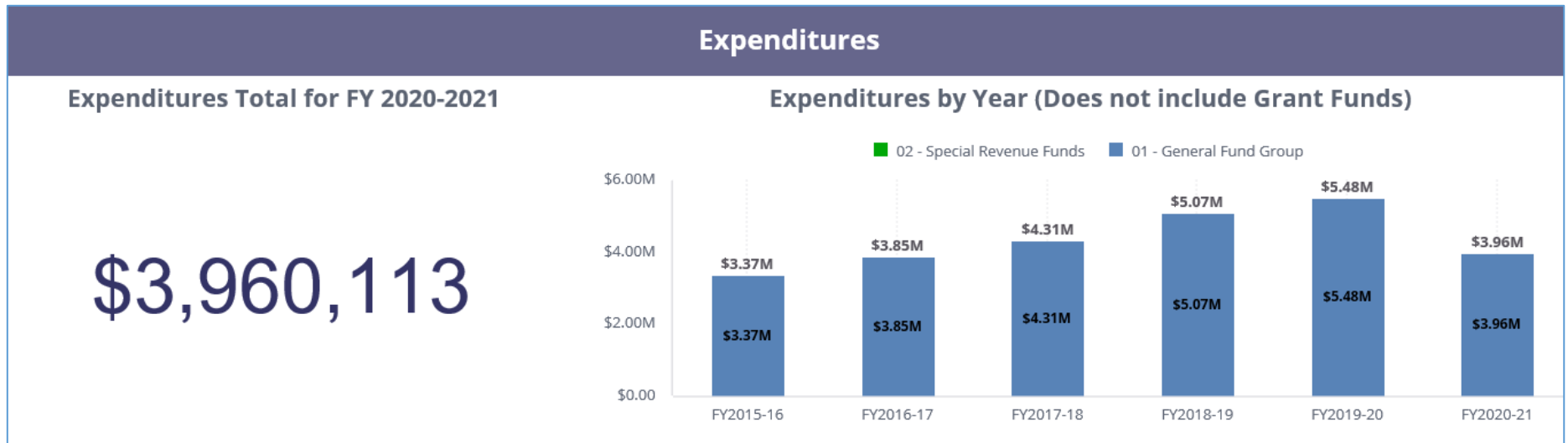
This program is fully implemented and this Office continues to work with the Harris Center to refine the services provided as necessary and appropriate.

[illegible]

941 – Court Appointed Attorneys- County Courts Ed Wells

941 – Court Appointed Attorneys – County Courts

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$5.60M

700 – District Courts

Clay Bowman

700 – District Courts

Data as of 12/14/2020

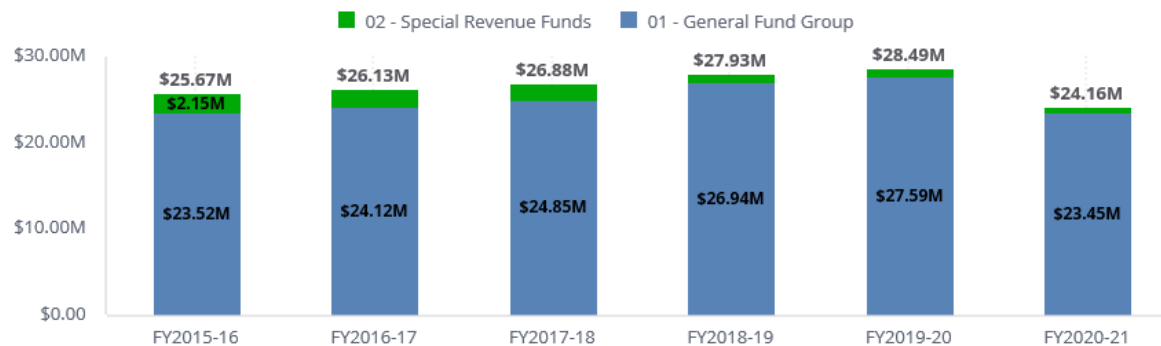
Expenditures

(Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$24,156,385

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$29.42M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
700	District Courts

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

To serve the interests of justice by efficiently and effectively providing comprehensive administrative support to the District Courts and Judges of Harris County, to manage court improvement programs, and to act as a liaison between the courts and the public we serve.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

State District Judges should be able to adjudicate cases in a timely and considered manner and to plan on-going justice improvements in an environment free from facilities, materials, or operational distractions and with all necessary resources required to pursue the interests of justice and the public we serve.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Courts Operation	Administration
Legal Services	Payroll/Benefits
Judicial Counsel	Procurement/Supplies
Continuing Legal Education	Professional Development
Legislative Assistance	Clerical Support
Jury Charge Production	Grants Management
	Facilities Assistance
Court Management	Public Information and Media Relations
Indigent Defense	
Docket Management	
Court Reporting/Transcription	Technology Services
Language Interpretation	Computer Support
Forms and Notices	Desktop Management
Case Activity Tracking	Help Desk
Jury Management	Technical Training
Witness Travel	Evidence Presentation Systems Support
Specialized Dockets	Data Services
Tax Courts	Statistics
Title 4D (Paternity) Courts	Data Warehouse
Jail Impact Dockets	Website
Felony Reintegration Docket	JWEB System Support
Multi-District Litigation	Indigent Defense Claims Processing
CPS Project Courts	
Therapeutic Justice	
Star Drug Court	
Family Drug Court	
Mental Health Dockets	
Veterans Court	
Infants and Toddlers Court	

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

1. Court Management Division

This budget division encompasses payroll for administrative staff and court coordinators, all necessary technology equipment, software and repairs, office supplies, travel related to staff training, furniture, postage, rental and leases of copiers and recycling services for all courts, language interpretation services, substitute court reporters, and most other court-related expenses not associated with indigent defense (Dept 701). This Division also includes funding for the contract with the Harris Center to perform court-ordered competency and sanity evaluations for all County and District courts.

2. Judges Division

This budget division encompasses payroll for District Judges County Salary Supplement, judges' professional dues, legal research costs, travel related to judicial responsibilities, and hourly wages for Law Clerks.

3. Court Reporters Division

This budget division encompasses payroll for Official Court Reporters, costs for court ordered transcripts, and related supplies.

4. Visiting Judges Division

This budget division provides compensation as required by statute for per diem and travel reimbursement for visiting judges otherwise paid for by the 11th Judicial Region.

5. Felony Mental Health Court

This budget division encompasses payroll for the Felony Mental Health Court Director.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

1. *Demonstrate Integrity and Ethics*

The Code of Judicial Conduct is binding on all court staff and administrative support staff. The Code requires upholding the integrity and independence of the judiciary, efficiently and fairly discharging administrative responsibilities without bias or prejudice, maintaining professional competency, and avoiding impropriety and appearance of impropriety in both public and private conduct.

2. *Promote Court and Judicial Security*

The safety of judges, court staff, and members of the public who visit the courthouses is essential to the achievement and perception of good governance.

3. *Develop and Maintain Excellent Court Facilities*

Well-functioning courthouses and the dignified appearance of facilities is essential to the achievement and perception of good governance.

4. *Improve Justice System Efficiency*

Effective Court Administration includes balancing efficiency and fairness in court operations, particularly in high volume jurisdictions like Harris County. Efficient case processing workflow is essential to reducing delay, managing case and jail population backlogs, and achieving swift and fair resolution of issues for litigants and victims. The Administration of Justice requires an agile and integrated approach to improving systems of information and business processes to coordinate the disparate institutional and public interests involved in justice.

5. *Support Justice Improvement Projects*

The Administrative Office works with judges and other stakeholders to continually identify and pursue ways to make the justice system in Harris County more fair and more accessible.

6. *Promote Access to Justice*

The Administrative Office works with the judiciary and other justice partners to promote accessibility to facilities, procedures and resources necessary for administration of justice.

7. *Promote the Administration of Justice*

The Administrative Office assists with obligations of the courts as required by statute, including activity monitoring and reporting,

8. *Protect Vulnerable Populations*

Courts have a responsibility to protect individuals from arbitrary use or abuses of power, and a special responsibility toward the most vulnerable.

9. *Promote coordination with justice partners, public health, social service and other agencies to address common problems underlying the court's criminal and civil caseload, including substance use and mental health.*

The Administrative Office works with the judiciary and justice partners to promote therapeutic justice initiatives and evidence-based programs geared toward rehabilitation and healing.

10. *Attract and retain a diverse and competent court and administrative workforce.*

A public-facing workforce that projects professionalism and reflects the diversity of the community helps foster trust and confidence in the institutions of government.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

1. Demonstrate Integrity and Ethics

Providing opportunities for continuing legal education and professional development for judiciary and staff.

2. Promote Court and Judicial Security

Working with Law Enforcement and Public Infrastructure to ensure courthouse safety.

Planning with the Sheriff's Office to ensure adequate bailiff staff courtroom security.

Planning with Constable Precinct 1 to ensure adequate court campus security and management of courthouse lobby congestion.

3. Develop and Maintain Excellent Court Facilities

Working with Harris County Public Infrastructure to ensure that courthouses provide the public a safe and attractive courthouse experience.

Participating in planning facilities improvements that reflect evolution in judicial practice.

4. Improve Justice System Efficiency

Continuing development of data analytics capabilities for Justice System-wide analysis.

Working with Commissioners Court and the Budget Office to improve access to Limited English Proficiency resources.

5. Support Justice Improvement Projects

Working with nationally-recognized experts in court management to develop improvement plans and education programs.

6. Promote Access to Justice

Managing Impact Dockets, language interpretation services, quality indigent defense, and web and social media-based information services.

7. Promote Administration of Justice

Assisting with witness travel as required, expert testimony, jury charge management, legal research, liaison with other county and state justice agencies.

8. Protect vulnerable populations

Working with victims services and victims' advocates to address abuse and neglect of children and adults. Providing language accommodations and quality indigent defense.

9. Promote coordination with justice partners, public health, social service and other agencies to address common problems underlying the court's criminal and civil caseload, including substance use and mental health.

Working with Community Supervision and Corrections, Juvenile Probation, Family Protective Services and others to instill evidence-based rehabilitation practices system wide.

Managing therapeutic dockets for special populations including Drug Courts, Veterans Court, Mental Health Court and Child Protection Impact Dockets.

10. Attract and retain a diverse and competent court and administrative workforce.

Working with Human Resources and Budget Management to keep compensation fair and competitive.

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

Justice and Safety

“Courts exist to do justice, to guarantee liberty, to enhance social order, to resolve disputes, to maintain rule of law, to provide for equal protection, and to ensure due process of law.” (*NACM Core Principles*). In line with the Department’s Vision Statement, all department goals and services are directed precisely at providing the judiciary of State District Courts in Harris County with the essential resources and support required to fulfill their purpose, in line with the County’s vision and goal, in an environment as free as possible from facilities, materials, or operational distractions.

Governance and Customer Service

The Administrative Office of the District Courts is a service department. The Office exists solely to assist the judiciary, court practitioners, and members of the public who interact with the justice system. Our profession affords a special opportunity to be of service to the community. Along with this opportunity comes an obligation to present an image of decorum and provide superior quality service.

This is achieved through a commitment to continuing professional education and development, and through recruitment and retention of a diverse and competent workforce. This is also achieved through dissemination of public and other statutorily-required information.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write “N/A” below.*

N/A

2. *What are the organization’s top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

1. COVID-19 Guidelines for Reopening Courts

Working with the State Office of Court Administration, the 11th Judicial Region, and local Public Health Officials, the District Judges developed the COVID-19 Operating Plan for the Harris County Judiciary which allows courts to resume in-person proceedings and Jury Trials in a fair and reasonably safe manner.

2. NRG Jury Assembly Operations

Working with the County Judge, Engineering, District Clerk and Justice Administration Department, the District Judges developed the facilities infrastructure at NRG Arena and the Jury Proceeding Addendum

to COVID-19 Operating Plan, which has allowed for the resumption of jury trials for all courts in Harris County. This is a significant step toward addressing the access to justice issues resulting from the pandemic, and has become a model for courts statewide.

3. Remote Court Appearance Systems and Remote Plea Operations

As an integral component of the District Courts' COVID-19 response, District Courts Technical Services deployed and now supports remote appearance technology in every district court; and working with the District Clerk and Sheriff's Office, can now conduct felony plea hearings with all parties participating remotely.

4. Reopening Felony Courts at the Criminal Justice Center

District Criminal Courts relocated to their assigned courtrooms in the Criminal Justice Center following almost two years of reduced access to courtrooms due to damage by Hurricane Harvey. Prior to reopening, District Civil and Criminal Courts were required to share office space and operate courtrooms on a half-time basis, resulting in crippling case backlogs that will take months, if not years, to overcome.

5. Court Reporter Compensation

Working with Commissioners Court and the County Attorney's Office, the District Judges were able to increase Court Reporter Compensation to a level competitive with other large Texas counties to address a critical shortage of these essential workers.

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

1. Impact Dockets

District Courts have operated several special dockets with the assistance of visiting judges to address increased workload, as Harris County has not seen an additional district court created since 1984.

2. Remote Court Appearance

Due to pandemic circumstances, courts must support a technical and operations model allowing most hearings to be conducted with all parties participating remotely.

3. NRG Jury Assembly Operations

We anticipate that the facilities and operation innovations for Jury Assembly at NRG will need to be sustained well into FY2022 as the pandemic continues and the 1201 Congress facility will not accommodate the required distancing for health and safety.

4. Court Evidence Presentation System Upgrades

While approximately \$2M in funding has been identified for an upgrade project for systems in the Criminal Justice Center, the systems in the Civil Courthouse are at end-of-life and require immediate upgrade at approximate the same cost as the Criminal Justice Center.

5. Felony Case Management

We expect that a consulting engagement with Justice Management Institute to develop a uniform felony case management plan will continue into FY 2022 to fully implement improvements in case processing efficiency.

6. **Indigent Defense Improvements**
The department continues to expand and support the Voucher Processing System (ViPS) for attorney claims, as the judiciary explores programmatic improvements in implementing the Fair Defense Act.
 7. **Federal Bail Lawsuit**
Russell v Harris County in the Federal Courts has required an increasing level of effort by staff in responding to discovery and information requests, as well as the need for additional technical services for retention of email and other documents that may be subject to subpoena.
 8. **Jury Management**
In addition to the pandemic challenges, the courts continue to plan sustainable incentives, such as jury meals, jury pay and community outreach, to increase participation by a larger and more diverse population of jurors.
 9. **Staff Development**
Continuing education and professional development along with competitive compensation is essential to attracting and retaining a high-performing and diverse workforce.
 10. **Court Interpreters and Language**
Last year, District and County Courts began exploring compensation and options for full-time employment of language interpreters to support a growing need for services.
4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

Texas Indigent Defense Commission Monitoring Review (on-going)

Harris County Auditor's Office Indigent Defense System Review (Oct 2020)

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- *Harris County Attorney's Office*
 - *Harris County Auditor*
 - *Bail Bond Board*
 - *Harris County Budget Management*
 - *Harris County Child and Adult Protective Services*
 - *Harris County Commissioners Court*
 - *Harris County Community Supervision and Corrections*
 - *Harris County Constable Precinct One*
 - *Harris County Clerk*
 - *Harris County Courts*
 - *Criminal Justice Coordinating Council*
 - *Harris County District Attorney*
 - *Harris County District Clerk*
 - *Harris County Dispute Resolution Center*
 - *Harris County Domestic Relations Office*
 - *Harris County Office of Emergency Management*
 - *The Harris Center for MH and IDD*

- *Harris County Juvenile Probation Department*
- *Harris County Justice Administration Department*
- *Harris County Pretrial Services Agency*
- *Harris County Protective Services for Children and Adults*
- *Harris County Public Defender*
- *Harris County Public Infrastructure and Engineering*
- *Harris County Purchasing Agent*
- *Harris County Sheriff's Office*
- *Harris County Universal Services*

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- *11th Texas Judicial Region*
- *Asian American Bar Association*
- *Houston Bar Association*
- *Houston Lawyers Association*
- *State Office of Court Administration*
- *Harris County Child Advocates*
- *Harris County Criminal Lawyers Association*
- *Houston Volunteer Lawyers*
- *Houston Young Lawyers Association*
- *Houston Recovery Center*
- *Justice Management Institute*
- *Mexican American Bar Association of Houston*
- *Texas Attorney General's Office*

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

The District Courts are aware of disparities in the justice system locally and nation-wide, including over-representation by persons of color in the criminal justice system and under-representation in juror participation. Justice Improvement initiatives over the past four years have focused on bail reform, improving the quality of indigent defense, and reducing the reliance on pretrial detention. These efforts have benefited from technical assistance through the MacArthur Foundation, the Laura and John Arnold Foundation, Justice Management Institute, and the Center for Court Innovation.

2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*

The judiciary's commitment to quality indigent defense representation is expressed through the Fair Defense Standards and Procedures and on-going efforts to engage with minority bar associations. The judiciary's commitment to jury participation that is representative of the population county-wide is reflected in jury promotion efforts assisted by local celebrities from diverse backgrounds.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

The Department works with Harris County Human Resources and through University of Houston and UH Downtown Career Services to attract and recruit a diverse and competent workforce.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

Annual staff training over each of the past four years has focused on Procedural Justice, including cultural sensitivity and inherent bias training. Programs have included presentations by the Center for Court Innovation, the Harris County Racial Diversity and Fairness Administrator, Dr. Antonio D. Tillis, Interim President of the University of Houston Downtown, and Dan Snare, Past-President of the American Leadership Forum-Houston Chapter. Annual continuing education is required for Court Coordinators and Court Reporters by statute.

Department Personnel Regulations stress adherence to the Code of Judicial Conduct, which specifically prohibits staff, court officials and others subject to the judge's direction and control, by words or conduct, to "...manifest bias or prejudice, including but not limited to bias or prejudice based upon race, sex, religion, national origin, disability, age, sexual orientation or socioeconomic status."

Under no circumstances are employees be allowed to create a Hostile Work Environment by engaging in discriminatory comments or any other form of harassment which violates Title VII of the Civil Rights Act of 1964 and other state or federal authority.

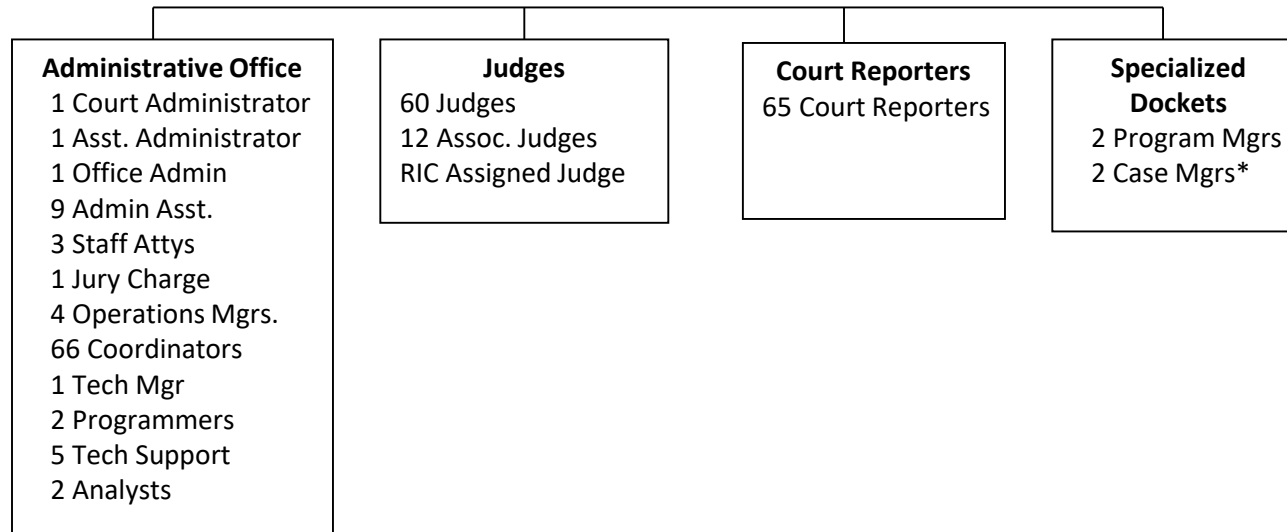
FORM 1. Divisions

Instructions

- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ Amount):* Enter \$ amount from adopted budget for the **division**
- *FY 2020-21 Adjusted Budget (\$ Amount):* Enter \$ amount from adjusted budget for the **division**, inclusive of any enhancements received during fiscal year FY 2020-21
- *Actual Headcount:* Enter most recent data for full-time equivalents (FTE) for the division

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Administrative Office	Administrative Support	\$9,493,459	\$9,493,459	18
Administrative Office	Court Management	\$9,774,159	\$9,774,159	93
Administrative Office	Specialized Dockets	\$582,930	\$582,930	4
Administrative Office	Technology Services	\$1,340,615	\$1,340,615	9
Administrative Office	Legal Services	\$373,971	\$373,971	2
Judges	Interpret the law and resolve legal disputes.	\$2,846,895	\$2,846,895	60
Court Reporters	Transcribe and maintain records of court proceedings.	\$9,860,810	\$12,439,957	62
Visiting Judges	Augment the judicial workforce as necessary to manage caseloads.	\$7,601	\$7,601	50

HARRIS COUNTY DISTRICT COURTS



FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- Other Divisions Involved: List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Administrative Support
Divisions (list all):	Administrative Office

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$9,493,459	18

1) Describe the Service and how it supports department goals.
Providing comprehensive administrative support to the District Courts and Judges of Harris County. The Administrative Office is involved in development, promotion and on-going support for every facet of court management.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Judges and other justice system partners as well as the justice-involved public. Judges expect be able to adjudicate cases in a timely and considered manner and to plan on-going justice improvements in an environment free from facilities, materials, or operational distractions and with all necessary resources required to serve the interests of justice. Customer feedback is provided through judicial boards and committees which meet monthly or as required.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
The Court Adminsitration Act Sec. 74.103. STAFF. The courts may appoint appropriate staff and support personnel according to the needs in each county.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Court Management
Divisions (list all):	Administrative Office

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$9,774,159	93

1) Describe the Service and how it supports department goals.
Court Management trains, supervises and supports the Court Coordinator system, processes and workflow for effective court case management. Court Management assists with continuing education (G1); Recommends efficiencies and court improvement projects (G4-5); and provides coordination with other justice partners and the public (G9);
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Judges and other justice system partners as well as the justice-involved public. Judges expect be able to adjudicate cases in a timely and considered manner and to plan on-going justice improvements in an environment free from facilities, materials, or operational distractions and with all necessary resources required to serve the interests of justice. Customer feedback is provided through judicial boards and committees which meet monthly or as required.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Sec. 74.101. COURT COORDINATORS. (a) The local administrative judge and each district or statutory county court judge may establish a court coordinator system and appoint a court coordinator for his court to improve justice and expedite the processing of cases through the courts.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Specialized Dockets
Divisions (list all):	Administrative Office

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$582,930	4

1) Describe the Service and how it supports department goals.
The District Courts operate specialized dockets to assist justice-involved individuals with underlying issues related to substance abuse, mental health issues, PTSD, and child protection. The programs provide recovery (G9) and support services (G8) for these special populations.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Justice-involved individuals with underlying issues related to substance abuse, mental health issues, PTSD, and child protection. Program evaluations incorporating partner and participant feedback are conducted through service providers or contract evaluators.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Govt Code Ch. 121 - Specialty Courts. Sec. 123.002. AUTHORITY TO ESTABLISH PROGRAM. The commissioners court of a county or governing body of a municipality may establish drug court programs. Health and Safety Code, CHAPTER 469 Sec. 469.006. COUNTY DRUG COURT PROGRAMS. (a) Not later than September 1, 2002, the county commissioners court in a county with a population exceeding 383,000 residents, according to the 1990 United States Census, shall authorize a drug court program that complies with this chapter.

FORM 4a. Department Services - DETAIL (#4)

Note: A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

*"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)*

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Technology Services	
Divisions (list all):	Administrative Office	
	Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
	\$1,340,615	9

1) Describe the Service and how it supports department goals.
<p>Departmental Tech Support is involved in all aspects of court administration where workflow automation (G4-5), data collection and analysis (G4-5). The Tech Team also provides courtroom evidence presentation systems support (G6) as well as user help desk support, and serves as liaison to Facilities and Property Management.</p> <p>They are involved in responding to requests for information from the public and other agencies (G6).</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Judges and other justice system partners as well as the justice-involved public.</p> <p>Judges expect be able to adjudicate cases in a timely and considered manner and to plan on-going justice improvements with all necessary resources required to serve the interests of justice.</p> <p>Customer feedback is provided through judicial boards and committees which meet monthly or as required.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Legal Services
Divisions (list all):	Administrative Office

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$373,971	2

1) Describe the Service and how it supports department goals.
Staff Attorneys provide legal reseach support, advise on ethics issues (G1). They draft forms, orders, opinions and briefs on various matters of importance to the judiciary. They provide administrative support and guidance to various judicial boards and committees.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Judges and other justice system partners. Judges expect be able to adjudicate cases in a timely and considered manner and to plan on-going justice improvements with all necessary resources required to serve the interests of justice. Customer feedback is provided through judicial boards and committees which meet monthly or as required.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Interpret the law and resolve legal disputes.
Divisions (list all): Judges

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,846,895	60

1) Describe the Service and how it supports department goals.
The role of the judiciary "...is to Interpret the law and resolve legal disputes." (See "The Texas Judicial System"; Office of Court Administration; 2014.) All department goals derive from this central purpose.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
District judges have original jurisdiction in all felony criminal cases, divorce cases, cases involving title to land, election contest cases, civil matters in which the amount in controversy (the amount of money or damages involved) is \$200 or more, and any matters in which jurisdiction is not placed exclusively in another trial court. Judges are answerable directly to the voters in the district served by the courts.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
The judicial power of the State of Texas is derived from Article 5, Section 1 of the Texas Constitution.

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Transcribe and maintain records of court
Divisions (list all):	Court Reporters

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$12,439,957	62

1) Describe the Service and how it supports department goals.
Trial courts are required to capture and preserve a record of the proceedings for the possibility of appeal.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Records of trial proceedings are typically requested by a Court of Appeals. Records may be requested by case litigants or any member of the public. Expectations are that records will be complete and accurate. Court Reporters are licensed and governed by the Judicial Branch Certification Commission.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Govt Code Sec. 52.041. APPOINTMENT OF OFFICIAL COURT REPORTER. Each judge of a court of record shall appoint an official court reporter.

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Augment the judicial workforce
Divisions (list all):	Visiting Judges
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$7,601	50

1) Describe the Service and how it supports department goals.
Visiting judges may be appointed augment the judicial workforce as necessary to manage caseloads (G6-7). Visiting judges may assist with special dockets or help cover a court during vacation or illness of the elected judge.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Visiting judges are appointed by the Regional Administrative Judge (Judge Susan Brown).
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Govt Code Sec. 74.052. ASSIGNMENT OF JUDGES. (a) Judges may be assigned in the manner provided by this chapter to hold court when necessary to dispose of accumulated business in the region.

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department currently uses to measure and monitor performance and any planned new performance metrics for the coming year. Please list all performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

[illegible]

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	Peer Mentor Recovery Services-RIC Docket
Division:	Administrative Office

Funding Request - Next Fiscal Year: \$162,714

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Peer mentors provide outreach and system navigation to support offenders in substance abuse recovery and re-entry. These services were previously funded through the MacArthur Safety and Justice Challenge Grant for the RIC Docket, a venue for low-level, non-violent offenders. Funding is to continue these services.
2) Which department-level goals does this support?
Promote coordination with justice partners, public health, social service and other agencies to address common problems underlying the court's criminal and civil caseload, including substance use and mental health.
3) What do you want to achieve with these additional funds?
Sustainability for the program component providing substance abuse recovery services for individuals
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The request is for continuation funding to supplant the expiring grant. See: RECOVERY SUPPORT SERVICES PROJECT, FISCAL YEAR 2016, Final Evaluation Report; University of Texas School of Social Work; May 2017.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
Fill in Table Below

FORM 5c. Budget Request - DETAIL (#2)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:	BR2
Funding Request Description:	Salary Adjustments in Mental Health Evaluation Services
Division:	Administrative Office

Funding Request - Next Fiscal Year: \$214,879

1) Describe the specific problem, challenge or opportunity (why funding is needed).
1. The Harris Center contracted with a consulting firm to develop a new compensation framework that included an alignment of jobs to the Houston market. The results indicated an increase in some positions to stay competitive with the current market, which is reflected in the current FY 2022 budget proposal. 2. The other component of this budget request would add one additional evaluator in order to meet statutory timelines given the volume of court orders for evaluation. 3. The Harris Center's fringe has Increased from 31% to 31.8%.
2) Which department-level goals does this support?
G5-Promote Access to Justice G6-Promote the Administration of Justice G9-Attract and retain a diverse and competent court and administrative workforce.
3) What do you want to achieve with these additional funds?
Allow for sufficient evaluation resources to complete orders within statutory timelines. Ensure the quality of evaluations and recommendations to the courts.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Criteria are established by Code of Criminal Procedure Chapter 46B.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

Note: Form 7 is required if you received expansion funding for FY2020-21. A separate, pre-populated **Budget Form 7** Excel file was placed on your webHC site if this is required for your department. A separate tab is shown for every project/program for which funding was received.

Enter the required information and answer the three (3) questions below.

Funding to cover the increasing cost of contract Court Interpreters.

One-Time	Recurring	Positions Requested	Positions Filled
-	\$217,000		

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To address shortage of available workforce and resulting increase in market value of services and therefore compete with surrounding counties.

Fill in Table Below

Annual review of court reporter salaries in other large Texas counties and surrounding counties.

[illegible]

Note: Form 7 is required if you received expansion funding for FY2020-21. A separate, pre-populated **Budget Form 7** Excel file was placed on your webHC site if this is required for your department. A separate tab is shown for every project/program for which funding was received.

Enter the required information and answer the three (3) questions below.

Increase the contract with The Harris Center to increase capacity for mental competency/sanity evaluations of defendants charged with criminal offenses.

One-Time	Recurring	Positions Requested	Positions Filled
-	\$146,955		

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Increase examiner staffing by 1 FTE to keep pace with court orders for evaluation services. Mental health evaluators prepare assessments per court order in conformance with Texas Code of Criminal Procedure Chapters 46B and 46C.

Fill in Table Below

[illegible]

FORM 8. Additional Funds / Supplemental Revenue Expected During FY 2021-21

Instructions

List the source and amount of any additional funds you expect to receive in your General Fund during the upcoming fiscal year via a transfer from another county department or as supplemental revenue from a source outside the county. Most departments will leave this form blank.

GENERAL FUND ONLY

Revenue ID#	Source of Funds	Description / Reason For Expected Funds	Amount \$
REV1	Fund 2201 - Donation Fund	Grants for STAR Drug Court staff development.	\$2,201
REV2	Fund 2246 – Star Drug Court Pgrm	Fee collections for drug court.	\$140,400
REV3	Fund 2311 Crim Courts AV Equip	Grant from the District Attorney's Office for CJC courtrooms.	\$1,100
REV4	Fund 2321 – Dispute Resolution	Collections for dispute resolution services	\$523,993
REV5	Fund 2346 – Court Reporter Service	Collections for court reporting services	\$1,458,465
REV6	Fund 2601 – Federal Grants	Federal grants for drug courts	\$445,098
REV7	Fund 2602 - State Grants	State grants for drug courts	\$240,441
REV8	Fund 2604 – Other Grant Funds	Private grants for drug courts	\$165,827
REV9			
REV10			
REV11			
REV12			
REV13			
REV14			
REV15			
REV16			
REV17			
REV18			
REV19			
REV20			
Total			\$2,977,525

701 – Court Appointed Attorneys- District Courts Clay Bowman

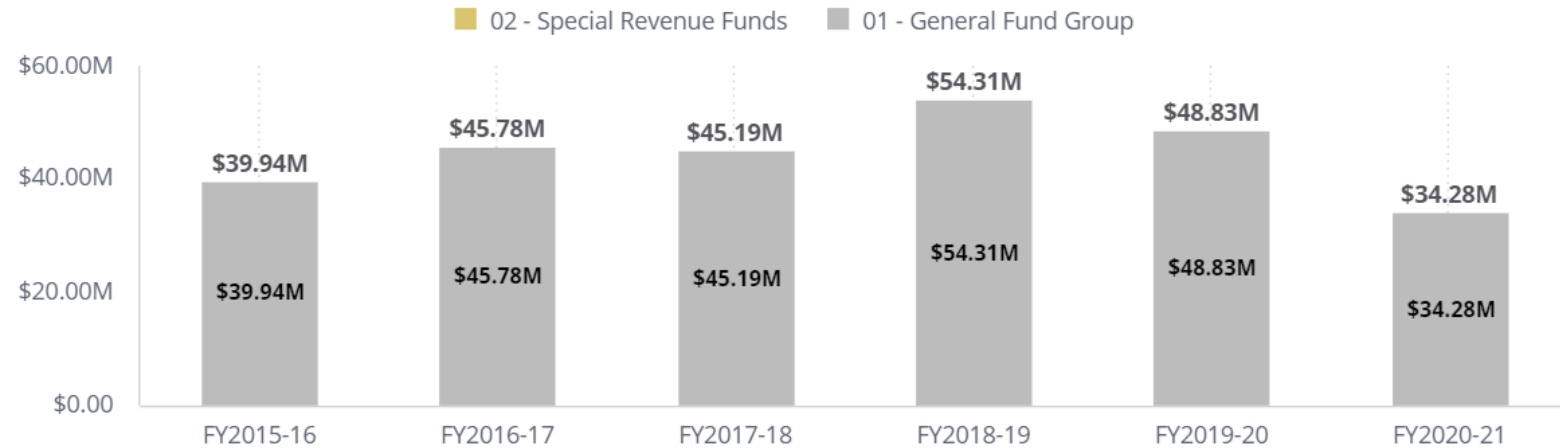
Expenditures

2016 to 2020 expenditures validated against CAFR (Auditor's Office)

Expenditures Total for FY 2020-2021

\$34,275,695

Expenditures by Year (Does not include Grant Funds)



605 – Pretrial Services

Jim Bethke (Interim)

605 – Pretrial Services

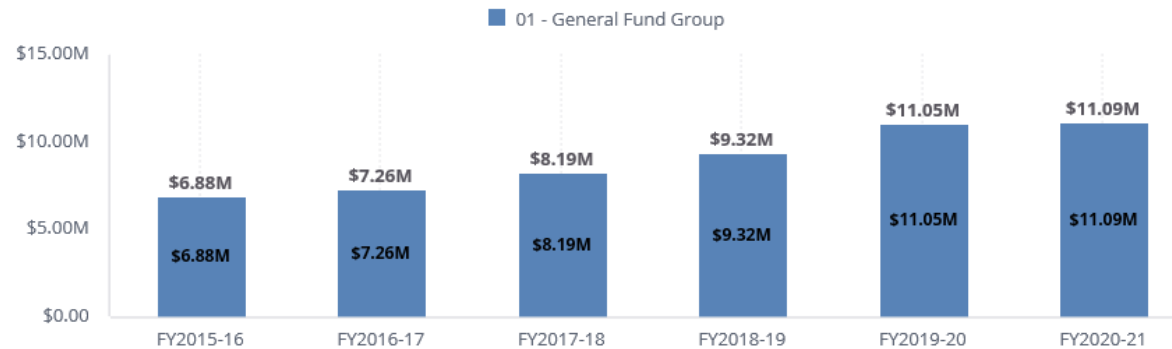
Data as of 12/14/2020

Expenditures (Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$11,087,629

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$11.97M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department Name
605	Pretrial Services

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The mission of Harris County Pretrial Services is to provide accurate and timely information to assist the judicial officers in Harris County with making informed pretrial release decisions and to monitor defendants released on bond to promote compliance with court orders and court appearances, and to support public safety.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

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The vision is to use evidence-based practices, empirical research, innovations and technology to maximize release of pretrial defendants, to maximize public safety by ensuring oversight and accountability, and to maximize court appearance of those that are released during the pretrial stage.

¹ American Civil Liberties Union (2019) *A New Vision for Pretrial Justice in the United States*. Retrieved from <https://www.aclu.org/report/new-vision-pretrial-justice-united-states>

² National Institute of Corrections (2017) *A Framework for Pretrial Justice: Essential Elements of an Effective Pretrial System and Agency*. Pretrial Executive Network. Washington, DC

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Harris County Pretrial Services (HCPS) receives budgetary support and operational approval from the Harris County Commissioners Court. The appointed Director also works with a committee of judges from the district and county criminal courts that provide advice to the Director regarding the department's operational objectives. Pretrial Services' primary objectives are to:

- provide an objective, validated assessment of a defendant's likelihood of failure to appear for court or new criminal activity for all defendants charged in Harris County with a felony or a Class A or B misdemeanor, consistent with felony General Order bond processes and County Criminal Court at Law Local Rule 9;
- investigate and compile personal and criminal history information on those defendants that are indicated above who are booked into the Harris County jail;
- prepare reports that assist the judiciary with release and detention decisions, especially those related to eligibility for release on a personal bond;
- identify the least restrictive risk-based release conditions that maximize pretrial population liberty while ensuring court appearance and community safety;
- establish and monitor compliance with conditions of release imposed by the courts; and
- provide monitoring and support services that reduce the number of or resolve instances in which a defendant fails to appear in court or engages in new criminal activity.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

- The Administration Division (ADM) comprises the Director and Deputy Director, the Administrative Support Unit headed by the Office Manager, and the Justice Navigator program. The Administrative Support Unit includes internal human resources and payroll functions, procurement and invoice processing, performance, training, and quality improvement. The ADM operates Monday through Friday from 7:30 a.m. to 4:30 p.m., excluding County holidays. The Justice Navigator program operates from 6:30 a.m. to 3:00 p.m., Monday through Friday, excluding County holidays. The offices are on the 5th floor of the Criminal Justice Center, located at 1201 Franklin.
- The Pretrial Screening Division (PSD) is responsible for completing risk assessments, compiling and disseminating defendant reports, delivering reporting instructions to defendants, and processing and filing of personal and general order bonds. The PSD staffs the Joint Processing Center, the Art. 15.17 hearings, the assigned felony and county courts, and the Cite-and-Release Court. Except for the officers serving the assigned courts, the PSD currently operates on a 24/7/365 basis on the 5th floor of the Criminal Justice Center; the Family Law Center, 1115 Congress, 4th floor; the Joint Processing Center, 700 N. San Jacinto, 2nd floor; and the Harris County District Attorney's Office – Intake Division, 1301 Franklin, 1st floor.
- The Defendant Monitoring Division (DMD) is responsible for supervising defendants released on any type of bond by Harris County courts to HCPS supervision, as well as supervision for personal bond cases from other jurisdictions when such assistance is requested. DMD staff review instructions for compliance with bond conditions, provide court date notification, screen records for new charges, initiate steps to ensure court appearance, as well as providing more intensive services, such as in-person reporting, drug testing, electronic monitoring, and resolution of warrants issued for the arrests of persons monitored by the DMD. The DMD is open to the public each Monday through Friday from 7:00 a.m. to 5:00 p.m., with late hours on Monday and Wednesday until 7:00 p.m. Except when open on holiday weekends, the DMD is closed on Harris County holidays. The DMD offices are located on the 5th floor of the Criminal Justice Center, and on the 1st floor of Annex 20 (Coffee Pot Building) at 102 San Jacinto.
- The Computer Applications Division (CAD) primary functions include: managing security for access to systems and applications and monitoring compliance with applicable security requirements, developing and maintaining software applications and databases necessary to support the department's operational responsibilities, responding to user issues and coordinating repair of computer and communications equipment, serving as a liaison for the department with County information technology resources, developing and maintaining the department's computer infrastructure and connectivity to the County network, assessing information and technology needs and procuring appropriate hardware and software; providing quality control of data that other divisions generate (used for statistical and other reporting), and preparing reports requested by department divisions. Generally, the CAD operates Monday through Friday from 8:00 a.m. to 5:00 p.m., excluding County holidays. The CAD offices are located on the 5th floor of the Criminal Justice Center.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

HCPS has no non-General Fund divisions.

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- To maximize the release of pretrial defendants from jail.
- To maximize the court appearance of pretrial released defendants.
- To decrease the re-arrest rate and increase the safety rate of pretrial released defendants.
- To utilize evidence-based practices, empirical research, and data to improve outcome and performance measures.
- Achieve efficient agency administration.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

- It provides accurate and timely information to inform pretrial release decisions.
- It provides clients with reminders of their court settings, including text messages seven (7) days prior to and early on the day of their court setting.
- It monitors client compliance with release conditions, which includes the use of supervision technologies (e.g., electronic monitoring, drug testing, ignition interlocks).
- It participates in ongoing training, conferences, networks, and associations to remain abreast of advancements in pretrial justice.
- It strives to understand and meet the needs of its client population.
- It utilizes performance measures and quality assurance to inform training, policy, procedures and practices to improve efficiency and effectiveness.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

HCPS is aligned with two of the County's goals: "Justice and Safety" and "Governance and Customer Service."

- The County's Justice and Safety goal is to "promote safe, healthy, thriving communities through restorative and evidence-based strategies that foster public trust, prevent violence and trauma, reduce racial and economic disparities, and minimize criminal justice system exposure where at all possible."

Pretrial Services expends great effort to provide services that consider the rights and the needs of Harris County's pretrial population by trying to understand the factors that may destabilize clients or inhibit their willingness or ability to comply with their conditions of release and attempting to mitigate those factors. At the same time, the department is cognizant of the need to consider public safety, and is obligated to carefully monitor compliance and bring to the courts' attention instances of noncompliance.

- The County's Governance and Customer Service goal is to "exemplify high-quality, transparent, and accountable government by using data and best practices to invest taxpayer dollars wisely; by continually reviewing and improving the effectiveness of our policies, programs, and services; by recruiting and retaining a talented and diverse workforce; and by engaging with, and providing outstanding customer service to, all of our communities."

Pretrial Services strives to use taxpayer funds as wisely as possible in meeting the requirements of the courts and the pretrial needs of the increasing pretrial population it serves. It communicates best practices to the courts and works with them to employ the least restrictive means to balance pretrial release and public safety. It attempts to recruit and retain educated employees who broadly reflect the communities the department serves, and to focus on serving its customers through the Justice Navigator program, the services provided to clients, and the services provided to the courts.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*
 - In May of 2020, HCPS began to accept supervision of pretrial defendants released on secured bond (cash or surety) and to transition those that already were being served by Harris County Community Supervision and Corrections.

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*
- Managing a supervision population that has grown over 900% in the past five years.
 - Achieving above 90% accuracy for the Public Safety Assessment risk assessment tool. This reflects the accuracy or quality of the risk assessment information provided to the courts for use in bail decisions and decisions related to pretrial release conditions.
 - Bringing to the software development stage a long-needed replacement for the department's obsolete case management system. The system, which the department anticipates will be implemented with six to eight months, is expected to sharply reduce duplicative data entry, improve staff efficiency, enhance communications with clients, improve data collection and sharing, and integrate with other stakeholders' efforts toward electronic files and streamlining of operations.
 - Achieving above 95% of eligible staff completing their required annual training hours. The annual training requirements help to ensure that employees remain current on topics that enhance customer service, as well as remaining current on best practices and supervision techniques and technologies, each of which enhances the services provided to the department's customers.
3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
- Implementation of new case management software that is expected to improve staff efficiency and services to our clients. Business process discussions are completed and the project is in the software development stage.
 - Collaboration on construction plans for office space in the Peden Building, which will allow the department to vacate Annex 20 and consolidate supervision services in one location. This consolidation will reduce reporting complexity for clients by allowing them to meet their supervision needs in a single, safe, location. It also will allow for better utilization of DMD staff. The location – across the street from the Joint Processing Center – also may streamline client intake processes.
 - Departmental assessments from PFM and JMI, which are expected to improve the quality of department services and identify and target needed resources.
 - Ongoing activities related specifically to the O'Donnell consent decree and the Russell litigation (related to misdemeanor and felony bail reform, respectively), for which Pretrial Services provides data, documents, and other assistance.
 - Ongoing pretrial reform in which the department collaborates with local stakeholders to meet the needs of the County, the courts, and the clients and communities the department serves. This includes fiscal management relating to budgeting for needed staffing and services, as well as helping our stakeholders to achieve their objectives.
 - Ongoing efforts to identify and select appropriate vendors to provide agency-paid alcohol monitoring services, and to secure County funding to support this consent decree requirement.
4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*
- a. Ongoing internal audits by the Quality Improvement Specialist.
 - b. Harris County Auditor's assessment.
 - c. Pretrial Justice Institute Assessment
 - d. Justice Management Institute Assessment (Current)
 - e. PFM Assessment (Current)
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- Harris County Commissioners Court

- Harris County Community Supervision and Corrections
- Criminal Courts, including the district and county court judges, the criminal law hearing officers, the District Court Administrator, and the County Court Manager
- Harris County District Attorney's Office
- Harris County District Clerk
- Justice Administration Department
- Public Defender's Office
- Harris County Sheriff's Office

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Clients served by Pretrial Services
- Harris County taxpayers and residents
- Partner organizations that serve the clients and the community
- Law enforcement agencies that serve agency ends (e.g., execution of fugitive warrants)

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

- Mass incarceration data in the United States (US) reveals that although the US represents approximately 5% of the world's population, the US disproportionately incarcerates 25% of its citizens, which includes the overrepresentation of racial and ethnic minorities.³
- National jail data reveals approximately 60% of local jail populations are pretrial defendants⁴.
- Pretrial detainees still have the presumption of innocence but remain in custody.⁵
- As noted in the 2019 HCPS Annual Report, the racial makeup of clients that were assessed for risk was:
 - White (49.76%)* includes Hispanic and non-Hispanic
 - Black (46.61%)
 - Pacific Islander (1.75%)
 - Asian (1.39%)
 - Native American (0.05%)
 - Multiracial (0.06%)
 - Unknown (0.32%)
 - Not reported (0.06%)

³ Fong, R., Lubben, J. E. & Barth, R. P. (2018). Grand Challenges for Social Work and Society. Epperson, M. W., Pettus-Davis, C., Grier, A. & Sawh, L. Promoting Smart Decarceration (pgs. 181-203) Oxford University Press. New York

⁴ National Institute of Corrections (2017) A Framework for Pretrial Justice: Essential Elements of an Effective Pretrial System and Agency. Pretrial Executive Network. Washington, DC

⁵ Laura and John Arnold Foundation (2013) Developing A National Model for Pretrial Risk Assessment. Research Summary.

- The vision to improve data collection measures, including the forthcoming new case management system, may allow for data related to income, disability and other areas of disproportionality to be more easily ascertained
2. *What strategies, if any, does your department have in place to remove or address these disparities?*
- Our mission includes providing accurate and timely information to inform the pretrial release decision, including using objective risk assessment information that serves those who are financially unable to afford a cash or surety bond and those who are unable to afford the cost of court-ordered release conditions.
 - Facilitating operation of County Criminal Court at Law Local Rule 9, which allows unsecured release for approximately 85% of misdemeanor defendants.
 - Remaining abreast of pretrial justice research, reform and data by remaining active in related networks, associations, conferences, and partnerships.
 - Implementing policies that are based on evidence, empirical research, and procedural justice.
 - Creation of a Referral Coordinator position to assess client needs and connect clients to available community resources.
 - Providing bus tickets to clients to address transportation needs relating to court or supervision obligations.
3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*
- HCPS has a diverse workforce that is somewhat reflective of the community:
 - The median age of employees is 33 years, with ages ranging from 21 to 62.
 - The tenure range of employees is <1 year to 33 years. With the influx of new positions to accommodate increased caseloads and the transition of secured bond clients, the median tenure of employees is 1 year.
 - The gender identity of employees is
 - 66.2% female
 - 25.0% male
 - 8.8% attributable to open positions.
 - The race/ethnicity of employees is
 - 45.6% Black
 - 29.9% Hispanic
 - 11.3% White
 - 4.4% Asian,
 - 8.8% attributable to open positions.
 - HCPS has participated and is participating in paid internship programs for college students organized by Commissioners from Precinct 1 and Precinct 2. These opportunities have led to full-time employment for some participants.
 - HCPS has researched and plans to implement an internship program with local colleges and universities focusing on social science majors, within the next calendar year.
4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

- HCPS sponsors memberships for staff to the National Association of Pretrial Services Agencies and the Texas Association of Pretrial Services, both of which sponsor annual conferences that offer awareness surrounding disparate treatment and the ongoing need for pretrial justice reform.
- HCPS has cultural competence and cultural sensitivity training offered for staff included in their annual training requirements.

FORM 1. Divisions

Instructions

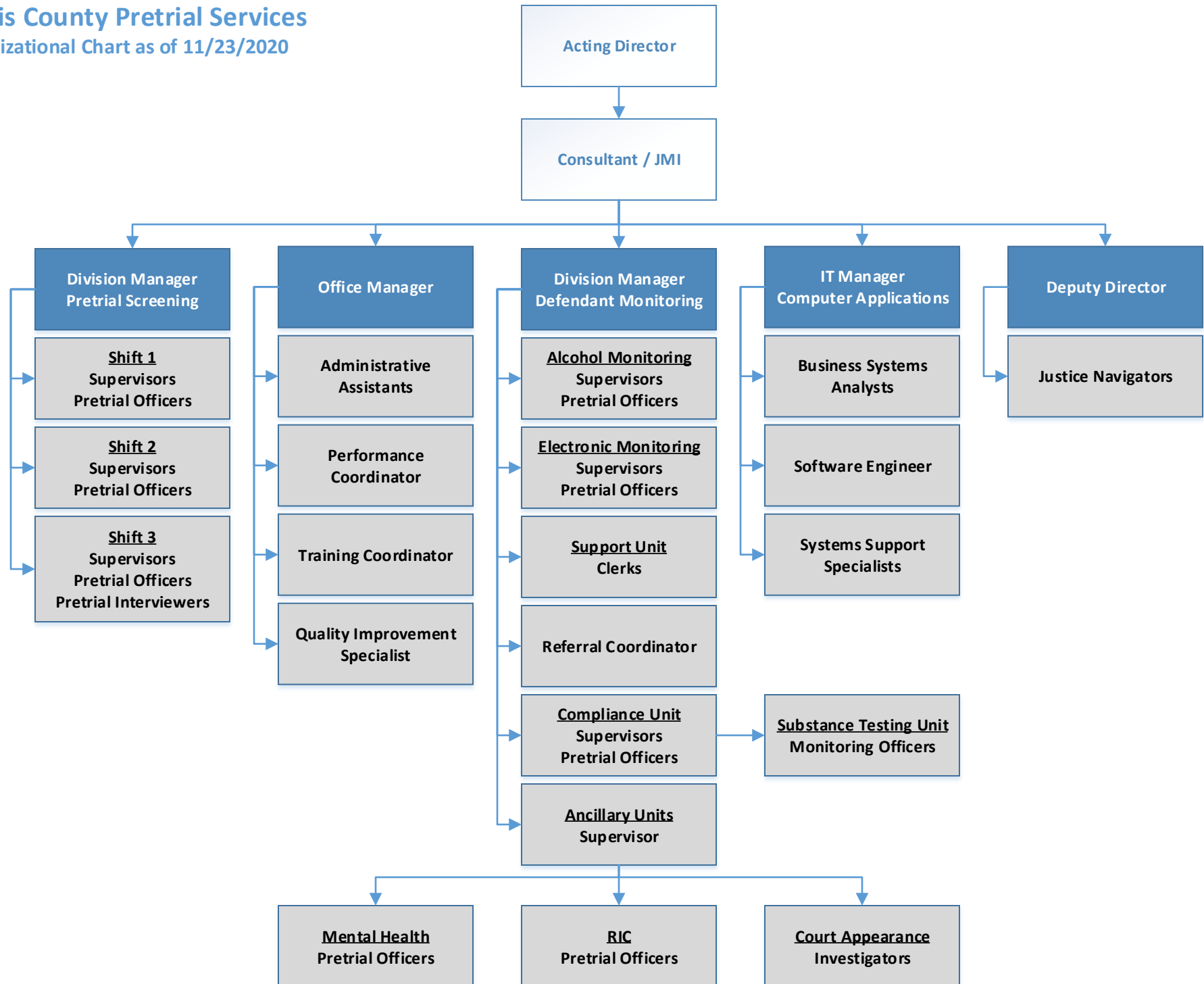
- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ Amount):* Enter \$ amount from adopted budget for the **division**
- *FY 2020-21 Adjusted Budget (\$ Amount):* Enter \$ amount from adjusted budget for the **division**, inclusive of any enhancements received during fiscal year FY 2020-21
- *Actual Headcount:* Enter most recent data for full-time equivalents (FTE) for the division

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Administration (ADM)	Department human resources and payroll functions, procurement and invoice processing, training and performance, and quality improvement. Administration also includes the Justice Navigator program.	\$1,022,797	\$1,574,737	12 FTE (13 positions, including 2 PT)
Computer Applications (CAD)	Performs all internal IT functions, including managing access security for systems and applications and monitoring security compliance, developing and maintaining software applications and data systems, responding to user issues and coordinating repairs of computer and communications equipment, developing and maintaining the department's infrastructure and network connectivity, assessing IT needs and procuring appropriate hardware and software, preparing department reports, and serving as a liaison to IT units in other County departments.	\$577,194	\$888,670	6 FTE (6 Positions)
Defendant Monitoring (DMD)	Supervising defendants court-ordered to Pretrial Services for monitoring of release conditions, providing court date notification, monitoring court appearance, employing supervision technologies (e.g., electronic monitoring, ignition interlocks, drug testing) as required, and responding to assigned courts to facilitate monitoring or to report compliance with release conditions.	\$5,707,566	\$8,787,584	107 FTE (108 positions, including 1 Temp)

[illegible]

Harris County Pretrial Services

Organizational Chart as of 11/23/2020



FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- *Other Divisions Involved:* List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Human Resources and Payroll Functions
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$103,314	2

1) Describe the Service and how it supports department goals.
This service ensures that the department properly onboards new employees, that employees will be paid correctly, addresses employees' concerns, and ensures that employee separation is properly handled.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are department employees, who expect that they will be onboarded and paid properly, and that their human resource concerns will be addressed. Customer feedback is not collected, though employees are free to submit comments and complaints to the Office Manager and/or the Director.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is not specifically mandated by statute, but is essential to department operations.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Procurement and Invoice Processing
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$86,549	1

1) Describe the Service and how it supports department goals.
The service ensures that purchase orders are properly requested, that needed supplies and services are ordered and received, and that invoices for supplies and services are processed promptly and properly. This service supports department goals by ensuring that employees will have the equipment and supplies needed to carry out their assigned duties.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are department employees. The employees depend on department administration to provide supplies and services necessary to carry out their duties.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is not specifically mandated by statute, but is essential to department operations.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Training and Performance
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$185,474	3

1) Describe the Service and how it supports department goals.
The department provides new employee training to staff, which acclimates new employees to department policies and practices and prepares them to begin their roles according to the division assigned. The performance function tracks completion of employees' annual training requirements and completion of required employee evaluations. These services underpin department goals by helping to provide a trained work force to carry out department obligations.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Generally, department employees are the customers, with supervisors having a specific interest. New employees expect appropriate introduction to the department, with supervisors expecting that the training provided will prepare new employees for entry into their division-specific roles. Feedback from supervisors is discussed in direct meetings with the trainer and the affected division manager...
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is not specifically mandated by statute, but is essential to department operations.

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Justice Navigator Program
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$216,289	5 FTE (4 FT, 2 PT)

1) Describe the Service and how it supports department goals.
Justice Navigators are positioned at public entry points to the Criminal Justice Center, the Civil Courthouse, and the Family Law Center to provide information, including court date and location information, to courthouse visitors. The program originated with Budget Management in the wake of Hurricane Harvey, and was placed in the care of Pretrial Services. The program does not specifically support department goals, but does generally support the County's goal to provide customer service by ensuring members of the public are assisted in accessing needed services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
As delivered, the service serves defendants and their families, the legal community, the courts, and the general public, who expect to be able to secure information to make required court appearances and to access needed services provided by the County. There is no specific effort to collect customer feedback, although users who are dissatisfied with the service are provided contact information for the employees' supervisor.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is not specifically mandated by statute, but is important to courthouse visitors who need to access County services.

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	IT Functions
Divisions (list all):	CAD

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$888,670	6

1) Describe the Service and how it supports department goals.
Internal IT services include managing access security, application development and maintenance of applications and systems, user support, and ensuring continued network connectivity, responding to user issues and coordinating repairs of computer and communications equipment, developing and maintaining the department's infrastructure and network connectivity, assessing IT needs and procuring appropriate hardware and software, preparing department reports, and serving as a liaison to IT units in other County departments. These functions support department goals by ensuring that employees have the equipment and IT services needed to perform their required duties.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The primary customers for these services are the department users, who expect that they will be provided sufficient equipment to perform their duties and that they will have user, repair, and replacement assistance available, should the need arise. The secondary customers for these services are other County departments and retained consultants that need access to Pretrial Services data to complete their work. Customer feedback is not routinely solicited.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is not specifically mandated by statute, but is essential to department operations.

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Client Supervision
Divisions (list all):	DMD

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$8,787,584	107

1) Describe the Service and how it supports department goals.
Supervision services include all services provided to persons court-ordered to department supervision, including court date notification, monitoring court appearances, employing supervision technologies, and responding to assigned courts to facilitate monitoring or to report compliance with release conditions. These services serve to: (1) maximize the release of pretrial defendants from jail by providing the courts with the means to monitor defendant compliance with release conditions; (2) maximize the court appearance of clients by reminding them of upcoming court dates; (3) decreasing the re-arrest rate and increasing the safety rate by monitoring client compliance with release conditions; and (4) utilizing evidence-based practices, empirical research, and data to improve outcomes.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for these services are the courts and the clients who are court-ordered to department supervision. The courts expect that the department will monitor client compliance with release conditions and that the department will timely report to the court instances of noncompliance. The clients expect to receive information to assist them in successfully completing the supervision period and to be treated with respect. Customer feedback is not routinely collected, though all customers are able to access department supervisors, managers, and administrators to express their thoughts.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Pretrial Services is a statutory personal bond office created by the Commissioners Court under Art. 17.42 of the Texas Code of Criminal Procedure. Department supervision services are not specifically mandated, though Pretrial Services is the primary provider of such services in Harris County. Applicable statutes related to personal bond offices, personal bonds, and pretrial supervision are found in Chapter 17 of the Texas Code of Criminal Procedure, including Arts. 17.03, 17.032, 17.292, 17.40, 17.41, 17.42, 17.43, 17.44, 17.441, 17.45, 17.46, 17.47, and 17.49.

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Pretrial Screening
Divisions (list all):	PSD

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$7,178,474	77

1) Describe the Service and how it supports department goals.
Pretrial screening services include tasks associated with providing information to assist judicial officers in making release decisions, including risk assessment, compilation and dissemination of defendant reports, delivery of supervision reporting instructions to defendants, and processing and filing of personal and general order bonds. These tasks support the department goals of: (1) maximizing the release of pretrial defendants from jail; (2) maximizing the court appearance of clients; and (3) utilizing evidence-based practices, empirical research, and data to improve outcomes.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for these services are hearing officers assigned to the Art. 15.17 hearings, the courts, and charged criminal defendants. The hearing officers expect the department to timely produce and file general order bonds for appropriate defendants, to receive information for other defendants with which to make bail and release decisions, and for granted personal bonds to be processed promptly. The courts expect prompt service to release defendants on personal bonds and to process release conditions. Defendants expect prompt processing of the bonds and release conditions ordered by hearing officers or the courts. Feedback is not routinely collected, though all customers are able to access department supervisors, managers, and administrators to express their thoughts.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Pretrial Services is a statutory personal bond office created by the Commissioners Court under Art. 17.42 of the Texas Code of Criminal Procedure. Art. 17.42 authorizes establishment of a personal bond office "to gather and review information about an accused that may have a bearing on whether he will comply with the conditions of a personal bond and report its findings to the court before which the case is pending." Pretrial services also is responsible for tasks associated with the generation and processing of general order bonds under the <i>O'Donnell</i> consent decree.

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Client Supervision	Percent of clients receiving automated court notifications	New	HCPS, US	SO 2.1	N/A	80%	Based on percent of supervised clients who have text-capable cell phones and/or email addresses.
Client Supervision	Percent of clients receiving court notifications	New	HCPS, US	SO 2.1	N/A	100%	Includes in-person and telephone notifications for defendants without text-capable cell phones and/or email addresses.
Client Supervision	Percent of supervised individuals receiving court notifications in their primary language	New	HCPS	SO 2.1	N/A	90%	To be most effective, court notifications should be communicated in the client's primary language.
Client Supervision	Contact with client within 3 calendar days of missed court appearance or warrant issuance	New	HCPS	SO 2.2	N/A	100%	Prompt contact in noncompliance situations increases the opportunity for good client outcome.
Client Supervision	Resolve fugitive warrant resolution within 30 calendar days of warrant issuance	New	HCPS	SO 2.3	N/A	50%	Prompt post-warrant contact increases the opportunity to resolve the warrant.
Client Supervision	Successful Appearance Rate - Percent of supervised defendants with no FTA events during the supervision period out of total supervision periods completed during the reporting period.	New	HCPS, JWEB	SO 2.1, 2.2, 2.3	N/A	85%	Court appearance benefits good client outcomes and may improve courts' clearance rates.
Client Supervision	Safety Rate - Percent of supervised defendants with no new charges during the supervision period out of total supervision periods completed during the reporting period.	New	HCPS, JWEB	SO 3.1, 3.2, 3.3, 3.4	N/A	85%	Lessening of new criminal activity benefits public safety.
Client Supervision	Percent of supervised defendants with no bond revocation during the pretrial supervision period	New	HCPS, JWEB	SO 3.1, 3.2, 3.3, 3.4	N/A	50%	Broad Judicial application of release conditions increases the potential for revocation based on noncompliance.
Client Supervision	Percent of supervised defendants with no non-compliance with release conditions during the pretrial supervision period	New	HCPS	SO 3.1, 3.2, 3.3, 3.4	N/A	50%	Broad Judicial application of release conditions increases the potential for noncompliance events/technical violations.
Client Supervision	Percent evaluations performed by the internal Resource Coordinator within 5 business days of initial instruction	New	HCPS	SO 3.3	N/A	50%	Dependent on client need for services.
Client Supervision	Percent of serious release condition violations reported to the court within 1 business day.	New	HCPS	SO 3.5	N/A	95%	Based on validation that a serious violation occurred.
Client Supervision	Percent of misconduct events responded to within 24 hours	New	HCPS	SO 3.5	N/A	75%	Based on validation that a misconduct event occurred.
Client Supervision	Percent of misconducts responded to in accordance with the violation response grid	New	HCPS	SO 3.5	N/A	95%	Client misconduct should be addressed uniformly.
Client Supervision	Average caseload size per pretrial officer in Mental Health unit	New	HCPS	SO 3.4	N/A	1:20	Based on labor-intensive nature of monitoring clients assigned to unit.
	Average caseload size per pretrial officer in Electronic Monitoring Unit	New	HCPS	SO 3.4	N/A	1:20	Based on labor-intensive nature of monitoring clients assigned to unit.
	Average caseload size per pretrial officer in Alcohol Monitoring Unit	New	HCPS	SO 3.4	N/A	1:50	Based on labor-intensive nature of monitoring clients assigned to unit.
Client Supervision	Percent of supervised population granted a step down due to compliance	New	HCPS	SO 3.1	N/A	30%	Based on defendants at higher supervision levels for whom step-down is possible.
Client Supervision	Percent of supervised population stepped up to a higher supervision level due to noncompliance	New	HCPS	SO 3.1	N/A	30%	Based on defendants at higher supervision levels for whom step-up is possible.
Pretrial Screening	Percent of supervised population whose supervision level corresponds with PSA assessed risk level	New	HCPS	SO 3.1	N/A	90%	Based on PSA completed at time of arrest.

Pretrial Screening	Percent of financial affidavits and PSAs provided to hearing officer prior to initial bail hearing	New	HCPS	SO 1.1	N/A	95%	Based on completion of documents for defendants appearing at an Art. 15.17 hearing.
Pretrial Screening	Percent of individuals screened for financial indigency before bail consideration	New	HCPS	SO 1.3	N/A	95%	Based on financial affidavits completed for defendants appearing at an Art. 15.17 hearing.
Pretrial Screening	Percent of eligible individuals assessed for risk (PSA)	New	HCPS, DAO	SO 1.3	N/A	90%	Based on Public Safety Assessments completed on new charges filed with the defendant in custody.
Justice Navigator Program	Count of courthouse visitors that interacted with Justice Navigators	Currently in use	HCPS	SO 2.1	85,533	N/A	Descriptive. Visitors are not required to interact with Justice Navigators.
IT Functions	Percent of project milestones accomplished (and per staff)	New	HCPS	SO 4.3, 4.5	N/A	90%	Based on project timelines set forth by ADM/CAD and any involved vendors.
IT Functions	Percent of on-time service delivery for service requests and projects	New	HCPS	SO 4.2	N/A	90%	Based on project timelines set forth by ADM/CAD.
Training	Percent completion of employees' annual training requirements	Currently in use	HCPS	SO 4.1	N/A	90%	Based on percent of employees who complete all required training for the year.
Training	Percent completion of required employee evaluations	New	HCPS	SO 4.1	N/A	100%	Based on percent of employees for whom required evaluations are completed by supervisors and managers.
Administration / Human Resources	Staff retention rate	New	HCPS	SO 4.1	N/A	85%	Reduction of cost and disruption resulting from employee separations.
Administration / Human Resources	Staff vacancy rate	New	HCPS	SO 4.1	N/A	5%	Reduction of operational disruptions caused by vacancies.

601 – Community Supervision

Teresa May

601 – Community Supervision & Corrections

Data as of 12/14/2020

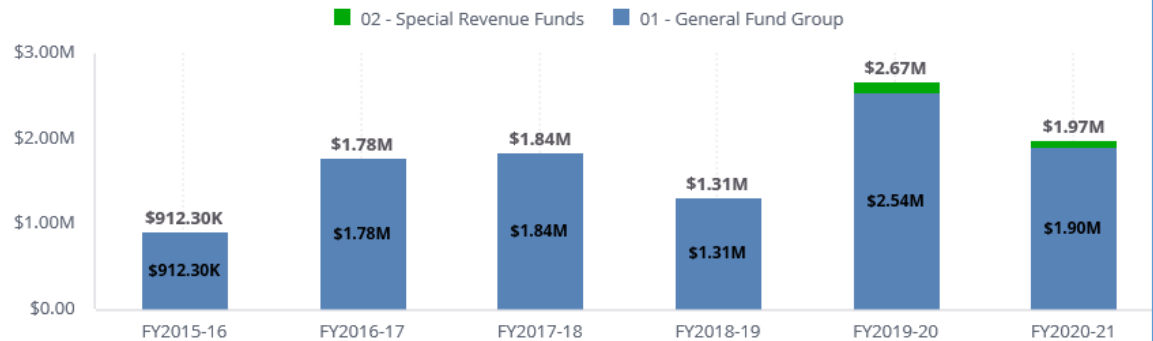
Expenditures

(Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$1,974,652

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$2.56M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
601	Harris County Community Supervision & Corrections

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

Harris County CSCD is committed to using evidenced based strategies to help individuals on community supervision eliminate future criminal behavior and become productive citizens, which in turn, creates a safer community with fewer victims.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

We strive to accomplish our mission by:

- Treating all individuals with respect and dignity
- Using interventions that are designed to effectively reduce criminal behavior
- Using assessment to accurately identify and target risk and needs
- Recognizing the ability of individuals to change
- Creating an environment that encourages learning and professional growth

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

The Harris County Community Supervision and Corrections Department is currently the third largest probation department in the United States. The department supervises nearly 30,000 individuals over the course of a year and employs 550+ employees across 13 locations. The department offers a broad array of services including community supervision, outpatient counseling, cognitive-behavioral programming, education and employment opportunities, and residential treatment to meet the needs of and to increase the skills of our clients so they can achieve sustainable change.

To best serve our clients and the community, Harris County CSCD has adopted four guiding principles: Risk, Needs, Responsivity, and Fidelity. To build supportive relationships and effectively guide clients toward behavior change, officers utilize case management skills which encompass the use of core correctional practices. These core correctional practices include cognitive restructuring, pro-social modeling, relationship skills, skill building, and methods to appropriately respond to behaviors observed (graduated responses and effective reinforcement). Increasing the quality of interactions with clients and focusing on removing barriers and addressing specific needs improves outcomes, increases retention, and reduces client risk to recidivate.

These four guiding principles in combination with core correctional practices ensures Harris County CSCD applies resources where they are needed the most and provides a critical foundation to administer individualized interventions that lead to successful outcomes and sustainable change for individuals served on supervision.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Felony Mental Health Court (FMHC): diverts clients with serious mental health needs from the criminal justice system by providing intensive case management and facilitating access to mental health treatment and other community resources.

STAR Drug Court: reduces drug usage and recidivism using a combination of early identification of clients with substance abuse issues, supervised treatment, and judicial monitoring.

*The treatment and case management components of FMHC and STAR Drug court were transferred from Court Administration to CSCD's oversight in 2019.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

The Specialty Court (Drug Court Fund) created by statute to support specialty courts pays for two STAR counselors, Sober Court Community Supervision Officer, and a STAR Recovery Coach through Houston Recovery Center.

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

Goal 1: Increase employability of clients at a sustainable wage through the partnership with Houston Community College, SERJobs, and Workforce Solutions.

Goal 2: Expand the case management system capability to directly import data from service providers.

Goal 3: Increase access to supervision and wraparound services for clients.

Goal 4: Expand access to legal resources for clients needing assistance to address expunctions, driver's license suspensions, and other legal barriers to employment.

Goal 5: Reduce criminal behavior through intervention, supervision, and treatment for DDRP clients

Goal 6: Work collaboratively with the courts to provide diversion opportunities where appropriate and reduce the jail population for DDRP, STAR Drug Court, and Felony Mental Health Court clients

Goal 7: Identify disparities through data collection and work to create a plan to address disparities

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

Goal 1: Increase client enrollment and completion of vocational classes/certifications, job skills programs, community college classes, and GED and credit recovery classes for high school diplomas. Collaborate with community partners (Houston Community College, SERJobs, and Workforce Solutions) to increase access to classes and services for all clients throughout the agency locations, in residential programs, and online.

Goal 2: Establish priority deliverables for the case management system vendor, Corrections Software Solutions (CSS), to complete the integration of data from drug testing and alcohol monitoring device vendors. Assign a project manager from the Department to oversee the project and ensure integration schedules are met.

Goal 3: Work with criminal justice (CJ) stakeholders and community partners to identify office space that can meet the needs of clients who live in areas of the County that are far from current supervision offices, critical social services, and bus lines. Collaborate with social service providers, CJ stakeholders, and appropriate County Departments to prepare a detailed plan focused on meeting client needs for the Capital Improvements Program (CIP).

Goal 4: Collaborate with the Justice Administration Department, Beacon of Downtown Houston, the Public Defender's Office, and University of Houston Law School to identify and apply for grants or other funding to expand access to legal services for clients.

Goal 5. Conduct timely assessments to identify individuals who can benefit from participation in DDRP and who are at Moderate to High risk for recidivism.

Goal 6. Collaborate with court personnel and public defenders to identify and refer clients who are appropriate for the DDRP, STAR Drug Court, and Felony Mental Health Court programs; provide timely and appropriate supervision and intervention to maximize the likelihood of clients successfully completing their respective programs.

Goal 7. Ensure relevant data, such as gender and race/ethnicity, are collected accurately and routinely in the case management system.

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

CSCD'S goals align well with the County's goals related to Economic Opportunity, Governance and Customer Service, and Justice and Safety.

- The goal and services related to increasing clients' employability expand economic opportunity and enhance the likelihood of client success. Employment is one of the strongest predictor of sustainable change among justice-involved individuals. Increases in economic opportunities, financial independence, contact with prosocial peers, and exposure to prosocial perspectives have shown to be tied to reduction in recidivism.
- CSCD's collaboration with CSS to integrate service provider data into the case management system supports the County's efforts to ensure resources are being utilized effectively and efficiently.
- Improved access to supervision and wraparound services enhances the likelihood of the clients' return to being productive, law-abiding citizens in Harris County and reduces footprints in local and state jails and prisons.
- The support of essential legal resources provided by County Departments and community stakeholders is vital to CSCD's mission and goals to help clients on community supervision eliminate future criminal behavior and become productive citizens.
- CSCD's goals of identifying, referring, and assisting clients in successfully completing the DDRP, STAR Drug Court, and Felony Mental Health Court programs, and targeting those who are identified at Moderate or High risk for recidivism for the DDRP program, increase the likelihood of these clients with complex needs successfully complete supervision and reduce future criminal behaviors.
- Reviewing performance metrics by gender and race/ethnicity will help CSCD ensure all clients are provided with opportunities for supervision and intervention.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Completed Phase 1 of Harris County Residential Development Project
- Enrolled 283 clients in 21 Houston Community College courses, totaling over 837 enrollments, with a completion rate of 77.5%, and expanded partnership with Houston Community College to provide remote learning opportunities in response to COVID-19
- Assisted over 150 clients in efforts to restore their driver's licenses from January through July 2020 in collaboration with Beacon of Downtown Houston
- Transitioned to delivering essential services remotely through the electronic case management system's communication capabilities, department's computer equipment, and IT support
- Maintained below state average revocation rates among clients

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
- Working with the Harris County Legislative Delegation to educate the State Legislature regarding the devastating consequences of proposed State budget cuts for FY2022-2023 to programs and supervision services that will significantly limit prison diversion options that judges use to resolve cases for justice-involved individuals in Harris County
 - Initiating Phase 2 of Harris County Residential Development Project
 - Increasing virtual learning opportunities, in partnership with Houston Community College, to ensure clients continue to improve their employability despite ongoing pandemic-related social distancing requirements
 - Continuing to provide tele-psychiatry services for clients at Dual Diagnosis Residential Program (DDRP)
 - Continuing to collaborate with Harris County Public Health Department on providing COVID-19 testing to clients in residential facilities
4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*
- N/A
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- Harris County Sheriff's Department
 - Harris County District Attorney's Office
 - Harris County Court Administration
 - Harris County Public Health Department
 - Harris Health System
 - The Harris Center
6. *Who are the department's key external stakeholders? Provide a bulleted list.*
- Texas Department of Criminal Justice-Community Justice Assistance Division (TDCJ-CJAD)

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

Data from Harris County CSCD indicates that, prior to the development of the Responsive Interventions for Change (RIC) docket in 2016, African American and Hispanic defendants were less likely to be granted pretrial release and were more likely to get a felony conviction relative to white defendants (with differences between 9 and 12%).

2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*

- The Harris County CSCD, along with key Harris County stakeholders, developed the Responsive Interventions for Change (RIC) docket. The docket has reduced the footprint of certain non-violent defendants in local and state jails and prisons, who have been disproportionately persons of color, by targeting the decision points of pretrial release and rates of felony convictions. The RIC docket reduced felony convictions overall by 40%, and the racial and ethnic disproportionality in justice system involvement was reduced significantly for persons of color—particularly for black defendants, where 50% of the disparity in pretrial release and 75% of the disparity in convictions was reduced.
- Improved data tracking and monitoring of data accuracy within our electronic case management system, including race and ethnicity information, which will be used in collaboration with research partners to identify disparities and allocate resources to address them.
- In partnership with Houston Community College, Harris County CSCD is providing vocational and skills-building classes, free of charge to clients. The department also provides regular updates about employment, career, and educational opportunities from community partners to clients.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

Harris County CSCD has a diverse workforce that reflects the variety of backgrounds of our community.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

- In-house training
 - New Hire orientation addresses issues of discrimination and sexual harassment in the workplace (required)
 - “Working with Veterans” with the CSCD’s Veterans Treatment Court Program
 - “Trauma Informed Responses” with three trauma-informed trainers on staff
- Other training opportunities from community partners and national organizations that staff members have opportunities to attend, including:
 - “Immigration and Asylum” with Houston Immigration Legal Services Collaborative,
 - “Human Sex Trafficking” with Unbound
 - “Teen and Service Police Academy” with Teen and Police Service Center
 - Training on “Equity and Inclusion” with the National Drug Court Institute
 - Workshops on bias and stereotypes from American Probation and Parole Association (APPA) and American Psychological Association (APA) (examples below)
 - 2019 APPA Summer Training Institute: “Who are you? Who am I?”
 - 2020 APPA Virtual Training Institute: “Importance and Benefits of Training Probation Officers in Effective Client Engagement and Equity”; “Procedural Justice

- in Community Supervision”; “Systemic Inequity: The Role that Historical, Structural and Individual Biases Play”
- 2019 APA Annual Convention: “How Racial Typicality Biases Judgment (And Why You Should Care)”, “Disarming Racial Microaggressions—Microintervention Strategies for Targets, Allies, and Bystanders”; “Advancing Health Justice: Life Course Determinants of Racial Disparities”
- “Trauma-Informed Treatment and Theory” with National Institute of Corrections

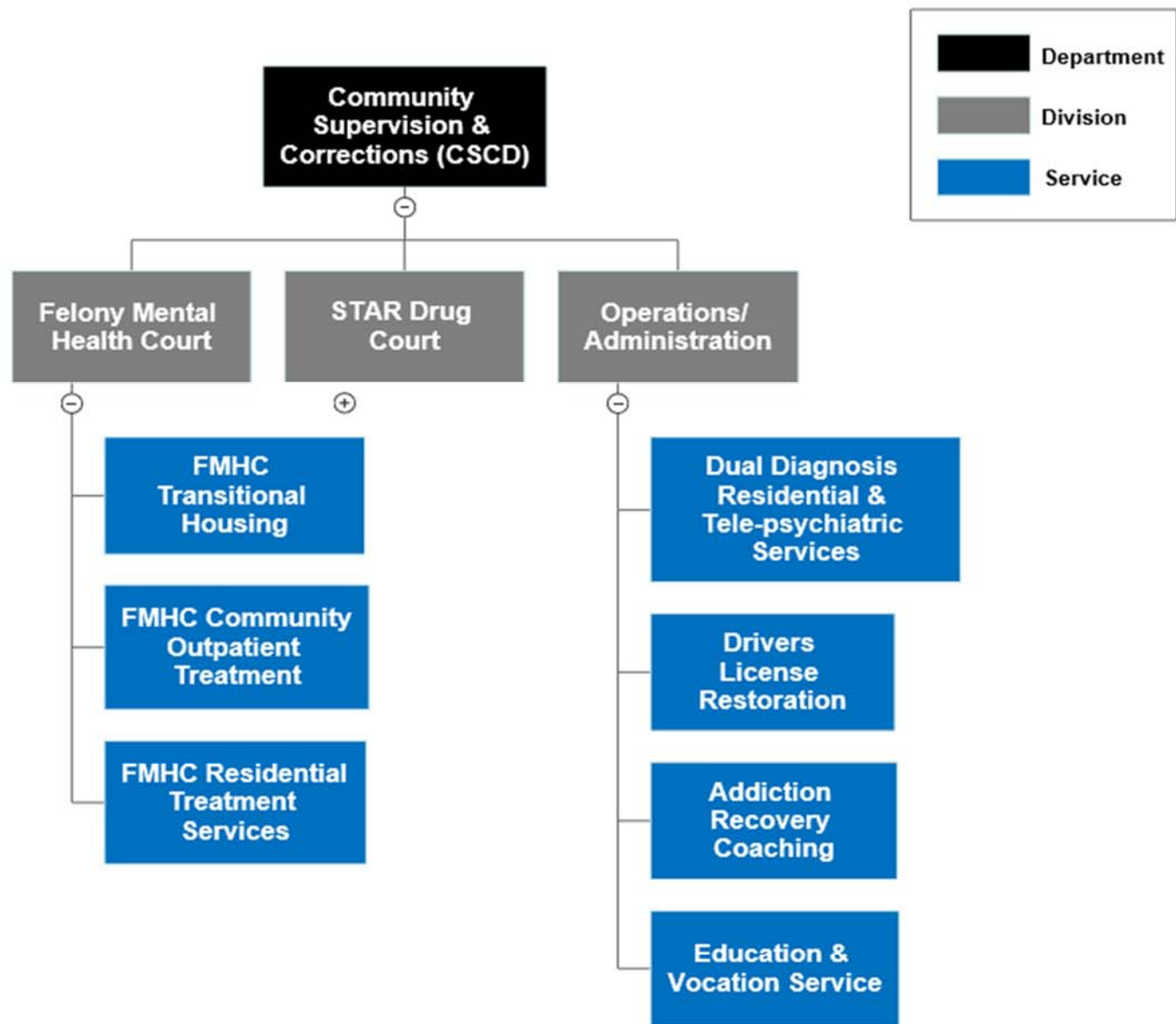
FORM 1. Divisions

Instructions

- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ Amount):* Enter \$ amount from adopted budget for the **division**
- *FY 2020-21 Adjusted Budget (\$ Amount):* Enter \$ amount from adjusted budget for the **division**, inclusive of any enhancements received during fiscal year FY 2020-21
- *Actual Headcount:* Enter most recent data for full-time equivalents (FTE) for the division

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Felony Mental Health Court Support	The Mental Health Court support division provides treatment, supervision, and support services for the Felony Mental Health Court (FMHC). This division provides clinical supervision over programmatic functions of the FMHC. The FMHC division provides weekly staffing sheets for each docket and implements innovative community-based treatment options for FMHC participants. The FMHC division works with the FMHC stakeholders to cultivate and strengthen collaborative relationships with community stakeholders. The services provided and coordinated by the FMHC division include clinical assessment, case management services, residential treatment services, outpatient treatment services, peer support services, and transitional living services.	\$595,509	\$595,509	4
STAR Drug Court Support	The STAR Drug Court Program supports four weekly specialty court dockets. The STAR Drug Court unit support staff includes a program manager, probation officers, counselors and a recovery coach. The STAR Drug Court support services include: processing referrals and admissions, providing approved treatment curriculum and counseling, vendor relations, supervision, and management of the alumni aftercare association.	\$100,000	\$100,000	1

[illegible]



FORM 3. Goals and Objectives

Instructions

- *Department Goal:* Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- *Strategic Objective:* For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- *Lead Division:* List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- *Other Divisions Involved:* List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- *Other County Departments Involved:* List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Increase employability of clients at a sustainable wage through the partnership with Houston Community College, SERJobs, and Workforce Solutions.	SO1	Increase client enrollment and completion of vocational classes/certifications, job skills programs, community college classes, and GED and credit recovery classes for high school diplomas. Collaborate with community partners (Houston Community College, SERJobs, and Workforce Solutions) to increase access to classes and services for all clients throughout the agency locations, in residential programs, and online.	Community Resources	Administration	N/A	Houston Community College, SERJobs, and Workforce Solutions.
G2	Expand the case management system capability to directly import data from service providers.	SO2	Establish priority deliverables for the case management system vendor, Corrections Software Solutions (CSS), to complete the integration of data from drug testing and alcohol monitoring device vendors. Assign a project manager from the Department to oversee the project and ensure integration schedules are met.	Quality Assurance	IT Teams and Administration	Universal Services, Court Administration, Sheriff's Department	Corrections Software Solutions; Averhealth, Intoxalock
G3	Increase access to supervision and wraparound services for clients.	SO3	Work with criminal justice (CJ) stakeholders and community partners to identify office space that can meet the needs of clients who live in areas of the County that are far from current supervision offices, critical social services, and bus lines. Collaborate with social service providers, CJ stakeholders, and appropriate County Departments to prepare a detailed plan focused on meeting client needs for the Capital Improvements Program (CIP).	Administration	N/A	Public Infrastructure Coordination, Engineering-Real Property, FPM	N/A
G4	Expand access to legal resources for clients needing assistance to address expunctions, driver's license suspensions, and other legal barriers to employment.	SO4	Collaborate with the Justice Administration Department, Beacon of Downtown Houston, the Public Defender's Office, and University of Houston Law School to identify and apply for grants or other funding to expand access to legal services for clients.	Client Support Services	Administration, Court Services, Field Services	Public Defender's Office, Justice Administration Department, Court Administration	Beacon of Downtown Houston, University of Houston Law School
G5	Reduce criminal behavior through intervention, supervision, and treatment for DDRP clients	SO5	Reduce revocations for DDRP clients	Operations	Administration	Public Defender's Office, Justice Administration Department, Court Administration	N/A
G6	Work collaboratively with the courts to provide diversion opportunities where appropriate and reduce the jail population for DDRP, STAR Drug Court, and Felony Mental Health Court clients	SO6	Increase participation in (and completion of) DDRP, STAR Drug Court and Felony Mental Health Court clients	Operations	Administration	Public Defender's Office, Justice Administration Department, Court Administration	N/A

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G7	Identify disparities through data collection and work to create a plan to address disparities	SO7	Design and complete a study next fiscal year to evaluate DDRP, STAR Drug Court, and Felony Mental Health Court outcomes to identify any potential disparities. Then create a plan to reduce any disparities that may be identified.	Administration	N/A	N/A	N/A

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Felony Mental Health Court Operations
Divisions (list all):	FMHC

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$555,509	4

1) Describe the Service and how it supports department goals.
The Mental Health Court support division provides treatment, supervision, and support services for the Felony Mental Health Court (FMHC). This division provides clinical supervision over programmatic functions of the FMHC. The FMHC division provides weekly staffing sheets for each docket and implements innovative community-based treatment options for FMHC participants. The FMHC division works with the FMHC stakeholders to cultivate and strengthen collaborative relationships with community stakeholders. The services provided and coordinated by the FMHC division include clinical assessment, case management services, residential treatment services, outpatient treatment services, peer support services, and transitional living services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Clients must meet criteria for major depressive disorder, bipolar disorder, or schizophrenia/schizoaffective disorder, and be on community supervision for a felony offense. Referrals are considered on an individual basis by the District Attorney's Office. Clients must be deemed competent, be willing to plead guilty, and be agreeable to program requirements. The program is recovery-based and designed to accommodate a full range of needs while providing structure and guidelines to help participants reach their goals. As participants progress through the program and demonstrate that they are successfully managing treatment and probation requirements, the Judge will reduce the frequency and intensity of court contact. The program is at least 18 months long and is based on participants' progress. We collect ongoing feedback in regular check-ins and psychosocial assessments, through third party focus groups, and quality of life surveys upon entry and at the completion or termination from the program.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Texas Government Code, Chapter 125, Section 125.005. The Commissioners Court of a county with a population of more than 200,000 shall establish a mental health court program under Section 125.002 and direct the judge, magistrate, or coordinator to comply with Section 121.002(c) (1).

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Transitional Housing
Divisions (list all):	FMHC

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$20,000	0

1) Describe the Service and how it supports department goals.
Transitional/sober living housing services are provided to Felony Mental Health Court clients that are in need of stable and safe housing. These services support clients' basic needs and encourages sober, law abiding, and recovery oriented lifestyles.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers include those who are actively participating in Changing Lives Changing Outcomes (CLCO) Outpatient Treatment who are also in need of stable, safe housing that is supportive of recovery and a crime free lifestyle. Their expectations are that housing will be secured and paid for by FMHC as long as they are actively engaged in CLCO. FMHC also has emergency housing for any FMHC participant in need of a place so that they are not homeless. Client can expect to have safe housing until an alternate option is obtained. Emergency Housing is designed and funded to be short term (2 weeks or less). Additionally clients are expected to meet the requirements and follow the rules of the specific housing in which they reside. This can include curfews, recovery meeting requirements, house meetings, medication compliance, sobriety, and household chores. We collect ongoing customer feedback in regular check-ins and psychosocial assessments.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Texas Government Code, Chapter 125, Section 125.005. The Commissioners Court of a county with a population of more than 200,000 shall establish a mental health court program under Section 125.002 and direct the judge, magistrate, or coordinator to comply with Section 121.002(c) (1).

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Community Outpatient Treatment
Divisions (list all):	FMHC

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$10,000	0

1) Describe the Service and how it supports department goals.
Felony Mental Health Court clients in need of treatment receive services through contracts with community outpatient treatment providers.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for outpatient treatment are any FMHC participant in need of this level of care based on the assessment of a licensed professional, or ordered by the Court. Customers expect that they will be referred to the most appropriate outpatient program based on their need and resources available including transportation accessibility, insurance, and service availability. Customers may be referred to one of several outpatient treatment resources. We collect ongoing customer feedback in regular check-ins and psychosocial assessments.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Texas Government Code, Chapter 125, Section 125.005. The Commissioners Court of a county with a population of more than 200,000 shall establish a mental health court program under Section 125.002 and direct the judge, magistrate, or coordinator to comply with Section 121.002(c) (1).

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Residential Treatment Services
Divisions (list all): FMHC

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$10,000	0

1) Describe the Service and how it supports department goals.
Community provider contract residential treatment services are provided to Felony Mental Health Court clients that are in need treatment services in a community based residential setting.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for residential treatment are any FMHC participant in need of this level of care for based on the assessment of a licensed professional, or ordered by the Court. Customers expect that they will be referred to the most appropriate residential program based on their need and resources available. Customers may be referred to one of several residential treatment facilities or to a community agency that provides assessments and linkage to residential treatment facilities based on resources including insurance or eligibility for state or grant funded treatment. We collect ongoing customer feedback in regular check-ins and psychosocial assessments.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Texas Government Code, Chapter 125, Section 125.005. The Commissioners Court of a county with a population of more than 200,000 shall establish a mental health court program under Section 125.002 and direct the judge, magistrate, or coordinator to comply with Section 121.002(c) (1).

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	STAR Speciality Drug Court Operations
Divisions (list all):	STAR Drug Court

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$100,000	1

1) Describe the Service and how it supports department goals.
<p>The STAR Drug Court Program supports four weekly specialty court dockets. The STAR Drug Court unit support staff includes a program manager, probation officers, counselors and a recovery coach.</p> <p>The STAR Drug Court support services include: processing referrals and admissions, providing approved treatment curriculum and counseling, vendor relations, supervision, and management of the alumni aftercare association.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>STAR treats non-aggravated/violent, repeat drug and DWI offenders who reside within Harris County. Clients are expected to participate in the recommended treatment modality, submit to random urinalysis, comply with the operational and behavioral guidelines of the program, attend meetings with their probation officers and counselors, appear at scheduled court appearances and sober community activities, and participate in support group meetings of their choice. To evaluate the efficacy of the program, semi-annual surveys are distributed to all active and alumni clients to gather feedback on a variety of areas. Treatment providers also conduct exit interviews of clients, and random, inquiries are done between client and providers to measure the effectiveness of program components and staff connection.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>Yes, Texas Government Code, Chapter 123, Section 123.006. The Commissioners Court of a county with a population of more than 200,000 shall establish a drug court court program under Section 123.002 and direct the judge, magistrate, or coordinator to comply with Section 121.002(c) (1).</p>

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Telepsychiatric services for Dual Diagnosis Clients
Divisions (list all):	Community Supervision Operations

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$200,000	0

1) Describe the Service and how it supports department goals.
Telepsychiatric services are provided to clients participating in HCCSCD's Dual Diagnosis Residential Program. This allows better access to services. Particularly in light of COVID-19 restrictions that are much needed for this client population.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The DDRP program serves justice involved clients diagnosed with a co-occurring serious mental health diagnosis and substance abuse problem. A psychiatrist completes a psychiatric assessment upon admission, prescribes appropriate medication, and provides routine follow-up visits to review medication, progress, and side effects. The psychiatrist also provides emergency services and medication adjustments as needed. The psychiatrist manages the client's medications and participates in bimonthly team staffing with the DDRP clinical staff and HCCSCD case manager. In addition, per the contract, an annual feedback performance questionnaire is completed by HCCSCD DDRP staff and provided to the telepsychiatric vendor.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Drivers License Restoration
Divisions (list all):	Community Supervision Operations

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$125,000	0

1) Describe the Service and how it supports department goals.
In collaboration with Beacon of Downtown Houston, driver's license restoration services are offered to eligible clients, providing legal services that are essential in improving the employability of our clients.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers are individuals who have been charged with Driving While License Suspended or Driving While License is Invalid. These individuals are offered to participate in the Driving Restoration Initiative program at their court hearing. The expectations of the program are: Clients attend initial appointment with a CSCD caseworker, complete an application for Beacon Law Downtown Houston, work cooperatively with Beacon Law to resolve outstanding license-related cases, maintain communication with CSCD caseworker and/or Beacon Law until outstanding violations are disposed of, and provide proof of license eligibility and insurance. Clients can provide feedback to HCCSCD staff during office visits.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Addiction Recovery Coaching
Divisions (list all):	Community Supervision Operations
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$100,000	0

1) Describe the Service and how it supports department goals.
Addiction recovery coaches provides peer support to HCCSCD clients in their recovery process, including referrals to wraparound services to increase the likelihood of success. Maintained sobriety is essential to increase employability of clients at a sustainable wage.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Clients are eligible to utilize the services of addiction recovery coaching. Clients regularly receive information about the services that are available, which include obtaining IDs, job searches, transportation, educational opportunities, medical and mental health services (e.g., hygiene, medical coverage, Medically Assisted Treatment for substance use disorders), and referrals to the community services that are available to them and their families.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

FORM 4a. Department Services - DETAIL (#9)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	CSCD physical operation expenses
Divisions (list all):	Community Supervision Operations

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,658,032	0

1) Describe the Service and how it supports department goals.
CSCD's general revenue supports physical operation expenses such as computer equipment, software, equipment leases, building security, and utilities needed to perform the department's core functions
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
CSCD's staff, community partners, and clients benefit from these core services. CSCD staff and client expectations include ensuring that sufficient facility space, facility locations, equipment, software, and utilities are provided to perform core functions and deliver client supervision and treatment services in a safe and efficient manner.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Texas Government Code, Chapter 76, Section 76.008. Financial Responsibilities of Counties: The County or counties served by a department shall provide physical facilities, equipment, and utilities for a department.

FORM 4a. Department Services - DETAIL (#10)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Education & vocation services
Divisions (list all):	Community Supervision Operations

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$0	0

1) Describe the Service and how it supports department goals.
HCCSCD collaborate with community partners (Houston Community College, SERJobs, and Workforce Solutions) to increase access to classes and services for all clients throughout the agency locations, in residential programs, and online, at no cost to the county or clients.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
All HCCSCD clients are eligible to participate. Clients can enroll in vocational classes/certifications, job skills programs, community college classes, and GED and credit recovery classes for high school diplomas. These services are available throughout the agency locations, in residential programs, and online. Clients can provide feedback to HCCSCD staff during office visits.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

FORM 4a. Department Services - DETAIL (#11)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Dual Diagnosis Residential Program
Divisions (list all):	Community Supervision Operations

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,100,000	0

1) Describe the Service and how it supports department goals.
<p>The Dual Diagnosis Residential Program (DDRP) is a 100 bed program designed for male and female clients who have been identified as having a significant mental health impairment. DDRP provides six month residential substance abuse treatment integrated with mental health treatment services to clients identified with co-occurring mental health/substance abuse through the Centralized Assessment Center (CAC). Clients participate in mental health counseling on an individual and group basis to address their co-occurring disorders. The length of stay for this program ranges from six to twelve months depending on the needs of the client.</p> <p>*Note: This one-time funding was allocated by Commissioner Radack to support the expansion of this program. These funds were not part of CSCD's General Revenue allocation and will be used for this specific purpose.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The DDRP program serves justice involved clients diagnosed with a co-occurring serious mental health diagnosis and substance abuse problems. Clients expect to receive services in a safe and structured environment where they can work on their mental health and substance abuse issues. Clients also practice the skills they learned during their stay in a supportive environment. A client satisfaction survey called the Perceptions of Care Index is provided to all clients when they complete the program.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>No.</p>

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department currently uses to measure and monitor performance and any planned new performance metrics for the coming year. Please list all performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
FMHC Operations	Number of Mental Health Court participants	Currently in use	Case mgmt system	SO6	18	35	Based on referrals & admissions from previous year (accounts for COVID-19)
FMHC Operations	Provide services to 65 total participants in the program	Currently in use	Case mgmt system	SO6	87	95	Based on referrals & admissions from previous year (accounts for COVID-19)
FMHC Transitional Housing	Provide transitional housing services for 5 FMHC participants	Currently in use	Case mgmt system	SO3	3	10	Planning to utilize this contract for 1 full year in FY22 vs 6 months in FY21
FMHC Outpatient Treatment	Provide Outpatient Treatment services for 3 FMHC participants	Currently in use	Case mgmt system	SO3	1	6	Planning to utilize this contract for 1 full year in FY22 vs 6 months in FY21
FMHC Residential Treatment	Provide residential treatment services for 2 FMHC participants	Currently in use	Case mgmt system	SO3	2	4	Planning to utilize this contract for 1 full year in FY22 vs 6 months in FY21
STAR Drug Court Operations	Number of STAR Drug Court participants	Currently in use	Case mgmt system	SO6	42	55	Based on referrals & admissions from previous year (accounts for COVID-19)
STAR Drug Court Operations	Provide services to 150 total participants in the program	Currently in use	Case mgmt system	SO6	114	135	Based on referrals & admissions from previous year (accounts for COVID-19)
Telepsychiatric Services	Provide telepsychiatric services to 250 participants at DDRP	Currently in use	Case mgmt system	SO3	186	250	Based on current referral rates to account for COVID-19 impacts
Driver's License Restoration	Provide driver's license restoration services to 75 clients	Currently in use	Case mgmt system	SO4	95	75	Based on current referral rates to account for COVID-19 impacts
Addiction Recovery Coaching	On average, provide recovery coaching services to 100 clients each month	New	Case mgmt system	SO3	N/A	100	Based on current referral rates to account for COVID-19 impacts
CSCD Operations-Case Mgmt System	Target date for integration with drug testing vendor	Currently in use	Case mgmt system	SO2	2/28/2021	N/A	Metric value date based on IT team's completion timeline & QA reviews
CSCD Operations-Case Mgmt System	Target date for integration with alcohol monitoring vendor	Currently in use	Case mgmt system	SO2	12/1/2020	N/A	Metric value date based on IT team's completion timeline & QA reviews
CSCD Operations-Case Mgmt System	Design and complete a study next fiscal year to evaluate DDRP, STAR Drug Court, and Felony Mental Health Court outcomes to identify any potential disparities. Then create a plan to reduce any disparities that may be identified.	New	Case mgmt system	SO7	N/A	N/A	Based on the importance of identifying & reducing disparities
Education & vocation services	Enroll an average of 350 participants in educational/vocational courses each quarter	Currently in use	Case mgmt system	SO1	352	350	Based on current enrollment rates to account for COVID-19 impacts
Education & vocation services	On average, 200 individuals will successfully complete course(s) per quarter	Currently in use	Case mgmt system	SO1	180	200	Based on current completion rates to account for COVID-19 impacts
Dual Diagnosis Residential Program	Percentage of clients diagnosed with co-occurring disorders for DDRP	Currently in use	Case mgmt system	SO6	100%	100%	Based on established admissions criteria
Dual Diagnosis Residential Program	Clients supervised by TRAS-designated Moderate to High risk levels (percentage at each risk level) for DDRP	New	Case mgmt system	SO5	N/A	95%	Based on TRAS risk level of clients admitted in past 12 months
Dual Diagnosis Residential Program	Percentage of clients successfully completing DDRP	Currently in use	Case mgmt system	SO6	90%	90%	Based on current completion rates to account for COVID-19 impacts and on state's definitions of discharge reasons

545 – District Attorney

Kim Ogg

545 – District Attorney

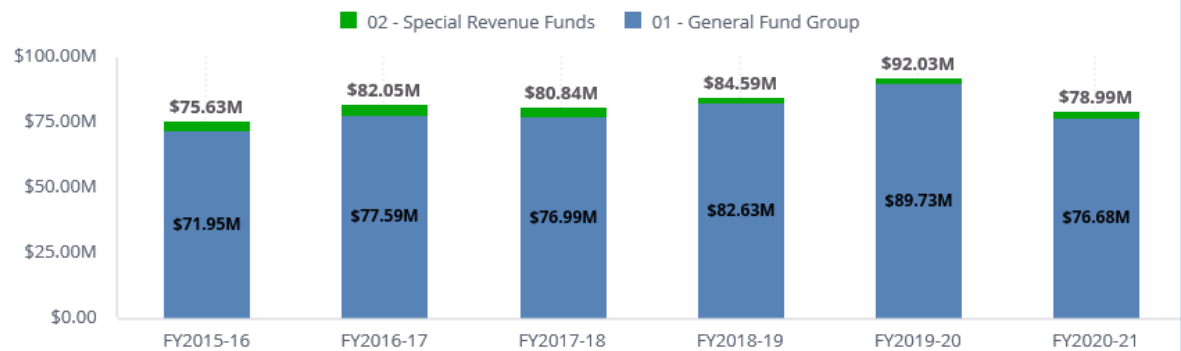
Data as of 12/14/2020

Expenditures (Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$78,994,837

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$94.28M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
545	Harris County District Attorney's Office

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

It shall be the primary duty of all prosecuting attorneys, including special prosecutors, not to convict, but to see that justice is done. [Prosecutors] ... shall not suppress facts or secrete witnesses capable of establishing the innocence of the accused. Art. 2.01 TEX. CODE CRIM. PROC.

The Harris County District Attorney's Office (HCDAO) is dedicated to making our community safer through evidence-based prosecution and equal justice for all. This means guaranteeing a fair process to obtain a just result for the victim, the accused and the community in every case.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

The Harris County District Attorney's Office is dedicated to making Harris County the safest and fairest county in America.

¹For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide **brief, high-level summary** of operations. All responses should be one page or less.*

STATUTORY MANDATE:

The Harris County District Attorney's Office (HCDAO) reviews, files and represents the state in all criminal cases pending in the criminal courts of Harris County, Texas. The District Attorney has all the powers, duties, and privileges in Harris County relating to criminal matters for and in behalf of the state. The Harris County District Attorney's Office attends each term and session of the criminal courts of Harris County. The HCDAO has over 40 Divisions all with massive volumes of new case filings.

- Total case filings is estimated at **91,523** criminal cases for 2020.
- The HCDAO has more than 100,000 pending cases.
- Misdemeanor cases estimated for Dec. 31, 2020: 45,336 Misdemeanor and 44,318 Felony cases
- Misdemeanor diversion cases 10,000+
- Intake Division receives over 100,000 calls from over 87 police agencies in 2020.
- Grand Jury Division presented approximately 45,000 cases in 2020.
- Juvenile Division has approximately 1700 pending cases pending (as of October 2020). Juvenile receives approximately 7,500 Juvenile Intake Calls (8am-5pm). 6,000 arrests reviewed through JOTS for charges. 4,000 petitions filed in courts. 2,000 diversions (6 juvenile diversion programs). 250 juvenile sexual assault consultation with officers (approximate figures for 2019).
- Family Criminal Law Division (FCLD) has 696 Protective Orders (2 year - lifetime protective orders for victims of domestic violence, harassment, stalking, and sexual assault).
- Justice of the Peace courts have approximately 400,000 pending cases.
- Gang/Robbery Division has 886 pending cases and 444 pending investigations.
- Public Corruption Division has 69 filed cases and 208 pending investigations.
- Financial Crimes Division 1,399 filed cases and 221 pending investigations.
- Civil Rights Division has 150 pending cases and 12,000 Harding St. pending investigations/Incidents.
- Major Offenders Division has 150 pending cases and 150 pending investigations.
- Major Narcotics Division has 550 pending cases and 50 pending investigations.
- The Mental Health Division has 1009 pending cases [Competency Restoration, Not Guilty by Reason of Insanity (NGRI), Change through Intervention (CTI), Felony Mental Health Court (FMHC), Sexually Violent Predators (SVP), Misdemeanors, Consultations – felony and misdemeanors]
- Child Fatality Division has 60 pending cases and 60 pending investigations.
- Family Criminal Law Division (FCLD) has 4,240 pending cases.
- Elder Abuse has 123 pending cases and 23 pending investigations.
- Animal Cruelty has 742 pending cases and 77 pending investigations.
- Crimes Against Children Division has 2652 pending cases
- Adult Sex Crimes and Trafficking, (Adult Sex Crimes, Child Exploitation, Trafficking, P180 Trafficking) 1843 pending felonies and 646 Misdemeanors of Human Trafficking (Project 180 and Project Second Chance)
- Legal Services Division: 25 pending federal and state lawsuits, 1,900 expunctions, 136 misuse of identity expunctions, 836 PIA requests 375 informal PIA, 720 fugitive out of state, 39 pardons & medical reprieve in the Legal Services Division
- Appellate Division - 265 briefs in the
- Environmental Division - 612 filed and unfiled cases in the
- Writs Division (stats not available at this time)
- Conviction Integrity Division (stats not available at this time).
- Bond Forfeiture Division disposed of 4,783 cases and filed 9,241 cases in 2019.
- Asset Forfeiture Division manages the seized assets for all law enforcement agencies in Harris County. In 2019, the Asset Forfeiture Division filed 525 forfeiture cases, obtained judgments in 718 cases.
- Victim Services Division: 16,701 Victim Direct Contacts (October 1, 2019 – September 30, 2020)

NOTE: All numbers listed about are approximate.

STAFFING: 369 prosecutors currently service 41 criminal and juvenile courts, numerous specialty courts and dockets, and 5 appellate courts. The office employees and trains 50 to 100 academic unpaid interns.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

The HCDAO has approximately 369 prosecutor positions currently servicing 41 criminal and juvenile courts, numerous specialty courts and dockets and 5 primary appellate courts.

The HCDAO Intake Division has prosecutors available 24/7 to work with over 87 county law enforcement agencies talking to street level officers to screen calls to accept or reject charges, answering officers' questions, drafting and reviewing warrants, and assisting with more difficult investigations.

The Trial Bureau includes prosecutors to staff Felony Courts, Misdemeanor Courts, Justice of the Peace Courts and Specialty Courts (Capital Court, Impact Court, Star Court, Veterans Court, and Diversion Programs). The Trial Bureau prosecutes and investigates Felony and Misdemeanor cases.

The Specialty Divisions include Family Criminal Law Division (Family Violence offenses, Elder Abuse Section, Animal Cruelty Section, Protective Orders Section), Crimes Against Children, Adult Sex Crimes and Human Trafficking, Major Offenders, Gangs/Organized Crimes, Major Narcotics, Environmental Crimes, Mental Health, Child Fatality Section, Juvenile, Civil Rights, Asset Forfeiture, Bond Forfeiture, Appellate, Writs, Conviction Integrity, Financial Crimes, and Public Corruption. These divisions prosecute and investigate crimes using specialized knowledge due to the complexities of the crimes.

Non court divisions include the Victim Services, Central Records (scanning paper records and records retention), Information Technology, Human Resources, Finance and Payroll Divisions.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

A majority of the Victim Services Division is grant funded. The Victim Services Division is statutorily mandated pursuant to Chapter 56 of the Texas Code of Criminal Procedure to inform victims of crime of their rights and provide victim services such as victim impact statements, victim compensation, court accompaniment, criminal justice information and referral.

Certain areas of the Family Criminal Law Division are grant funded. These areas include attorneys, social workers and caseworkers. The FCLD's Family Violence Services are 40% grant funded positions with 66% (2/3) of the Protective Order attorney positions grant funded. FCLD's Family Violence Services work with survivors of family violence to assess for a protective order and to provide case management to high risk victims. The FCLD's Protective Order attorneys represent applicants for civil protective orders.

The Juvenile Marijuana Diversion Program (funds paid to providers of educational services) and the Mental Health Diversion Program (\$1.5M matching funds for program) are some of the diversion programs.

Diversion Programs are primarily funded by statutory fee income. These diversion programs include Misdemeanor Marijuana Diversion, Retail Theft, Environmental, Prostitution, DWI Diversion, Clean & Green and Theft by Check cases.

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

1. Achieve just outcomes in criminal cases based on the evidence.
2. Prioritize the identification and prosecution of violent offenders to increase public safety in the community.
3. Utilize prosecutorial discretion to decrease the footprint of non-violent offenders within the criminal justice system.
4. Treat all crime victims as well as those accused of criminal offenses with dignity and fairness.
5. Appropriately reduce criminal justice system involvement (i.e. use of criminal courts and jails) for those accused of non-violent offenses who suffer with mental illness.
6. Improve services to law enforcement by assisting in the investigation and apprehension of serious and violent offenders.
7. Increase community safety and public confidence by advancing community outreach educational and cultural programs.
8. Continue improving technological advances to enhance case management and other electronic system efficiencies.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

The HCDAO assigns prosecutors to work on the 100,000+ pending cases in the 41 criminal civil courts (asset forfeiture judgments and protective orders). Investigators look for missing witnesses needed for trial, investigate certain offenses where expert subject matter knowledge is required and other administrative purposes.

1. The HCDAO will improve the initial review of cases presented by law enforcement by focusing on a meaningful initial review and evaluation of offenses, criminal episodes and its impact on the safety of the community. This will require greater collaboration with criminal justice stakeholders.
2. The HCDAO will improved public safety by enhanced screening of violent offenders who utilize firearms in the commission of criminal offenses; continue to remove violent offenders from our community; and maintain victim engagement of backlogged criminal justice system cases that will take years to resolve.
3. The HCDAO's will sustain the increased services to victims of crime as statutorily required pursuant to Chapter 56 of the Texas Code of Criminal Procedure.
4. The HCDAO maintains ethical behavior at all times to enhance professional decorum.
5. The HCDAO will maintain our existing mental health pre-charge jail diversion program (deflection) for non-violent offenders which collaborates with local mental health authority, law enforcement and homeless advocates. We hope for incremental growth opportunities given limited funding and treatment space.
6. The HCDAO collaborates with appropriate multi-agency task forces (Human Trafficking Rescue Alliance, Domestic Violence Coordinating Council, Domestic Violence Response Teams, Senior Justice Assessment Center, Elder Fatality Review Team, Child Fatality Review Team, Harris County Child Abuse Task Force, Texas Children's Hospital and Children's Memorial Hermann Hospital Multi-Disciplinary Teams, Houston Financial Abuse Specialist Team, Animal Cruelty Task Force, Texas Anti-Gang Task Force, DWI/Vehicular Crimes) and federal agencies in the apprehension of violent offenders and complex criminal activity.
7. The HCDAO will continue to sponsor community conversations and outreach programs, participate in public speaking engagements, and attend community events to keep the community informed.
8. The HCDAO will expand our paperless practice throughout the department to eliminate the inefficiencies of locating, transporting and delivering hard copy files through the use of advanced technology and improve our transmission of discovery to defense attorneys through the electronic portal.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

On September 15, 2020 Harris County adopted the following Justice and Safety Goal:

Harris County will promote safe, healthy, thriving communities through restorative and evidence-based strategies that foster public trust, prevent violence and trauma, reduce racial and economic disparities and minimize criminal justice system exposure where at all possible.

The Harris County District Attorney's Office is dedicated to making our community safer through evidence-based prosecution and equal justice for all. This means guaranteeing a fair process to obtain a just result for the victim, the accused and the community in every case.

The District Attorney's Mission, Vision and Goals align with Harris County's Justice and Safety Goal by striving for a safer community using evidence based prosecution and striving to equal justice for all. All of the goals and services of the District Attorney's Office are aligned to Harris County's mission and Justice and Safety Goals.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*
 - The HCDAO reorganized to meet the community needs including the creating the Discovery Unit to comply with the Michael Morton act.
 - The covid-19 pandemic also created the need for a daily review of in the Intake Division and the need to use NRG Stadium as a location for jury selection to provide social distancing. Staff were trained to use a different location and manage simultaneous dockets.
 - The bail reform
 - Diversion programs were created to minimize the impact of the criminal justice system to non-violent offenders.
 - The HCDAO created the Cyber Crimes Bureau.
 - The HCDAO created the Special Victims Bureau.
 - The HCDAO increased the staff of the Civil Rights Division.
 - The HCDAO increased the staff of the Environmental Division.
 - The HCDAO increased the staff of the General Litigation Division.
 - The HCDAO increased the staff of the Family Criminal Law Division with spike in domestic violence.
 - The HCDAO increased the staff of Crimes Against Children Division
 - The HCDAO created the Child Fatality Section.
 - The HCDAO re-structured the Juvenile Division to reduce the number of prosecutors in court since the number of petitions filed has decreased significantly, created a Diversion Prosecutor position to screen and manage the six Diversion Programs, as well as, a Detention Court Prosecutor to assure public safety and, where appropriate, advocate for those youth that do not pose a risk to the community to be released.

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*
 1. Increased services to Victims of Crime using grant funding by using technology to contact victims and keep them informed. HCDAO prosecutors ordered the collection of over \$30M in restitution for crime victims under the Ogg administration.
 2. Increased police accountability through independent investigations of the HPD Narcotics division and other related
 3. Mental Health pre-charge diverted over 3,000 individuals suffering from mental illnesses to the Ed Emmett Diversion Center instead of jail in the initial two-year period.
 4. The HCDAO Juvenile Division reduced the number of filed petitions in juvenile courts in half by concentrating on the number of filings originating in the schools and also diverted school crimes committed in the 77020 zip code to the Fifth Ward Community Redevelopment Center instead of the juvenile detention center.
 5. Drug Diversion programs, like the Misdemeanor Marijuana Diversion Program, have diverted over 13,000 adult cases from jail (never arrested) and 500 juvenile cases from detention. Crack and cocaine cases under 4 grams have been included in a specialty court, the Reintegration Court (RIC) resulting in thousands of felony drug cases being diverted into pretrial intervention programs.

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
 1. Maintaining public safety by fairly filing and prosecuting over 95,000 cases a year.
 2. E-filing project and continued automation of criminal evidence
 3. Diversion Programs (Juvenile, Misdemeanor and Felony and Mental Health and co-occurring substance abuse)
 4. Harding Street investigations in the Civil Rights Division
 5. Automation of HR personnel files and evaluations
 6. Automation of the criminal Intake process
 7. Creation of electronic case files for the Juvenile Justice system which are still maintained manually at this time
 8. Increased collaboration on community response programs to ensure victim safety and offense accountability.
 9. Creation of Office-wide Database for all specialty areas.
 10. Prostitution Diversion Programs: Misdemeanor Prostitution Seller Diversion Program and Project Second Chance which is a dismissal after meeting with forensic interviewers to discuss any abuse and meet with advocates immediately thereafter (no fees).

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*
 - Texas Southern University Research Brief: An Examination of Prosecutorial Staff, Budgets, Caseloads and the Need for Change
 - Justice Management Institute Safety & Justice Challenge Report on the Intake Division
 - Vera Institute discussions
 - Chapter 59 Asset Forfeiture audit
 - Federal Asset Forfeiture internal audit
 - Grant audits
 - State Sexual Assault audit
 - Justice Systems Partners Report on Mental Health Diversion
 - Human Trafficking Project 180 Diversion Program Evaluation by University of Houston Downtown

5. Who are the department's key stakeholders in Harris County government? Provide a bulleted list.

- Over 87 law enforcement agencies,
- 41 criminal, 3 juvenile courts, Protective Order Courts, 16 Justice of the Peace Courts, Appellate Courts, numerous specialty courts and dockets.
- Pretrial Services
- Community Supervision
- Juvenile Probation
- Children's Assessment System (CAC)
- Senior Justice Assessment System (SJAC)
- Public Defender
- Justice Administration Department (JAD)
- Numerous specialty courts and dockets
- Judges and Courts
- Court Personnel

6. Who are the department's key external stakeholders? Provide a bulleted list.

- Citizens of Harris County
- Victims of Crime
- Communities adversely affected by crime
- Businesses adversely affected by crime
- Law Enforcement agencies
- Defendants
- Defense Attorneys
- The Harris Center for Mental Health (MH) & Intellectual & Developmental Disabilities (IDD)
- Community Partners
- City of Houston and all other municipalities

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

Over the past few decades, there have been concerted efforts to be tough on crime by implementing enforcement policies throughout the criminal justice system that have significantly increased the numbers of people being detained, directly fueling mass incarceration. This has had a disproportionate impact on communities of color and those with low income, mental health and chemical dependency challenges.

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

To correct these disparities, DA Kim Ogg intentionally recruited and hired a diverse staff that includes people of color who are not afraid to address the historical disparities in criminal justice prosecution. Her diverse staff has assisted in the creation of numerous diversion programs available to all persons and not just a select few. New programs have been implemented and paid for with discretionary funds to specifically address these disparities, i.e., Juveniles who commit crimes in schools being diverted to the 5th Ward Community Redevelopment Center instead of Juvenile Detention. In addition, a new program was created in 2020 to divert most misdemeanor juvenile cases and file petitions in court for primarily felony cases. Drug prosecution policy changes eliminated over 10,000 misdemeanor marijuana cases being filed per year and diverted thousands of crack/cocaine cases. The drug cases disproportionately affects lower income and minority communities.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

- DA Ogg has increased minority prosecutors by 100%
- HCDAO recruits at all local and state law schools

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

All new HCDAO employees are made aware of unconscious bias during orientation and the training continues throughout their career at the DA's office.

FORM 1. Divisions

Instructions

- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ Amount):* Enter \$ amount from adopted budget for the **division**
- *FY 2020-21 Adjusted Budget (\$ Amount):* Enter \$ amount from adjusted budget for the **division**, inclusive of any enhancements received during fiscal year FY 2020-21
- *Actual Headcount:* Enter most recent data for full-time equivalents (FTE) for the division

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
CHIEF OF STAFF	Total FY 2020-21 Adjusted Budget for Chief of Staff Bureau \$10,726,112			
Asset Forfeiture	Complex Criminal Investigation and Case Services		\$1,686,683	14
Bond Forfeiture	Trial Court Services		\$712,049	3
Central Records	Trial Court Services		\$1,648,422	19
Civil Rights	Complex Criminal Investigation and Case Services		\$3,150,966	21
Finance Division	Trial Court Services		\$1,222,521	7
Human Resources	Trial Court Services		\$1,083,504	9
Payroll	Trial Court Services		\$523,642	4
Restitution Center	Victim Services		\$460,750	5
Theft by Check	Victim Services		\$237,575	2
Cyber Crimes Bureau	Total FY 2020-21 Adjusted Budget for Cyber Crimes Bureau \$8,745,840			
Digital Forensic Unit	Law Enforcement Services		\$852,405	7
Financial Crimes	Complex Criminal Investigation and Case Services		\$3,032,656	24
Consumer Fraud	Complex Criminal Investigation and Case Services		\$783,534	8
Cyber Crimes	Complex Criminal Investigation and Case Services		\$1,263,257	8
Money Laundering	Complex Criminal Investigation and Case Services		\$260,881	3
Information Technology	Complex Criminal Investigation and Case Services		\$2,553,107	19

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Executive Bureau	Total FY 2020-21 Adjusted Budget for Executive Bureau \$2,505,070			
Communications	Trial Court Services		\$579,849	4
Community Outreach	Trial Court Services		\$75,644	2
Constituent	Trial Court Services		\$139,037	1
Executive Division	Trial Court Services		\$1,123,910	6
Professional Integrity	Complex Criminal Investigation and Case Services		\$331,969	3
Investigators/ Executive	Trial Court Services		\$254,662	2
Intake Bureau	Total FY 2020-21 Adjusted Budget for Intake Bureau \$6,851,572			
Grand Jury Division	Intake Services		\$1,698,650	17
Intake Division	Intake Services		\$5,138,286	53
TDCJ Huntsville	Intake Services		\$14,636	1
Investigation Bureau	Total FY 2020-21 Adjusted Budget for Investigation Bureau \$810,410			
	Note: The HCDAO employee 94 Investigators are being counted in the Division where they are assigned 89 - \$11,139,01; 5 - \$810,410			
Investigation Executive Bureau	Law Enforcement Services		\$810,410	5

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Legal Service Bureau	Total FY 2020-21 Adjusted Budget for Legal Service Bureau			
Appellate Div	Appellate Court Services		\$2,407,233	15
Conviction Integrity Div	Appellate Court Services		\$739,466	17
General Litigation	Appellate Court Services		\$773,541	7
Fugitive Apprehension	Law Enforcement Services		\$517,966	5
Legal Service	Appellate Court Services		\$1,394,765	12
Post Conviction Writs	Appellate Court Services		\$2,186,530	17
Mental Health Bureau	Total FY 2020-21 Adjusted Budget for Mental Health Bureau			
Juvenile Division	Trial Court Services		\$2,614,587	13
Mental Health Division	Complex Criminal Investigation and Case Services		\$1,311,104	9
Child Fatality	Complex Criminal Investigation and Case Services		\$499,871	4
Victim Services Division	Victim Services		\$3,019,227	36 (21 of these positions grant funded)

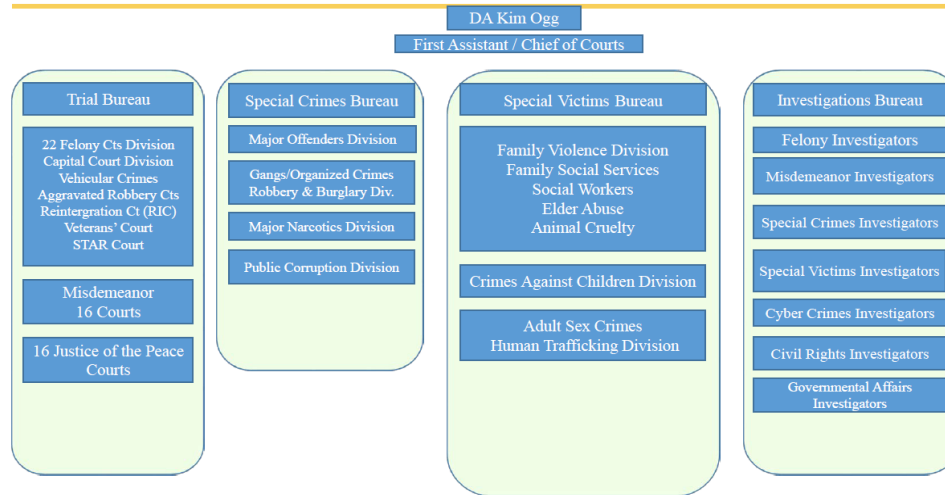
Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Special Crimes Bureau	Total FY 2020-21 Adjusted Budget for Special Crimes Bureau \$7,478,280			
Environmental Crimes	Complex Criminal Investigation and Case Services		\$1,430,902	12
Robbery & Burglary	Complex Criminal Investigation and Case Services		\$937,093	7
Gangs-Organized Crimes	Complex Criminal Investigation and Case Services		\$1,106,763	8 (includes 2 grant positions)
Major Narcotics	Complex Criminal Investigation and Case Services		\$534,552	5
Major Offenders	Complex Criminal Investigation and Case Services		\$1,656,923	11
Public Corruption	Complex Criminal Investigation and Case Services		\$1,205,470	9
Special Crimes Executive Bureau	Complex Criminal Investigation and Case Services		\$606,577	4
Special Victims Bureau	Total FY 2020-21 Adjusted Budget for Special Victims Bureau \$11,547,867			
Adult Sex Crimes & Human Trafficking	Complex Criminal Investigation and Case Services		\$2,980,222	30
Crimes Against Children	Complex Criminal Investigation and Case Services		\$2,433,850	20
Family Criminal Law Division	Complex Criminal Investigation and Case Services		\$4,925,547	56 (includes 16 grant positions)
FCLD-Animal Cruelty	Complex Criminal Investigation and Case Services		\$382,408	4
FCLD-Elder Abuse	Complex Criminal Investigation and Case Services		\$316,116	2
Special Victims Bureau Executives	Complex Criminal Investigation and Case Services		\$509,724	3

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Trial Bureau	Total FY 2020-21 Adjusted Budget for Trial Bureau \$30,592,884			
Diversion Programs	Trial Court Services		\$508,647	6
Felony Discovery Unit	Trial Court Services		\$1,673,882	24
Felony Trial Bureau	Trial Court Services		\$16,328,439	130
Impact Court	Trial Court Services		\$1,052,336	7
Misdemeanor Division	Trial Court Services		\$8,223,184	96
Reintegration Court	Trial Court Services		\$696,738	7
Justice Court	Trial Court Services		\$1,078,639	10
Vehicular Crimes Division	Complex Criminal Investigation and Case Services		\$1,031,020	9 (2 of these positions are grant funded)
	Fy 2020-21 Adjusted Budget Salary Total		\$94,722,326	842
	Fy 2020-21 Adjusted Budget Non-Salary Total		\$4,458,115	
	Grand Adjusted Total for HCDAO FY 2020-21 Budget		\$99,180,441	
	FY 2020-21 Adopted Budget Salary Total	\$89,821,885		
	FY 2020-21 Adopted Budget Non-Salary Total	\$4,458,115		
	Grand Adopted Total for HCDAO FY 2020-21 Budget	\$94,280,000		

HARRIS COUNTY DISTRICT ATTORNEY'S OFFICE
HCDAO Organization Chart (1 of 2)



KIM OGG

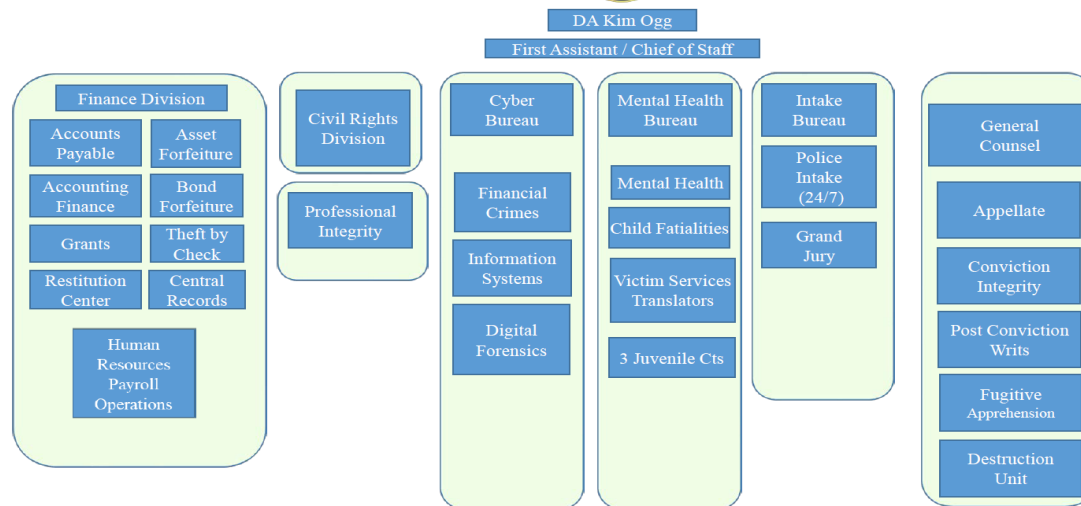


1

HARRIS COUNTY DISTRICT ATTORNEY'S OFFICE
HCDAO Organization Chart (2 of 2)



KIM OGG



2

FORM 3. Goals and Objectives

Instructions

- **Department Goal:** Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."
- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals. For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.
- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.
- **Other Divisions Involved:** List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.
- **Other County Departments Involved:** List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.
- **Other External Stakeholders Involved:** List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Achieve just outcomes in criminal cases based on the evidence.	G1-S01	Create and implement a plan to improve the initial review of cases presented by law enforcement by focusing on a meaningful initial review and evaluation of offenders, their criminal episodes, and their impact on the safety of the community.	Intake Division	Victim Services, Community Outreach, Information Technology	County Law Enforcement Agencies (HCSO, Constables, Fire Marshal), Pretrial Services	Non-County Law Enforcement Agencies (HPD and 80+ others)
		G1-S02	Collaborate with criminal justice stakeholders to reduce the time from initial appearance to final disposition.	All Trial Divisions	Victim Services, Community Outreach, Information Technology	Justice Administration Department, Office of Courts Administration, District Court, County Courts, Public Defender, County Law Enforcement Agencies	Non-County Law Enforcement Agencies (HPD and 80+ others)
G2	Prioritize the identification and prosecution of violent offenders to increase public safety in the community.	G2-S01	Improve public safety by enhanced screening of violent offenders who utilize firearms in the commission of their criminal offenses.	Intake Division	All Trial Divisions	County Law Enforcement Agencies	Non-County Law Enforcement Agencies, Community Organizations
		G2-S02	Remove violent offenders from our community by utilizing sentencing strategies that improve public safety. (focus incarceration on the violent offenders.)	All Trial Divisions	Appellate Divisions	District Courts	Texas Board of Pardons and Parole
		G2-S03	Maintain victim engagement throughout a backlogged criminal justice system that can take years to resolve a case.	Victim Services Division, Restitution Center	All Trial Divisions	Children's Assessment Center, Senior Justice Assessment Center	Non-Profit and Non-Governmental Agencies who serve individuals throughout the community
G3	Utilize prosecutorial discretion to decrease the footprint of non-violent offenders within the criminal justice system.	G3-S01	Decrease the incarceration of non-violent offenders through diversion, pre-trial intervention, and probation opportunities.	Misdemeanor Division	Intake, All Trial Divisions	Pretrial Services, Community Supervision and Corrections	Local Mental Health Authority, Non-Profit and Non-Governmental Agencies who serve individuals throughout the community

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G4	Treat all crime victims as well as those accused of criminal offenses with dignity and fairness.	G4-S01	Sustain the increased services to victims of crime pursuant to Chapter 56 of the Code of Criminal Procedure.	Victim Services Division, Restitution Center	All Trial Divisions	Children's Assessment Center, Senior Justice Assessment Center	Non-Profit and Non-Governmental Agencies who serve individuals throughout the community
G5	Appropriately reduce criminal justice system involvement (i.e. use of criminal courts and jails) for those accused of non-violent offenses who suffer with mental illness.	G5-S01	Maintain our existing mental health jail diversion program for non-violent offenders which collaborates with local mental health authority, law enforcement and homeless advocates. Consider incremental growth opportunities given limited funding and treatment space.	Mental Health Division	Intake	County Law Enforcement Agencies	Non-County, Law Enforcement Agencies, Local Mental Health Authority, Non-Profit and Non-Governmental Agencies who serve individuals throughout the community
G6	Improve services to law enforcement by assisting in the investigation and apprehension of serious and violent offenders.	G6-S01	Sustain prosecutorial involvement in collaborations with multi-agency task forces that target violent offenders.	Special Victims Bureau, Special Crimes Bureau		County Law Enforcement Agencies	Non-County Law Enforcement Agencies, Community Organizations
		G6-S02	Provide specialized training and expert resources to law enforcement agencies.	Chief of Staff	Cyber Crimes Section, Consumer Fraud Section	County Law Enforcement Agencies	Non-County Law Enforcement Agencies, Community Organizations
		G6-S03	Maintain and enhance fugitive apprehension through DAO resources in collaboration with law enforcement resources.	Fugitive Apprehension	all specialty	County Law Enforcement Agencies	Non-County Law Enforcement Agencies
G7	Increase public trust and community safety by advancing community educational, cultural, and outreach programs.	G7-S01	Continue community conversations, public speaking, and community events.	Communications, Community Outreach	All other divisions		Local Community Organizations
G8	Continue technological improvements to enhance system efficiencies.	G8-S01	Expand our paperless practice throughout the department to eliminate the inefficiencies of locating, transporting, and delivering hard copy files.	IT	All other divisions	Universal Services, District Clerk	
		G8-S02	Improve the retrieval and availability of digital evidence from law enforcement to DAO and to provide electronic discovery to the defense.	IT	All other divisions	Public Defender, County Law Enforcement Agencies	Counsel for Defense, Non-County Law Enforcement Agencies
		G8-S03	Create and implement an integrated database application for special divisions to assist in workflow, tracking, and reporting.	IT	All other divisions	County Law Enforcement Agencies	Non-County Law Enforcement Agencies

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Trial Court Services
Divisions (list all):	Bond Forfeiture, Central Records, Finance Division,
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$39,871,660	350

1) Describe the Service and how it supports department goals.
Trial Court Services are the necessary and statutory obligation of the District Attorney to attend each term and session of the criminal courts in Harris County to advance causes of action on behalf of the State of Texas against the accused. These services also encompass the workload attendant to the appearance in courts to represent the State of Texas. The criminal courts in Harris County include criminal district courts, county criminal courts at law, civil district courts, family district courts, juvenile district courts, specialty courts (also known as specialty dockets), and justice courts. Trial Court Services support the department goals by carrying out prosecutions, diversions, and pre-trial interventions through completion. Trial Court Services include the review of charges for a focus on violent offender prosecution while also utilizing diversion where appropriate.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The term "customer" is not congruent with our department; however, in a sense, customers of our Trial Court Services include the victims of crime, law enforcement agencies, the defense bar, the courts, and the community at large. It is through the court process that the District Attorney's Office serves The People of Harris County by making our community safe through evidence-based prosecution of crime. The Trial Court Services provide transparency to the public because the community can then observe, in an open forum, whether justice is being served. The public expects timely disposition of serious cases and our Trial Court Services provide the advocacy to advance forward movement of the case.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is statutorily mandated by the Code of Criminal Procedure, Article 2.01 requiring the district attorney to represent the state in all criminal cases and in the appeals therefrom. It is the primary duty of all district attorneys not to convict, but to see that justice is done. The Harris County District Attorney's Office (HCD AO) reviews evidence presented by the 86+ law enforcement agencies within Harris County, files criminal actions as appropriate, exercises discretion to avoid prosecution as necessary, and represents the state in all criminal cases pending in the criminal courts of Harris County, Texas and any appellate court reviewing the matter. The District Attorney has all the powers, duties, and privileges in Harris County relating to criminal matters for and in behalf of the state. The Harris County District Attorney's Office attends each term and session of the criminal courts of Harris County as required.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the **separate Excel** file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

*"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)*

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Appellate Court Services	
Divisions (list all):	Appellate Division, Conviction Integrity Division,	
	Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
	\$7,501,535	68

1)	Describe the Service and how it supports department goals.
	Appellate Court Services are the necessary and statutory obligations of the District Attorney to handle appeals and other actions that flow from trial court matters and to brief and attend court sessions to advance appeals through the court system. The Appellate Courts include the Courts of Appeal, Texas Court of Criminal Appeals, Texas Supreme Court, United States Court of Appeals for the 5th Circuit, and the Supreme Court of the United States. These services support and advance department goals by advocating for just outcomes and improving our service to law enforcement. Appellate Court Services also includes reviewing convictions for integrity, general litigation that also includes expunction and non-disclosures, and public information request responses.
2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
	The term "customer" is not congruent with our department; however, in a sense, customers of our Trial Court Services include the victims of crime, law enforcement agencies, the defense bar, the courts, and the community at large. It is through the court process that the District Attorney's Office serves The People of Harris County by making our community safe through evidence-based prosecution of crime. The Trial Court Services provide transparency to the public because the community can then observe, in an open forum, whether justice is being served. The public expects timely disposition of serious cases and our Trial Court Services provide the advocacy to advance forward movement of the case.
3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
	This service is statutorily mandated by the Code of Criminal Procedure, Article 2.01 requiring the district attorney to represent the state in all criminal cases and in the appeals therefrom. It is the primary duty of all district attorneys not to convict, but to see that justice is done. The Harris County District Attorney's Office (HCDAO) reviews evidence presented by the 86+ law enforcement agencies within Harris County, files criminal actions as appropriate, exercises discretion to avoid prosecution as necessary, and represents the state in all criminal cases pending in the criminal courts of Harris County, Texas and any appellate court reviewing the matter. The District Attorney has all the powers, duties, and privileges in Harris County relating to criminal matters for and in behalf of the state. The Harris County District Attorney's Office attends each term and session of the criminal courts of Harris County as required.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Victim Services
Divisions (list all):	Victim Services, Restitution Center, Theft by Check
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$3,717,552	43

1) Describe the Service and how it supports department goals.
Victim Services encompasses not only the statutory requirements of Texas Code of Criminal Procedure, Article 56.04, but also the advocacy, emotional support, and court accompaniment for victims of crimes. The Victim Services support the goals of the District Attorney's Office by ensuring that victims, especially the vulnerable, are given a voice in the criminal justice system to advance transparency and fairness to both the victim and the community. Courts are difficult to navigate and victims are usually in the dark about the process; however, the Code mandates their inclusion and places that responsibility upon the District Attorney. Assisting the victims of crime creates community support and public confidence for the system.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The term "customer" is not congruent with our department; however, in a sense, customers of our Trial Court Services include the victims of crime, law enforcement agencies, the defense bar, the courts, and the community at large. It is through the court process that the District Attorney's Office serves The People of Harris County by making our community safe through evidence-based prosecution of crime. The Trial Court Services provide transparency to the public because the community can then observe, in an open forum, whether justice is being served. The public expects timely disposition of serious cases and our Trial Court Services provide the advocacy to advance forward movement of the case.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
These services are statutorily mandated by Texas Code of Criminal Procedure, Chapter 56, providing the District Attorney shall designate a Victim Assistance Coordinator(s) for Harris County. Otherwise known as a "bill of rights" for the victims of crime, the Code places responsibility upon our department to assist them with crime victim's compensation, victim impacts statements, and other key measures: the right to be informed of general procedures, the defendant's right to bail, relevant court proceedings, and parole matters; the right to be present for public proceedings; the right to a separate or secure waiting area, and the right to allocation.

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:

Law Enforcement Services

Divisions (list all):

Digital Forensic Unit, Investigation Executive

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,180,781	17

1) Describe the Service and how it supports department goals.

Law Enforcement Services are an essential function of the department as the District Attorney is the chief law enforcement officer of the county. Law enforcement agencies throughout the county rely upon the department for additional and specialized training as well as feedback and advice on investigations. Additionally, law enforcement officers are called upon to interact with the courts and often require assistance and advice regarding warrants, probable cause essentials, evidentiary issues, and even destruction of evidence compliance. These services aid public confidence and community safety through transparency and review. Additionally, our fugitive apprehension division provides resources to local law enforcement to identify, apprehend, and even extradict serious and violent criminals who pose significant threats to public safety and our community.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The term "customer" is not congruent with our department; however, in a sense, customers of our Trial Court Services include the victims of crime, law enforcement agencies, the defense bar, the courts, and the community at large. It is through the court process that the District Attorney's Office serves The People of Harris County by making our community safe through evidence-based prosecution of crime. The Trial Court Services provide transparency to the public because the community can then observe, in an open forum, whether justice is being served. The public expects timely disposition of serious cases and our Trial Court Services provide the advocacy to advance forward movement of the case.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Since the District Attorney is the Chief Law Enforcement Officer of Harris County and is responsible for reviewing all investigations that might lead to criminal charges, the District Attorney must provide the services to law enforcement to advance investigations and prosecutions based upon the evidence obtained by local law enforcement.

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Complex Criminal Investigation and Case Services
Divisions (list all):	Asset Forfeiture, Civil Rights, Financial Crimes,

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$34,599,226	293

1) Describe the Service and how it supports department goals.
Complex Criminal Investigation and Case Services is a multi-faceted group of services engaged in vertical prosecution by specially trained prosecutors of serious and violent offenses. These services include providing department resources to assist law enforcement with the investigation and provide legal and sufficiency analysis that steers the investigation. Not all investigations result in criminal charges, yet the investigation must be undertaken to ensure public confidence in the criminal justice system. When warranted, resulting charges are prosecuted through these services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The term "customer" is not congruent with our department; however, in a sense, customers of our Trial Court Services include the victims of crime, law enforcement agencies, the defense bar, the courts, and the community at large. It is through the court process that the District Attorney's Office serves The People of Harris County by making our community safe through evidence-based prosecution of crime. The Trial Court Services provide transparency to the public because the community can then observe, in an open forum, whether justice is being served. The public expects timely disposition of serious cases and our Trial Court Services provide the advocacy to advance forward movement of the case.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
In a jurisdiction the size of Harris County, sophisticated and complex criminal activity requires specially trained prosecutors and their support staff to work with law enforcement to infiltrate criminal activities, uncover evidence of crimes, and prosecute these serious and violent criminals and enterprises.

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Intake Services
Divisions (list all):	Grand Jury Division, Intake Division, TDCJ Huntsville

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$6,851,572	71

1) Describe the Service and how it supports department goals.
Intake Services are generally the process through which criminal charges are initiated. This includes reviewing law enforcement investigations for potential charges, preparing those charges when necessary, and presenting charges to a grand jury as applicable. Statutorily, criminal charges must be initiated by the District Attorney. A large portion of these services is reviewing investigations for probable cause, directing officers to continue investigations, declining charges where evidence is lacking, and assessing appropriate diversions without the filing of criminal charges.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The term "customer" is not congruent with our department; however, in a sense, customers of our Trial Court Services include the victims of crime, law enforcement agencies, the defense bar, the courts, and the community at large. It is through the court process that the District Attorney's Office serves The People of Harris County by making our community safe through evidence-based prosecution of crime. The Trial Court Services provide transparency to the public because the community can then observe, in an open forum, whether justice is being served. The public expects timely disposition of serious cases and our Trial Court Services provide the advocacy to advance forward movement of the case.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Code of Criminal Procedure, Chapter 21, mandates that the District Attorney file and present an information charging a criminal offense on behalf of the State of Texas to initiate criminal proceedings. Additionally, those accused of felony offenses have a right to have their case presented to a grand jury, and the District Attorney is entitled, under Chapter 20A, to appear before the grand jury to inform them of offenses liable to indictment.

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Trial Court Services	Number of cases filed	current	JWEB and internal applications	G1-SO1	82,431	82,431	Due to Covid 19, predictions are difficult to make for the next 12 month period.
	Number of cases and defendants pending	current	JWEB and internal applications	G1-SO1, G1-SO2	130,260	130,260	Due to Covid 19, predictions are difficult to make for the next 12 month period.
	Number of cases disposed (plea, trial, dismissal)	current	JWEB and internal applications	G1-SO1, G1-SO2	51,493	51,493	Due to Covid 19, predictions are difficult to make for the next 12 month period.
	Number of cases and defendants diverted	current	JWEB and internal applications	G3-SO1, G5-SO1	3,126	3,126	Due to Covid 19, predictions are difficult to make for the next 12 month period.
	Number of cases as compared to incidents as compared to prosecution units per defendant and per conspiracy/combination	NEW	JWEB and internal applications	G1-SO1, G1-SO2, G2-SO1, G2-SO2, G3-SO1, G5-SO1	n/a	n/a	Rather than studying individual cases or defendants, analyzing the number of criminal episodes (incidents) and number of prosecution units (multiple incidents involving the same defendant prosecuted concurrently) will better inform prosecution practices across defendants and measure the severity or lack thereof of multiple offenses and transactions. Additionally, grouping cases by incident and unit will show efficiencies or lack thereof of charging decisions.
	Number of cases and defendants diverted and successful completions compared to unsuccessful	NEW	JWEB and internal applications	G3-SO1, G5-SO1	n/a	n/a	
Appellate Court Services	Number of cases appealed, pending writ, or other within courts	current	JWEB, courts of appeal, and internal applications	G2-SO2	3,576	3,576	Due to Covid 19, predictions are difficult to make for the next 12 month period.
Victim Services	Number of victim contacts: person, mail/email, telephone, courtroom, etc.	current	internal application (VIMS)	G2-SO3, G4-SO1	15,324	15,324	Due to Covid 19, predictions are difficult to make for the next 12 month period.
	Number of victim impact statements received	current	internal application (VIMS)	G2-SO3, G4-SO1	3,637	3,637	Due to Covid 19, predictions are difficult to make for the next 12 month period.
	Number of protective orders prepared and presented to court	current	internal applications	G2-SO3, G4-SO1	696	696	Due to Covid 19, predictions are difficult to make for the next 12 month period.
Law Enforcement Services	Number of LEO trainings provided (live/classroom style, prerecorded video, materials) and the variety or topics addressed	current	internal applications	G6-SO1, G6-SO2	50	50	Due to Covid 19, predictions are difficult to make for the next 12 month period.
	Number of warrants reviewed, prepared	current	internal applications	G6-SO1	1,380	3,500	Due to Covid 19, officers are issuing warrants instead of making arrests.
	Amount of assistance provided to LEO resulting in solving an investigation or otherwise gathering evidence to charge offenders	NEW	internal applications	G6-SO1	n/a	n/a	This metric is still being developed to track the resources provided to law enforcement to assist their solve-rate or evidence collection in serious, complex, or violent investigations. The metric will assist in determining the value of the assistance, i.e. did the given resources net a successful investigation.
	Number of fugitives located, arrested, prosecuted	current	JWEB and internal applications	G6-SO3	720	720	Due to Covid 19, predictions are difficult to make for the next 12 month period.

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Complex Criminal Investigation and Case Services	Number of investigations opened	new	internal applications	G6-SO1, G6-SO2	n/a	n/a	This metric is still being developed .
	Number of investigations pending	current	internal applications	G6-SO1, G6-SO2	1,173	1,173	Due to Covid 19, predictions are difficult to make for the next 12 month period.
	Number of investigations closed	new	internal applications	G6-SO1, G6-SO2	n/a	n/a	This metric is still being developed .
	Number of cases filed	new	JWEB and internal applications	G6-SO1, G6-SO2	n/a	n/a	This metric is still being developed .
	Number of cases disposed	new	JWEB and internal applications	G6-SO1, G6-SO2	n/a	n/a	This metric is still being developed .
Intake Services	Number of cases filed	current	JWEB and internal applications	G1-SO1	82,431	82,431	Due to Covid 19, predictions are difficult to make for the next 12 month period.
	Number of cases diverted	current	JWEB and internal applications	G1-SO1	1,035	1,035	Due to Covid 19, predictions are difficult to make for the next 12 month period.
	Number of cases rejected, declined, or otherwise not filed	current	JWEB and internal applications	G1-SO1, G3-SO1, G5-SO1	9,885	9,885	Due to Covid 19, predictions are difficult to make for the next 12 month period.
	Number of cases filed as cite and release	current	JWEB and internal applications	G1-SO1, G3-SO1	229	229	Due to Covid 19, predictions are difficult to make for the next 12 month period.
	Number of cases presented to a grand jury	current	JWEB and internal applications	G1-SO1, G1-SO2	45,000	45,000	Due to Covid 19, predictions are difficult to make for the next 12 month period.

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	Victim Assistance Coordinators
Division:	Victim Services

Funding Request - Next Fiscal Year: \$177,092 (6 VAC positions eff 10/1/21)

1) Describe the specific problem, challenge or opportunity (why funding is needed).

Victim Assistance Coordinators (VACs) are victim advocates who are statutorily required under Article 56.04 of the Texas Code of Criminal Procedure. From October 1, 2019 through September 30, 2020, VACs provided victim advocacy, emotional support, court accompaniment, and criminal justice information to 16,701 crime victims. In order to continue providing the level of victim advocacy that crime victims are statutorily entitled to receive, Harris County needs at least 25 VACs. The majority of VACs are currently funded using federal Victims of Crime Act (VOCA) grant funding. However, this funding is being cut at the federal level by 40% and the Houston-Galveston Area Council (HGAC), the local entity responsible for making recommendations regarding the regional distribution of VOCA funds, has expressed that they expect for Harris County to start providing some of the financial responsibility for the VACs. In order for the Victim Services Division to continue providing quality services and advocacy to crime victims in Harris County at the current level, we ask that Harris County fund 6 VAC positions beginning October 1, 2021 when the current grant funding expires.

2) Which department-level goals does this support?

Goal #3-Treat all crime victims with dignity and fairness.

3) What do you want to achieve with these additional funds?

Additional funds for Victim Assistance Coordinators (VACs) would allow the Victim Services Division to continue providing quality, culturally-competent victim advocacy to victims of violent crimes (such as sexual assault, human trafficking, domestic violence, murder, and aggravated robbery) in Harris County while working towards long-term sustainability for the Victim Services Division. This advocacy includes informing crime victims of their rights under Chapter 56 of the Texas Code of Criminal Procedure, providing victims with the Victim Impact Statement paperwork, assisting with Crime Victims Compensation applications, accompanying victims to court, answering questions about the criminal justice system, meeting the needs of victims through referrals to community partners, and providing emotional support. It is the goal of the division to ensure that race, ethnicity, gender, language, and socio-economic status are never barriers to justice for crime victims, and that each victim is provided with individually-tailored victim advocacy to make sure that their needs are met.

4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Funding would begin on October 1, 2021, and the Victim Services Division is prepared to begin working toward the stated objective on this date. The objective is for the Victim Services Division as a whole (including the 6 additional county-funded VACs) to assist as many crime victims (defined by Chapter 56 of the Texas Code of Criminal Procedure) as possible. Victim Assistance Coordinator productivity would be monitored on a quarterly basis by running reports of VACs' recorded interactions in the Victim Information Management System (VIMS). The Victim Services Division currently uses VIMS to document victim interactions and manage statistics for VOCA grant reporting.

5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

The performance metric is the total number of victims who receive victim advocacy from the entire Victim Services Division of the HCDAO. Our goal under current federal grant funding is to assist 10,000 crime victims annually. Because this funding request is for 5 months, our target will be 4167 (5/12ths of 10,000) victims total during the time period from October 1, 2021 - February 28, 2022. For comparison, the number of victims the Victim Services Division has assisted over the past four quarters is 16,701 victims (Q1: 3243, Q2: 3709, Q3: 4747, Q4: 5002), and we are confident that we will continue to meet and exceed our performance metric goals with the funding to sufficiently staff this division.

[illegible]

FORM 5c. Budget Request - DETAIL (#2)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR2
Funding Request Description:	Intake Review
Division:	Intake Division
Funding Request - Next Fiscal Year:	\$1,662,960

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Due to Covid 19 pandemic, the level of work at the Intake Division has increased tremendously. The number of To Be Warrants has caused this increase. These thousands of warrants need to be written by Intake and this is an additional step that Intake did not have prior to Covid. Intake is not currently staffed to write warrants at this volume level. Through the Safety and Justice Challenge, the Justice Management Institute studied the workload of each shift at Intake. A staff increase was recommended to 8-11 prosecutors per shift instead of the current 4-5 prosecutors per shift. This staffing increase never occurred. Additionally the pandemic then created an extra layer of work causing the backlog.
2) Which department-level goals does this support?
G1-Achieve just outcomes in criminal case on the evidence. G2-Prioritize the identification and prosecution of violent offenders to increase public safety in the community.
3) What do you want to achieve with these additional funds?
With these funds, the Intake Division will catch up on the back log of thousands warrants. Everyday numerous warrants are written causing more work for the Intake Division.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
We are requesting 2 additional employees per shift to keep up with the warrants.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
Fill in Table Below

[illegible]

FORM 6. Potential Long-Term (5-Year) Funding Needs

*Note: These are large expenses that need to be planned for in the General Fund in the next 3-5 years due to operational, legislative or executive decisions.
A recent example was the state’s mandate to move from paper to electronic filing by a specified future date.*

Note: This information is being collected for planning purposes only - Commissioners Court will not be making funding decisions on these items during the current budget cycle.

Instructions
Fill out the table below.

LT Funding Needs ID	Which Strategic Objective does this address? (Enter SO # from Form 3)	Description of Future Funding Needs	# of Positions Needed (if applicable)	Estimated Year 1 Costs (FY 2021-22)	Estimated Year 2 Costs (FY 2022-23)	Estimated Year 3 Costs (FY 2023-24)	Estimated Year 4 Costs (FY 2024-25)	Estimated Year 5 Costs (FY 2025-26)
LTF1	SO#1	Office space will be needed since current space is the old jail at 1301 Franklin it being demolished.						
LTF2	SO#1	Office space will be needed since current space is being leased due to the Hurricane Harvey displacement.						
LTF3	SO#1	Employees are scattered throughout 5 building and need to consolidate all employees in one building at or near the Criminal Justice Center.						
LTF4								
LTF5								
LTF6								
LTF7								
LTF8								
LTF9								
LTF10								
LTF11								
LTF12								

FORM 7. Update on Expansion Funding Provided for the Current Budget Year

***Note:** Form 7 is required if you received expansion funding for FY2020-21. A separate, pre-populated **Budget Form 7** Excel file was placed on your webHC site if this is required for your department. A separate tab is shown for every project/program for which funding was received.*

Instructions

Enter the required information and answer the three (3) questions below.

Description:	8 new Environmental Crimes Positions.			
	One-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:	-	\$970,000	8	8
Projected Spending in FY 2020-21:		\$970,000	8	8
Continued Funding Requested for FY 2021-22:	<div>\$970,000</div>			

1) Provide the purpose of the funding that was provided and what you expected to accomplish.
The purpose of the funding was to achieve 4 goals: (1) To allow for better management, assessment, review, and documentation of remediation reports where environmental harms are ameliorated through a pretrial intervention program; (2) to divert the chiefs attention and man hours from managing misdemeanor court dockets to focusing on complex felony prosecutions and facilitating targeted investigations in the area of air and water pollution crimes; (3) to have felony three prosecutors dedicated to the misdemeanor illegal dumping dockets and managing the illegal dumping pretrial intervention program; (4) to develop creative and untraditional models for tapping into the community for developing whistle-blowers and complainants who might not otherwise know who to contact when exposed to an environmental crime.
2) What has been accomplished so far and are you meeting your goals? Include key measurements.

3) What remains to be done and what is the outlook and timeline for completion?

[illegible]

Note: Form 7 is required if you received expansion funding for FY2020-21. A separate, pre-populated **Budget Form 7** Excel file was placed on your webHC site if this is required for your department. A separate tab is shown for every project/program for which funding was received.

Enter the required information and answer the three (3) questions below.

Add 7 felony chief ADAs and 3 investigators.

One-Time	Recurring	Positions Requested	Positions Filled
-	\$1,473,617		
	\$1,473,617	10	10

	\$1,473,617	10	10
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\$1,473,617

The purpose of the funding was to provide additional staffing (prosecutors and investigators) to the Civil Rights Division to assist with the Harding investigation and the review of over 14,000 incidents, to include but not limited to, Houston Police Department Narcotics Squad 15 former Officers Goines and Bryant. Upon completion of the review, we expect to identify and charge those who may have engaged in criminal conduct and identify cases that may have problematic convictions.

The Civil Rights Division has reviewed thousands of documents and which has led to multiple indictments on multiple narcotics officers and a mass disclosure to the defense on potentially problematic cases. Multiple indicted cases are now in various stages of litigation and are likely to proceed to trial. As prosecutors prepare for trial they must produce massive amounts of discovery to the defense, appear for hearings, research various legal issues all while still conducting an on-going investigation.

Prosecutors still have thousands of documents to review to identify potentially problematic convictions. The cases in litigation must be prepared for trial, this includes, discovery, hearings, legal research and writing, interviewing witnesses and preparing all legal arguments for trial. Again, the review of these documents and the current litigation could potentially take several years.

[illegible]

560 – Public Defender

Alex Bunin

560 – Public Defender

Data as of 12/14/2020

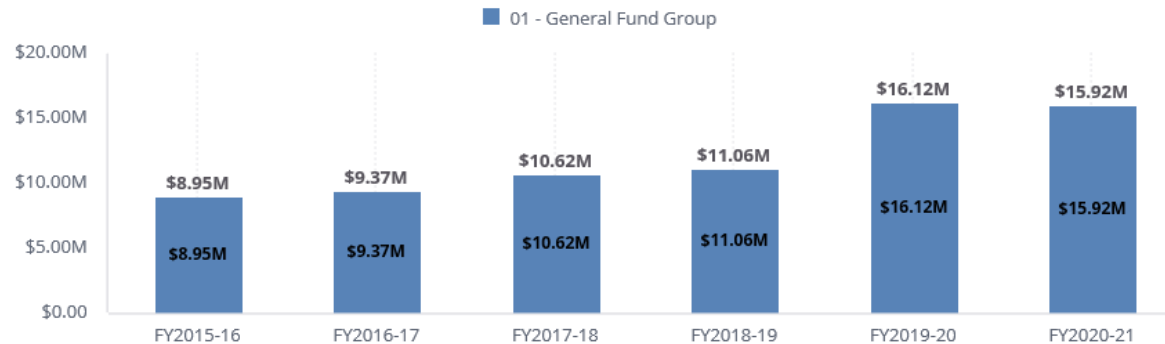
Expenditures

(Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$15,918,122

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$20.92M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
560	Public Defender

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

Our mission is the zealous defense of persons accused of crimes in Harris County, Texas.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

Our vision is to provide services to as many persons as we have resources to help, both, to defend their cases, and to remove the obstacles that brought them into the criminal legal system.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

We represent persons charged with both adult crimes or juvenile delinquency. In Texas, anyone 17-years-old may be charged as an adult and younger persons may be certified to face adult felony charges. Juveniles face potential detention in separate facilities. Adult crimes include misdemeanors, which are punishable up to a year in the county jail, and felonies, which have potential prison sentences of anywhere up to Life, depending upon the seriousness of the charge. Our office is appointed by the courts with jurisdiction over those cases – country criminal courts, criminal district courts, juvenile district courts and courts of appeal.

Representation means an investigation of the case beyond any efforts previously begun by law enforcement or other sources. There are investigators, social workers and other administrators in the office that assist the assigned lawyers on each case with gathering that information to defend the charges, mitigating any potential punishment or consequences, and helping the client to deal with the process and its effects. This can mean assessing discovery provided by the prosecution, interviewing possible witnesses, subpoenaing documents and persons, obtaining expert review and testing, and getting clients assistance and treatment for legal, medical and psychological conditions that prevent them from successfully extricating themselves from the criminal legal system.

Additional services provided include immigration lawyers who assess the consequences of criminal convictions and sentences upon non-citizens; school administration lawyers who challenge denial of services, suspensions and expulsions that are tied to juvenile charges; lawyers and paralegals who file petitions to seal records and remove or restrict criminal history from public access; legal advocates who assist clients with obtaining benefits, recovering property, getting to court, and other tasks that do not require a licensed attorney; social workers who make referrals to services and placements as well as advise lawyers about case dispositions.

The office also acts as an institutional voice for clients and the criminal defense bar within the Harris County legal system. This means having a seat at the table when such policy matters are discussed. Examples are the Criminal Justice Coordinating Council, Commissioners Court and various committees.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Felony Trial Division – Represents clients charged with non-capital felonies in the criminal district courts.

Mental Health Division – Represents misdemeanor mentally ill or intellectually disabled clients and those in felony mental health court.

Misdemeanor Sub-Division of Felony Trial (non-MH) – Represents misdemeanor clients not identified as mentally ill or intellectually disabled.

Juvenile Division – Represents persons under 17-years-old charged with delinquency in the juvenile district courts.

Appellate Division – Represents clients appealing a misdemeanor, felony or juvenile disposition, conviction or sentence in the courts of appeal.

Writ Division – Represents persons seeking to challenge a conviction or sentence as illegal, beyond the appellate process.

Administrative Division – Handles budget, human resources, payroll, purchasing, information technology and attorney support.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- 1. Provide client-centered representation (i.e., address each client's wishes and needs).**
- 2. Seek pretrial release of clients, preferably without financial conditions.**
- 3. Seek dismissal of charges when possible.**
- 4. Thoroughly investigate and research cases.**
- 5. Prepare and try all cases that cannot be negotiated in the client's interest.**
- 6. File and argue motions advancing client interests.**
- 7. Seek acquittals and nonsuits of charges.**
- 8. Appeal all non-frivolous issues.**
- 9. Attempt to address all negative collateral consequences of charges upon clients.**
- 10. Seek meaningful relationships with clients, families and the community.**

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

Experienced criminal defense attorneys employed by the office are constantly trained and reviewed to provide excellent representation to our clients. They are supported by investigators, social workers, advocates, and administrators who share a mission and vision of client-centered representation. Information is shared and cases are reviewed to get the most input and expertise.

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

Harris County needs to dispense justice fairly, equitably and without bias or prejudice. This goal must occur in fact as well as in appearance. The Constitutions of the United States and Texas, as well as their statutes, require it. Citizens who do not see the system as fair will neither follow its rules nor expect it to protect them. The system is based upon the premise that truth and justice is most likely to be achieved in an adversary model in which both sides have adequate resources to make their case. A public defender's office most closely approximates the strengths of a prosecutor's office, with many lawyers working together, supported by investigation and administration. Prosecutors have additional assistance from many law enforcement agencies, with special powers under law, and access to services unavailable to those outside of law enforcement. Therefore, it is even more important for Harris County to assure adequate funding for the public defender, as well as private appointed lawyers, who are the balance to prosecutorial power. Left unaddressed, there is more than an appearance of unfairness. Many studies have shown that inadequately resourced criminal defense, particularly for those who cannot afford to hire counsel, leads to erroneous convictions and years of unnecessary jail and prison, at the cost of money and lives.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*
 - Added holistic services
 - Added writ division
 - Began accepting non-mental health misdemeanors
2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*
 1. Produced 10-year report on statistical success.
 2. Increased the office by 83 employees.
 3. Creation and management of statewide mentoring attorney mentoring program.
 4. Purchase of a new case management system.
 5. Implementation of holistic services, including immigration assessments.
3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- Increasing holistic services by adding new specialties to address client needs and avoid negative collateral consequences.
- Adding more lawyers and staff to increase our percentage of cases from the misdemeanor, felony and juvenile courts.
- Improving technology and data-keeping by migrating to a new case management system that tracks more of what we do and allows sharing of information across services.
- Adding more community outreach and client (and family) participation in cases and policy issues.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

See Harris County Public Defender: Tenth Year Report (May 1, 2020).

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*

- Sheriff
- District Attorney
- Probation
- Pretrial Services
- Commissioners Court
- District Clerk
- County Attorney
- Institute of Forensic Sciences

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Texas Indigent Defense Commission
- National Association for Public Defense
- Harris County Criminal Lawyers Association
- Texas Criminal Defense Lawyers Association
- National Association of Criminal Defense Lawyers
- National Legal Aid and Defenders Association
- Houston Police Department
- Houston Forensic Science Center
- Texas Department of Public Safety
- Texas department of Criminal Justice
- Texas Forensic Science Commission

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

We are aware of disparities among our clients and with the community generally. Adults and juveniles in the criminal legal system are disproportionately persons of color. All our clients are poor or at least without current funds to hire a lawyer. Many are homeless. We specialize in representing acutely mentally ill or intellectually disabled persons.

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

- 2. What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.**

By providing high quality legal defense, we are giving those persons the same ability to challenge the charges against them as someone of means who can hire their own attorney. By dealing with the negative collateral consequences of being charged (affecting immigration status, school, employment, healthcare, etc.) we are directly addressing the disparities that brought them into the system.

- 3. What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?**

Our staff is 25 percent African-American, nine percent Asian, 24 percent Hispanic, 45 percent Anglo-American. The diversity of staff is a result of reaching out to many different sources to advertise jobs. The mission of the office appeals to many persons across ethnicity and race. It is also important to have staff who can relate to our clients and speak various languages, particularly Spanish.

- 4. Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.**

We provide training and discussions for all employees on a regular basis. Below are examples that were accredited for continuing legal education.

"Implicit Bias" scheduled for December 9, 2020

"Who We Are: A Chronicle of Racism in America" on October 7, 2020

"Multicultural Awareness" on March 11, 2020

"Dealing with Sexual Harassment from Clients, Judges and Others" on September 25, 2019

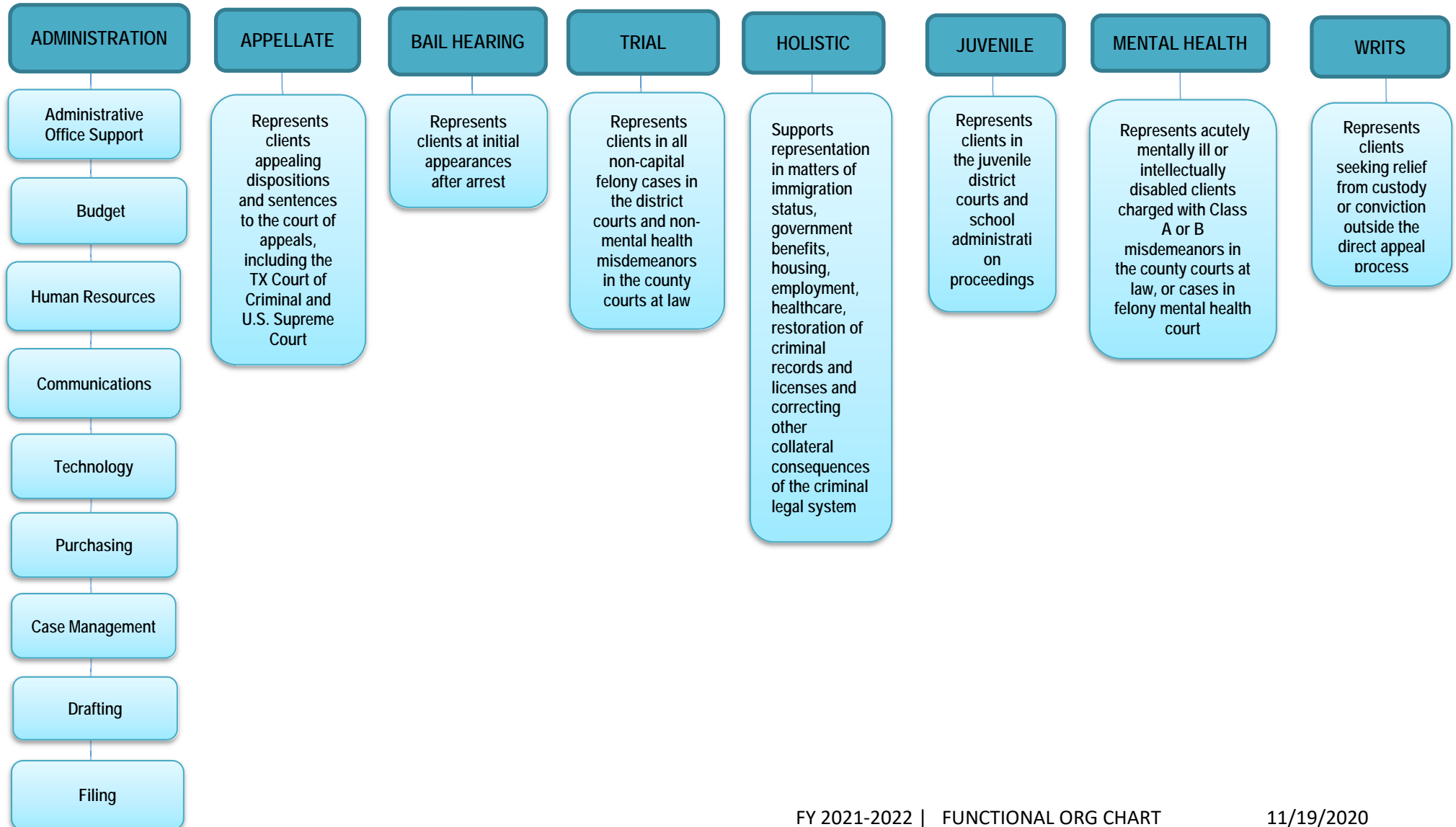
FORM 1. Divisions

Instructions

- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ Amount):* Enter \$ amount from adopted budget for the **division**
- *FY 2020-21 Adjusted Budget (\$ Amount):* Enter \$ amount from adjusted budget for the **division**, inclusive of any enhancements received during fiscal year FY 2020-21
- *Actual Headcount:* Enter most recent data for full-time equivalents (FTE) for the division

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
PDO 00 PUBLIC DEFENDER'S OFFICE		\$20,545,000	\$20,619,950	162
PDO 10 ADMINISTRATIVE DIVISION	(1) All administrative office support (2) budget (3) human resources (4) purchasing (5) technology (6) case management (7) filing (8) drafting and (9) communications	\$1,059,204		12
PDO 30 BAIL HEARING DIVISION	(10) Represents clients after arrest, at initial appearances, when bail is set by a criminal law hearing officer.	\$2,451,520		14
PDO 40 JUVENILE DIVISION	(11) Represents clients in the juvenile district courts and school administration proceedings.	\$1,844,951		17
PDO 50 MENTAL HEALTH DIVISION	(12) Represents acutely mentally ill or intellectually disabled clients charged with Class A or B misdemeanors in the county courts at law, or cases in felony mental health court.	\$2,787,302		24
PDO 60 TRIAL DIVISION	(13) Represents clients in all non-capital felony cases in the district courts and non-mental health misdemeanors in the county courts at law.	\$6,564,972		62
APPELLATE DIVISION	(14) Represents clients appealing dispositions and sentences to the courts of appeal, including the Texas Court of Criminal and the U.S. Supreme Court.	\$2,595,152		13

Alexander Bunin,
Chief Public Defender



FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- **Other Divisions Involved:** List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Administration
Divisions (list all):	Administration Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,059,204	12

1) Describe the Service and how it supports department goals.
All administrative support for the office, including budget, human resources, purchasing, technology, case management, filing, drafting and communications.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are clients, their families, the defense bar, judges and the community at large. Clients and families expect honest information about their pending cases. The defense bar expects continuing legal education and support. Judges expect prompt and respectful service. The community expects quality representation. We receive feedback by letters, email, phone messages, discussions and community meetings.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
In all criminal prosecutions, the accused shall ... have the right of being heard by himself or counsel, or both ... Tex. Const. art. I, § 10. A public defender's office is entitled to receive funds for personnel costs and expenses incurred in operating as a public defender's office in amounts fixed by the commissioners court and paid out of the appropriate county fund Tex. Code Crim. Proc. Ann. art. 26.044.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Appellate
Divisions (list all):	Appellate Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,595,152	13

1) Describe the Service and how it supports department goals.
Represents clients appealing dispositions and sentences to the courts of appeal, including the Texas Court of Criminal and the U.S. Supreme Court.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are clients, their families, the defense bar, judges and the community at large. Clients and families expect honest information about their pending cases. The defense bar expects continuing legal education and support. Judges expect prompt and respectful service. The community expects quality representation. We receive feedback by letters, email, phone messages, discussions and community meetings.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
An eligible indigent defendant is entitled to have the trial court appoint an attorney to represent him in the following appellate and post conviction habeas corpus matters; 1) an appeal to court of appeals, 2)an appeal to the Court of Criminal Appeals if the appeal is made directly from the trial court or if a petition for discretionary review has been granted, 3) a habeas corpus proceeding if the court concludes that the interests of justice require representation; and 4) any other proceeding if the court concludes that the interests of justice require representation. Tex. Code Crim. Proc. Ann. art. 1.051.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Bail Hearing
Divisions (list all):	Bail Hearing Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,451,520	14

1) Describe the Service and how it supports department goals.
Represents clients after arrest, at initial appearances, when bail is set by a criminal law hearing officer.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are clients, their families, the defense bar, judges and the community at large. Clients and families expect honest information about their pending cases. The defense bar expects continuing legal education and support. Judges expect prompt and respectful service. The community expects quality representation. We receive feedback by letters, email, phone messages, discussions and community meetings.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
The magistrate shall ensure that reasonable assistance in completing the necessary forms for requesting appointment of counsel is provided to the person at the same time. If the person arrested is indigent and requests appointment of counsel and if the magistrate is authorized under Article 26.04 to appoint counsel in accordance with Article 1.051. Tex. Code Crim. Proc. Ann. art. 15.17.

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Trial
Divisions (list all):	Trial Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$6,564,972	62

1) Describe the Service and how it supports department goals.
Represents clients in all non-capital felony cases in the district courts and non-mental health misdemeanors in the county courts at law, or cases in felony mental health court.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are clients, their families, the defense bar, judges and the community at large. Clients and families expect honest information about their pending cases. The defense bar expects continuing legal education and support. Judges expect prompt and respectful service. The community expects quality representation. We receive feedback by letters, email, phone messages, discussions and community meetings.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
An indigent defendant is entitled to have an attorney appointed to represent him in any adversary judicial proceeding that may result in punishment by confinement and in any other criminal proceeding if the court concludes that the interests of justice require representation. Tex. Code Crim. Proc. Ann. art. 1.051.

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	JUVENILE
Divisions (list all):	JUVENILE DIVISION

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,844,951	17

1) Describe the Service and how it supports department goals.
Represents clients in the juvenile district courts and school administration proceedings.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are clients, their families, the defense bar, judges and the community at large. Clients and families expect honest information about their pending cases. The defense bar expects continuing legal education and support. Judges expect prompt and respectful service. The community expects quality representation. We receive feedback by letters, email, phone messages, discussions and community meetings.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Prior to the commencement of the juvenile detention hearing, the court shall inform the parties of the child's right to counsel and to appointed counsel if they are indigent. Tex. Fam. Code Ann. SS 54.01.

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	HOLISTIC SERVICES
Divisions (list all):	HOLISTIC SERVICES DIVISION

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$462,180	17

1) Describe the Service and how it supports department goals.
Supports representation of all clients by providing advice, referrals and/or representation in matters of immigration status, government benefits, housing, employment, healthcare, restoration of criminal records and licenses, and correcting other collateral consequences of the criminal legal system.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are clients, their families, the defense bar, judges and the community at large. Clients and families expect honest information about their pending cases. The defense bar expects continuing legal education and support. Judges expect prompt and respectful service. The community expects quality representation. We receive feedback by letters, email, phone messages, discussions and community meetings.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No applicable statute or rule.

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	MENTAL HEALTH-MISD.
Divisions (list all):	MENTAL HEALTH DIVISION

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,787,302	24

1) Describe the Service and how it supports department goals.
Represents acutely mental ill or intellectually disable clients charged with a Class A or B misdemeanors in the county courts at law, or cases in felony mental health court.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are clients, their families, the defense bar, judges and the community at large. Clients and families expect honest information about their pending cases. The defense bar expects continuing legal education and support. Judges expect prompt and respectful service. The community expects quality representation. We receive feedback by letters, email, phone messages, discussions and community meetings.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
An indigent defendant is entitled to have an attorney appointed to represent him in any adversary judicial proceeding that may result in punishment by confinement and in any other criminal proceeding if the court concludes that the interests of justice require representation. Tex. Code Crim. Proc. Ann. art. 1.051.

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	POST CONVICTION WRITS
Divisions (list all):	WRITS DIVISION

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$270,000	3

1) Describe the Service and how it supports department goals.
Represents clients seeking relief from custody or conviction outside the direct appeals process.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are clients, their families, the defense bar, judges and the community at large. Clients and families expect honest information about their pending cases. The defense bar expects continuing legal education and support. Judges expect prompt and respectful service. The community expects quality representation. We receive feedback by letters, email, phone messages, discussions and community meetings.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
An eligible indigent defendant is entitled to have the trial court appoint an attorney to represent him in the following appellate and post conviction habeas corpus matters; A habeas corpus proceeding if the court concludes that the interests of justice require representation; and any other appellate proceeding if the court concludes that the interests of justice require representation. Tex. Code Crim. Proc. Ann. are. 1.051.

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Representing clients (Trial)	Client contact (in-person meeting or electronic interview)	New	Case Management	SO1	N/A	15000 to 20,000	Total number of cases averaging three contacts each, excluding bail cases.
Community Outreach	Community events	New	Calendar	SO3	N/A	12	Events outside the office or those inviting the community
All	Cases closed (by division)	Currently in use	Case Management	SO2	7+410+895+224=1536	500+5000+3000+1200=7000	Based on previous caseloads and expected staff increases
All	Average cases closed per attorney (by division)	New	Case Management	SO2	N/A	25,150,350,200	Total cases by division divided by number of lawyers
All	Percentage of cases dismissed (by division)	New	Case Management	SO2	N/A	30 percent	Based on HCPD Ten-Year Report
All	Trial percentage (by division)	New	Case Management	SO2	N/A	1-2 percent	Based on HCPD Ten-Year Report
All	Percentage of non-custody sentences (by division)	New	Case Management	SO2	N/A	30 percent	Based on HCPD Ten-Year Report
Mental Health	Stabilized at disposition (Mental Health)	New	Case Management	SO2	N/A	90 percent	Based on previous experience
Appellate	Percentage of motions for new trial granted	New	Case Management	SO2	N/A	30 percent	Average percentage of motions granted of all filed
Appellate	Percentage of direct appeals with relief granted	New	Case Management	SO2	N/A	15 percent	Average percentage of appeals reversed or reformed
Post Conviction Writs	Writs of habeas corpus, relief granted	New	Case Management	SO2	N/A	5	Based on about 50 cases per year
Bail Hearing	Persons released on unsecured bail	New	Case Management	SO2	N/A	10,000	Based on numbers from Pretrial Services
Holistic Services	Immigration consultations	New	Case Management	SO2	N/A	500	Based on current practice and expected growth
Holistic Services	Sealing and removing criminal history records	New	Case Management	SO2	N/A	3000	Projected based on anticipated staffing

FORM 5b. List of All New Positions Needed for Additional Funds Requests

Note: 3441 forms will still be needed in the new year based on projects that get funded.

Instructions
Enter responses in each of the fields in the table below
Budget Request Priority ID, Name of Service, and Division (first three columns) should all match Form 5a

Budget Request Priority ID (From Form 5a)	Name of Service (From Form 5a)	Division (From Form 5a)	Position Title	Full-time, Part-time or Temp	Annual Hours (2080 = Full- Time)	Number of Positions	Annual Actual Base Salary (Per Position)	Annual Benefits (Per Position)	Annual Total Cost Per Position	Annual Total Cost - All Positions	Projected Hire Date	Number of Pay Periods to Fund	Pro-Rated Cost Per Position	Pro-Rated Cost - All Positions	Is Additional Office Space Required? (Y/N)
BR3	HOLISTIC SERVICES	HOLISTIC DIVISION	ATTORNEY	FULL	2080	4	\$156,032	\$51,848	\$207,880	\$831,522	3/1/2021	26	\$207,880	\$831,522	Y
	HOLISTIC SERVICES	HOLISTIC DIVISION	PARALEGAL	FULL	2080	4	\$84,129	\$34,822	\$118,951	\$475,803	3/1/2021	26	\$118,951	\$475,803	Y
	HOLISTIC SERVICES	HOLISTIC DIVISION	SOCIAL WORKER	FULL	2080	3	\$87,152	\$35,538	\$122,690	\$368,069	3/1/2021	26	\$122,690	\$368,069	Y
	HOLISTIC SERVICES	HOLISTIC DIVISION	ADMINISTRATOR	FULL	2080	2	\$62,894	\$29,793	\$92,687	\$185,375	3/1/2021	26	\$92,687	\$185,375	Y
	HOLISTIC SERVICES	HOLISTIC DIVISION	PSYCHOLOGIST	FULL	2080	1	\$129,563	\$45,581	\$175,144	\$175,144	3/1/2021	26	\$175,144	\$175,144	Y
	HOLISTIC SERVICES	HOLISTIC DIVISION	PEER NAVIGATOR	FULL	2080	2	\$60,000	\$29,108	\$89,108	\$178,216	3/1/2021	26	\$89,108	\$178,216	Y
BR4	JUVENILE DIVISION	JUVENILE DIVISION	ATTORNEY	FULL	2080	2	\$156,032	\$51,848	\$207,880	\$415,761	3/1/2021	26	\$207,880	\$415,761	Y
	JUVENILE DIVISION	JUVENILE DIVISION	ADMINISTRATOR	FULL	2080	1	\$62,894	\$29,793	\$92,687	\$92,687	3/1/2021	26	\$92,687	\$92,687	Y
	JUVENILE DIVISION	JUVENILE DIVISION	INVESTIGATOR	FULL	2080	1	\$108,700	\$40,640	\$149,340	\$149,340	3/1/2021	26	\$149,340	\$149,340	Y
	JUVENILE DIVISION	JUVENILE DIVISION	SOCIAL WORKER	FULL	2080	1	\$87,152	\$35,538	\$122,690	\$122,690	3/1/2021	26	\$122,690	\$122,690	Y
BR2	TRIAL - MISDEMEANOR	MENTAL HEALTH DIVISION	ATTORNEY	FULL	2080	10	\$156,032	\$51,848	\$207,880	\$2,078,804	3/1/2021	26	\$207,880	\$2,078,804	Y
	TRIAL - MISDEMEANOR	MENTAL HEALTH DIVISION	ADMINISTRATOR	FULL	2080	2	\$62,894	\$29,793	\$92,687	\$185,375	3/1/2021	26	\$92,687	\$185,375	Y
	TRIAL - MISDEMEANOR	MENTAL HEALTH DIVISION	INVESTIGATOR	FULL	2080	2	\$108,700	\$40,640	\$149,340	\$298,680	3/1/2021	26	\$149,340	\$298,680	Y
	TRIAL - MISDEMEANOR	MENTAL HEALTH DIVISION	SOCIAL WORKER	FULL	2080	2	\$87,152	\$35,538	\$122,690	\$245,379	3/1/2021	26	\$122,690	\$245,379	Y
BR1	TRIAL - FELONY	TRIAL DIVISION	ATTORNEY	FULL	2080	16	\$156,032	\$51,848	\$207,880	\$3,326,086	3/1/2021	26	\$207,880	\$3,326,086	Y
	TRIAL - FELONY	TRIAL DIVISION	ADMINISTRATOR	FULL	2080	3	\$62,894	\$29,793	\$92,687	\$278,062	3/1/2021	26	\$92,687	\$278,062	Y
	TRIAL - FELONY	TRIAL DIVISION	INVESTIGATOR	FULL	2080	3	\$108,700	\$40,640	\$149,340	\$448,020	3/1/2021	26	\$149,340	\$448,020	Y
	TRIAL - FELONY	TRIAL DIVISION	SOCIAL WORKER	FULL	2080	2	\$87,152	\$35,538	\$122,690	\$245,379	3/1/2021	26	\$122,690	\$245,379	Y
BR5	POST CONVICTION	WRITS DIVISION	ATTORNEY	FULL	2080	1	\$156,032	\$51,848	\$207,880	\$207,880	3/1/2021	26	\$207,880	\$207,880	Y
	POST CONVICTION	WRITS DIVISION	INVESTIGATOR	FULL	2080	1	\$108,700	\$40,640	\$149,340	\$149,340	3/1/2021	26	\$149,340	\$149,340	Y

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	POSITIONS REQUEST
Division:	TRIAL FELONY
Funding Request - Next Fiscal Year:	\$4,489,547

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Commissioners Court instructed the department to plan to reach 50 percent of court appointments in two years.
2) Which department-level goals does this support?
G1, G2 and G3.
3) What do you want to achieve with these additional funds?
To increase the number of felony cases received from approximately 5,000 to 9,000 next year and 16,000 the following year, equaling about half of all felony court appointments.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The additional lawyers needed next year to expand to 9,000 felony appointments is 31, supported by five investigators, five administrators and three social workers.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#2)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR2
Funding Request Description:	POSITIONS REQUEST
Division:	TRIAL MISDEMEANOR

Funding Request - Next Fiscal Year:	\$2,931,238
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1) Describe the specific problem, challenge or opportunity (why funding is needed).
Commissioners Court instructed the department to plan to reach 50 percent of court appointments in two years.
2) Which department-level goals does this support?
G1, G2, and G3.
3) What do you want to achieve with these additional funds?
To increase the number of misdemeanor cases received from approximately 3,000 to 10,000 next year, equaling about half of all misdemeanor court appointments.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The additional lawyers needed next year to expand to 10,000 misdemeanor appointments is 20, supported by two investigators, two administrators and two social workers.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#3)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR3
Funding Request Description:	POSITION REQUESTS
Division:	HOLISTIC SERVICES

Funding Request - Next Fiscal Year:	\$2,292,127
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1) Describe the specific problem, challenge or opportunity (why funding is needed).
Commissioners Court instructed the department to plan to reach 50 percent of court appointments in two years.
2) Which department-level goals does this support?
G1, G2, and G3.
3) What do you want to achieve with these additional funds?
To increase total cases in all divisions to 50 percent of appointed cases, supporting services will need to be proportionately increased. Our current services are limited to some social work and immigration consultation. This will allow us to address the needs of our expanded caseload and add services to restore the records of defendants (expunctions and non-disclosures), administrative proceedings, housing, healthcare and employment assistance.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
For these purposes, it would be reasonable to add eight lawyers, eight paralegals, a psychologist, six social workers, four peer navigators and three administrators.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#4)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR4
Funding Request Description:	POSITIONS REQUEST
Division:	JUVENILE EXPANSION

Funding Request - Next Fiscal Year:	\$820,978
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1) Describe the specific problem, challenge or opportunity (why funding is needed).
Commissioners Court instructed the department to plan to reach 50 percent of court appointments in two years.
2) Which department-level goals does this support?
G1, G2 and G3.
3) What do you want to achieve with these additional funds?
To increase the number of juvenile cases received from approximately 1,500 to 3,000 next year, equaling about half of all misdemeanor court appointments.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The additional lawyers needed next year to expand to 3,000 misdemeanor appointments is six, supported by an investigator, an administrator and a social worker.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#5)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR5
Funding Request Description:	POSITIONS REQUEST
Division:	WRITS DIVISION
Funding Request - Next Fiscal Year:	\$370,720

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The county lacks a dependable and experienced source to regularly handle systemic post-conviction relief cases.
2) Which department-level goals does this support?
G1, G2 and G3.
3) What do you want to achieve with these additional funds?
An existing, but growing, part of the office handles petitions for writs of habeas corpus. Currently, there are two lawyers. There are no established caseload maximums for this work, but the potential work exceeds the number and types of cases that have previously been referred to the office by the courts and the District Attorney's Office. Another lawyer and an investigator are needed.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
One more lawyer and one investigator are needed for the division to complete approximately 100 writs per year.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

945 – Managed Assigned Counsel Kenneth Hardin

**New department in FY 2020-21
with no financial information
yet**

FORM 5a. Prioritized Budget Request Summary for Additional Funds

Instructions
This form summarizes new budget requests, in order of priority.
Enter responses in each of the fields in the table below, ranked in order of priority.

Answer the following question:
On the list below, what priority rank would you assign to funding for inflation-level COLA or merit-based salary increases for existing staff?

Priority #

1

Additional Notes
A separate Form 5c is required for each Budget Request listed below.
* Form 5b is required if new positions are requested. Requested new positions must be listed on Form 5b.

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested*	Request Amount - First Year (FY2021-22)				Ongoing Annual Cost - Future Years (if applicable)			5-Year Total Cost
								Vehicles, Equipment > \$5,000, Other Capital	Materials, Supplies and Other Non-Labor	Salary & Benefits	Total First Year Funding Request	Materials, Supplies and Other Non-Labor	Salary & Benefits	Annual Ongoing Cost	
BR1	Community Engagement & Recruiting Coordinator	Job description: The Community Engagement & Recruiting Coordinator is primarily responsible for developing a participatory defense model as a holistic service offered through the MAC Office to support attorneys who utilize mitigation through family involvement, systemic awareness of legal issues surrounding a client's case, and organizing community support if necessary to advance clients' narratives. Additionally, the Community Engagement & Recruiting Coordinator will lead efforts in finding event sponsors and raising funds for community causes and office needs, maintain a healthy social media presence on behalf of the MAC office, and organize events that will promote the MAC's presence in a community. The Community Engagement & Recruiting Coordinator will also visit and foster relationships with law schools and professional legal organizations, both locally and nationally, in order to seek qualified candidates and encourage them to seek employment and/or appointment through the MAC office. Specifically, the recruiting aspect of this position includes but is not limited to developing and overseeing the implementation of equitable policies and practices designed to promote diversity and inclusion through recruiting, hiring, mentorship, advancement, and retention.	Holistic Services Division (within the Office of Managed Assigned Counsel)	Client-Centered Advocacy & Care For The Community which are two of our three core values as established within our office	1	18 (grant-funded)	1	N/A	Incidental projections such as travel, training, mileage, etc.: \$2,500)	Salary: \$85,000/Gross Benefits (@23.68%): \$20,128/Group Health: \$14,900	\$122,528	Incidental projections such as travel, training, mileage, etc.: \$2,500)	Salary: \$85,000/Gross Benefits (@23.68%): \$20,128/Group Health: \$14,900	\$122,528 per year (subject to cost of living changes, increases in benefits and group health in Harris County)	\$612,640

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the **separate file** entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	To fund Community Engagement & Recruiting Coordinator position
Division:	Holistic Services Division (within the Office of Managed Assigned
Funding Request - Next Fiscal Year:	\$122,528

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Specific Problems: 1.) Currently, there are no public interest departments in Harris County or in the State of Texas that offer community/media mitigation as a direct service within a participatory defense model, which this position will do. 2.) There are no public interest organizations that has a spokesman to address accountability and allow transparency with the community, which this position will do. 3.) As a new department, we do not have any relationships established with the community and court appointed attorneys deal with much harsher criticisms of inadequate representation than our public defender counterparts, for example. For this reason, approving this position will allow us to begin addressing this issue immediately. 4.) We are facing a unique problem/challenge because we would not be in a position to leverage resources with like-minded organizations such as the public defender's office. The reason why it is unique is because our office will have different recruitment and retention needs. Recruitment and retention for court appointed attorneys is different because we are the only department that will be working with attorneys who are <i>not</i> employees of the office and function as independent contractors; each year, our court appointed list may look different as we intend to move to 1-year appointments as opposed to the current process of permanent appointments; we are working with a higher volume attorneys (180-200) with fewer staff as opposed to the public defender's office who is fully staffed with less attorneys; and we hope to diversity our experience levels by giving attorneys right out of law school an opportunity to complete our mentorship program in preparation for an opportunity to join our appointment list. Our challenge is that we are primarily a grant funded department and our grant does not allow personnel amendments to accommodate this position which will be vital to our office. The opportunity is that Harris County would be among the first within the nation to implement this model as a direct service, which will provide immediate impact on what will be a reformation of how the quality of court appointed representation will improve through our office.
2) Which department-level goals does this support?
Our core values as stated within the formation of our office is 1.) high quality representation, 2.) client-centered advocacy, and 3.) care for the community. Currently, our grant does not include any positions that address the third value of care for the community. Not only do we intend for this position to provide a direct service but we also envision creating Know Your Rights Seminars, hosting events related to recurring legal issues related to client representation, and developing social media mechanisms that not only promote transparency but also reassures the community that we are client-centered in our representation of clients.
3) What do you want to achieve with these additional funds?
The additional \$122,528 funding is the total cost amount for the position, which includes 1.) a salary valued at \$85,000 annually, 2.) a Harris County group health rate of \$14,900, 3.) 23.68% of total benefits (FICA/Medicare, Workers Comp, Unemployment, and Retirement), and 4.) Incidental costs projected at \$2,500 (i.e. travel, training, and gas mileage). That said, I hope that this will be a position that will be renewed annually as our grant is also renewed annually.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
My proposed approach is to create a job description and submit it for evaluation to the Harris County Budgeting Department, which has already taken place. My timeline, upon approval of this budget request and completion of said evaluation, would be to post the position on February 10th, 2021--a day after the final budget approval by the Commissioners Court with the hope of the position beginning in mid-March of 2021.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
My performance targets will be 1.) client satisfaction, 2.) our attorney satisfaction, and 3.) Harris County community participation. While our office is still in its infancy as a new department and is in the process of creating performance metrics, we hope to show the effectiveness of this position by comparing the cost of a case, the "use frequency" of its services by attorneys requesting it (through a request template that our office will create) and the case results of attorneys who utilize that service. Our goal will be to show that having this position as direct service within our office will be a cost effective, heavily utilized by attorneys, and has positive impact on case outcomes.

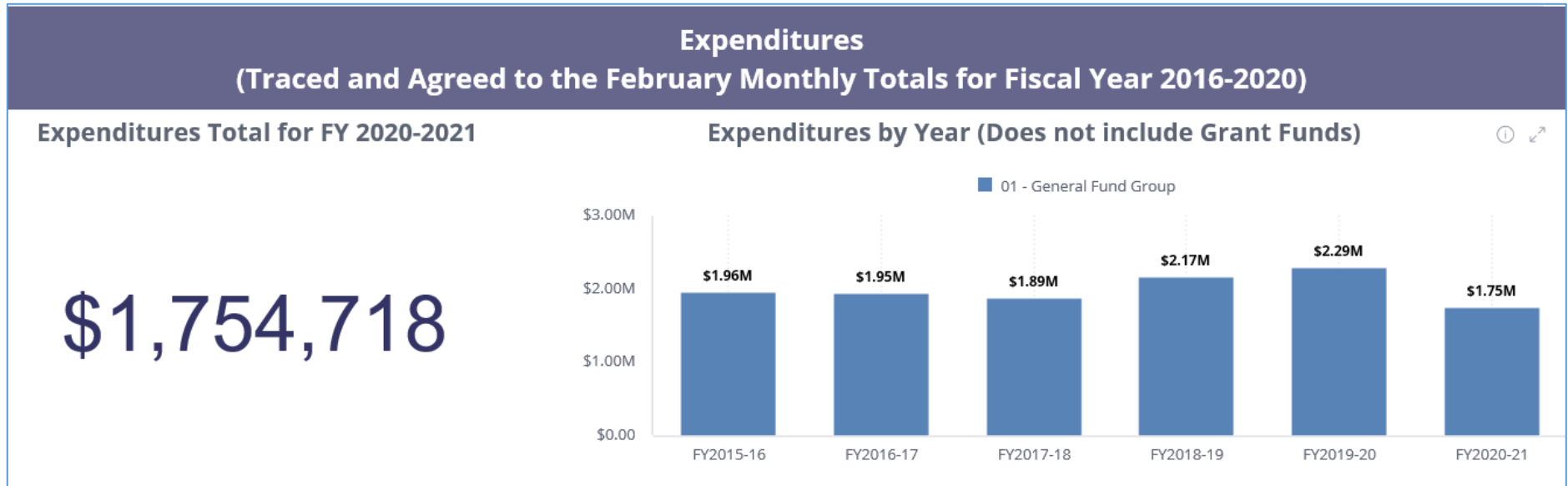
Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Client Satisfaction	Positive Case Outcomes	Client-Centered Advocacy & Care For The Community which are two of our three core values as established within our office	10% Dismissal Rate	Given that our department will not be fully operational until at least mid-way into our first year, we want to consider a goal that is realistically attainable
Attorney Satisfaction	Frequency of Use	Client-Centered Advocacy & Care For The Community	10% of court appointed attorneys utilize service	Given that our department will not be fully operational until at least mid-way into our first year, we want to consider a goal that is realistically attainable
Community Participation	Number of non-staff involvement	Client-Centered Advocacy & Care For The Community	100 persons involved in utilization of this holistic service	Given that our department will not be fully operational until at least mid-way into our first year, we want to consider a goal that is realistically attainable

311 – Justice of the Peace 1.1

Judge Eric William Carter

311 – Justice of the Peace 1.1

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$2.36M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
311	Harris County Justice of the Peace 1-1

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while ensuring fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. As the part of the Texas justice system to which the majority of citizens have access, the Justice Court strives to enhance public trust and confidence in the justice system and serve the people of Harris County by dispensing efficient, informative, and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

A Harris County Justice Court system that is:

- Fair, impartial, timely, and accessible to the community and those who come before the court;
- Efficient in its adherence to established principles of time standards and caseload management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

3. Department Overview

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the "people's courts." The Justice Court has jurisdiction over a wide variety of issues, including civil matters (small claims and debt claims cases) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020); eviction and other landlord/tenant matters; criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and various administrative type proceedings (including but not limited to dangerous dog determinations, tow hearings to determine probable cause, and petitions for occupational drivers' licenses). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds. In Harris County, the Justices of the Peace are also appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Civil – handles the filing, docketing, and collection of funds for eviction cases and other landlord/tenant or property issues, small claims and debt claims cases, occupational drivers’ licenses, and bond forfeitures. Also responsible for intake of calls and correspondence from the public in regards to civil matters.

Criminal/Traffic – handles the filing, docketing, and collection of funds from Class C misdemeanors, including traffic citations and other criminal violations, truancy matters, peace bonds, and magistrate hearings. Also responsible for intake of calls and correspondence from the public in regards to criminal/traffic matters.

Administrative/Financial – handles payroll, office purchasing, bill payment, implementation of court policies, supervision/training of staff, preparing daily deposits, and making all required postings to comply with the auditor’s office requirements. Also responsible for overseeing all other departments and daily court operations.

Collections/Warrants – handles the ongoing collections of outstanding fines and fees through outside collection agencies, and the issuing and processing of court warrants (including arrest warrants and capias pro fines). Also responsible for intake of calls and correspondence from the public in regards to collections and/or warrants.

Community Outreach – a liaison officer who, in addition to their office clerical duties, meets with people, organizations, and agencies in the community for the court to understand their needs and better serve them. The liaison also helps implement outreach programs, such as Teen Court and monthly meetings with senior citizen’s groups to address their needs and concerns.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.
- To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.
- To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.
- To expand the justice courts' website to provide additional services available online and simultaneously encourage the public and attorneys to utilize the available online platforms.
- To increase our internal use of technology to improve efficiency through the use of document queues and signature pads.
- To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).
- To resume court dockets and services to pre-pandemic levels so as to reduce the growing backlog of cases, the time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution of the matter.
- To utilize and be proficient in technologies such as Zoom to be able to continue to conduct court dockets and jury trials in a safe, efficient manner during the COVID-19 pandemic and beyond.
- To bring our court and the community closer, implementing programs to address youthful offenders and eviction issues, and utilizing our Community Liaison to determine and respond to the needs of our diverse precinct and community.
- To reduce waiting and response time experienced by court users.
- To increase options for dispute resolution to include online and greater access to mediation in civil cases.
- To treat all court users with courtesy, respect, and neutrality.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

- We value our clerks and continually encourage our staff to advance their skills, attend continuing education classes, and seek certification as a court clerk or a licensed interpreter. In addition, we would like to encourage our clerks to stay knowledgeable in online communication programs like Zoom for use in court and in office communication.
- The Office of Court Management recently hired a full-stack software engineer who is in the process of overhauling the justice courts' website to conform with contemporary functionality and usability standards as well as enhance accessibility. Information and forms provided on the website are being consolidated and restructured so as to be more user-friendly, cohesive, and intuitive.
- The court provides the following options for criminal defendants on our website: enter a plea of no contest and pay a citation in full or through partial payments, request and pay fees on a driving safety course for traffic offenses, and pay fees on a deferred disposition. We provide images of court records in cases that are otherwise not confidential, providing interested persons immediate access to filings. We accept electronic filings through the efiletexas.gov platform. Going forward, we will continue to build on these options to reduce the need for in-person court appearances or multiple court appearances as possible.
- We utilize Zoom and telephonic hearings to continue holding dockets that cannot be held in person during this pandemic. Going forward, we will be implementing online dispute resolution as a service in small claims and debt claims cases, and continue to utilize the Zoom platform in jury trials.
- We have a Community Liaison who will continue to visit with local organizations and agencies to better understand the needs of our diverse community, and how to better serve our community.

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve these cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearances for all parties who need use of the Court;
- Cross training of clerks to continue to insure ample coverage for all departments, especially during the COVID-19 pandemic;
- Implementation of electronic signature queues within our case management system to reduce both clerk and judge time and printing and scanning of unnecessary paper;
- Digitization of aged case files to reduce the need for physical paper and storage and to increase accessibility to the public;
- The addition of a community liaison to directly address the needs of our diverse community and implement and oversee programs like Teen Court to service our community.

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- Renovating and improving the Civil department offices, making it a more efficient, professional environment.
- Continued monitoring of any changes from the Texas Supreme Court, the Office of Court Administration, and the Center for Disease Control on COVID-19 and applying those changes to our court operations.
- Continued cross-training our staff, and to have clerk evaluations to encourage opportunities for advancement, and to retain quality employees. These evaluations would reward employees who demonstrate a good work ethic, improved performance, and dedication in serving the public.
- Continued scanning of our court files in storage, to eventually have as many cases as possible digitally available to staff and the public through Odyssey Web Portal.
- Implementing smartboards in the courtroom and lobby, which would continue to modernize the court and provide easier access for the public to gain important court information and scheduling.
- Requiring our management team and staff to attend diversity training to ensure our court policies, procedures, hiring, and career advancement practices are inclusive and a reflection of our diverse community, while also preventing discrimination and bias.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload

and help to determine the number of court staff needed to provide effective case processing and case management.” *(Completed November 2018)*

- PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. *(Currently ongoing)*
- Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. *(Currently ongoing)*
- Harris County Auditor’s Office Information Systems Audit relative to the Odyssey application. *(Currently ongoing)*
- Harris County Auditor’s Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. *(Monthly)*

5. Who are the department’s key stakeholders in Harris County government? Provide a bulleted list.

- Harris County Office of Court Management
- Harris County Universal Services
- Harris County Constable Precinct 1
- Harris County Constable Precinct 2
- Harris County Constable Precinct 3
- Harris County Constable Precinct 4
- Harris County Constable Precinct 5
- Harris County Constable Precinct 6
- Harris County Constable Precinct 7
- Harris County Constable Precinct 8
- Harris County Dispute Resolution Center
- Harris County Protective Services
- Harris County Sheriff Department
- Harris County Attorney
- Harris County District Attorney
- Harris County Engineer
- Harris County Fire Marshal
- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department
- Harris County Treasurer

6. Who are the department’s key external stakeholders? Provide a bulleted list.

- Defendants/Litigants/Petitioners
- Jurors

- Legal Community – including Lone Star Legal Aid, Houston Volunteer Lawyers Association, and area law schools
- School Districts
- Private Process Servers
- Master Word (interpreter services)
- Witnesses
- Texas Department of Public Safety
- Texas Justice Court Training Center
- Texas Office of Court Administration

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

As the courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in outcomes in criminal cases for individuals with less income.

2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

- 3.** *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

- 4.** *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

FORM 1. Divisions

Instructions

- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ Amount):* Enter \$ amount from adopted budget for the **division**
- *FY 2020-21 Adjusted Budget (\$ Amount):* Enter \$ amount from adjusted budget for the **division**, inclusive of any enhancements received during fiscal year FY 2020-21
- *Actual Headcount:* Enter most recent data for full-time equivalents (FTE) for the division

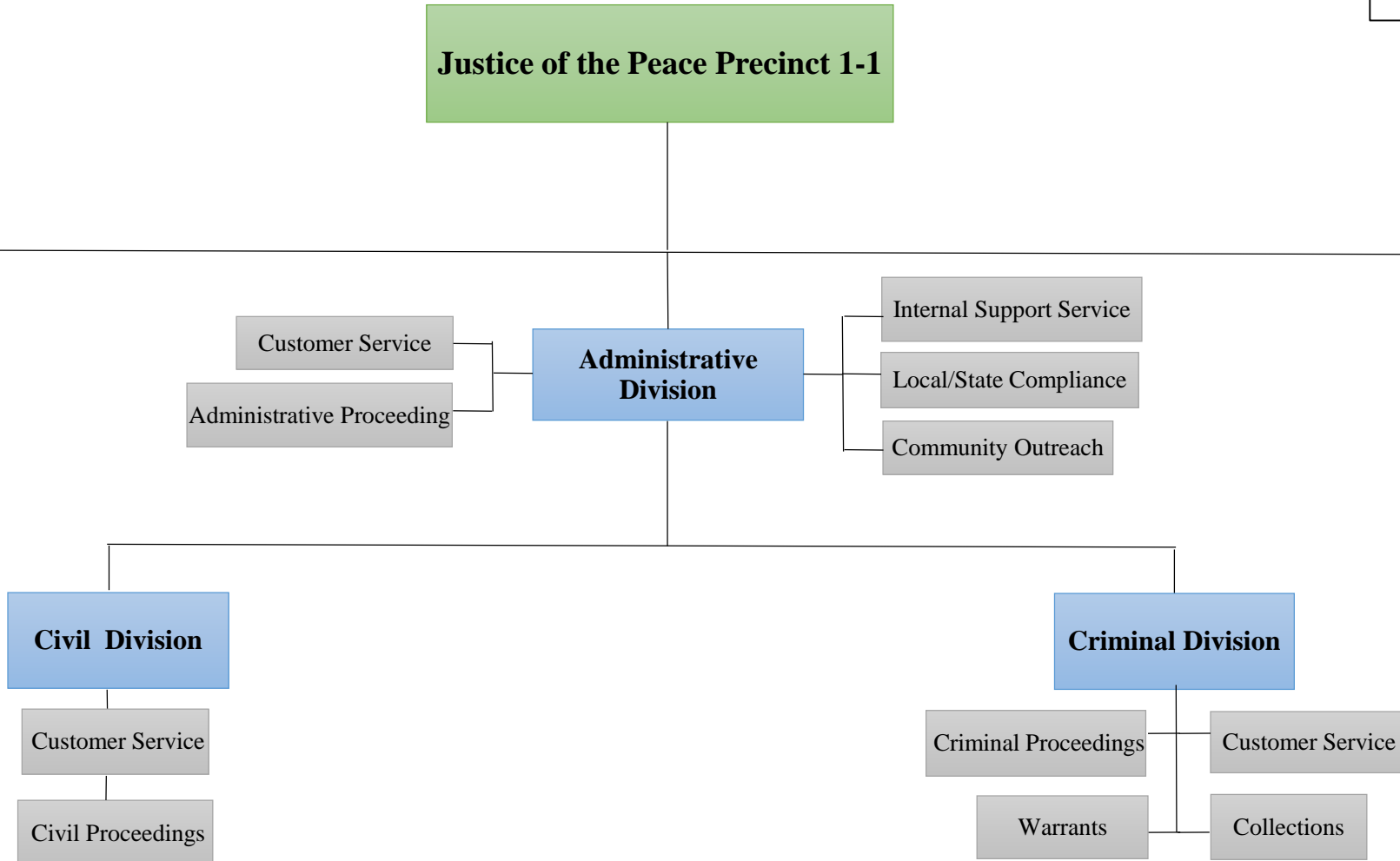
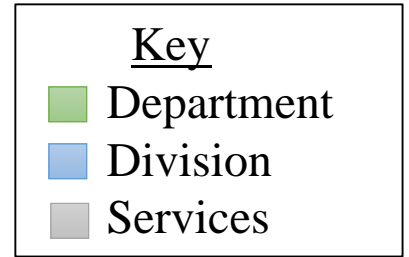
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Judge Eric William Carter

Justice of the Peace Pct.1, PL 1

ORGANIZATION CHART- DEPT 311



FORM 3. Goals and Objectives

Instructions

- *Department Goal:* Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."
- *Strategic Objective:* For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals. For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.
- *Lead Division:* List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.
- *Other Divisions Involved:* List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.
- *Other County Departments Involved:* List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.
- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	To continually improve the administration and efficiency of the court.	SO1	To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives. Encourage staff to advance their skills, attend continuing education classes, and see certification as a court clerk or license interpreter.	Administrative	Criminal, Civil	Harris County HR, Budget Management	Individually looking for employment opportunities. All who use our court services.
		SO2	To increase our internal use of technology to improve efficiency through the use of document queues and signature pads.	Administrative	Criminal, Civil	Budget Management, Office of Court Management, Universal Service	All who use our court services and facility.
		SO3	To improve and expand the courts' website to educate and encourage the public and attorneys to utilize available online platforms for ease and efficiency.	Administrative	Criminal, Civil	Harris county Office of Court Management	All who use our court services and facility.
		SO4	To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with record retention policies).	Administrative	Criminal, Civil	Office of Court Management	All who use our court services and facility.
G2	To continually advance the public's perception of and confidence in the Justice Court.	SO5	To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.	Administrative	Criminal, Civil	Office of Court Management	All who use our court services and facility.
		SO6	To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.	Administrative	Criminal, Civil	Office of Court Management, Constable Pct. 1, FPM	All who use our court services and facility.
		SO7	To reduce waiting and response time experienced by court users.	Administrative	Criminal, Civil	Office of Court Management	All who use our court services and facility.
		SO8	To bring our court and the community closer, implementing programs to address youthful offenders and eviction issues, and utilizing our Community Liaison to determine and respond to the needs of our diverse precinct and community.	Administrative	Criminal, Civil	Office of Court Management	All who use our court services and facility especially those with lower economic resource and income.
G3	To safeguard equal access to and procedural fairness in the administration of justice	SO9	To utilize and be proficient in advanced technologies such as Zoom to continue to conduct court dockets and jury trials in a safe, efficient manner.	Administrative	Criminal, Civil	Budget Management, Office of Court Management, Universal Service	All who use our court services and facility.
		SO10	To resume court dockets and services to pre-pandemic levels so as to reduce the growing backlog of cases, the time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution of the matter.	Administrative	Criminal, Civil	Office of Court Management	All who use our court services and facility
		SO11	To increase options for dispute resolution to include online and greater access to mediation in civil cases.	Administrative	Criminal, Civil	Dispute Resolution Center. Office of Court Management	All who use our court services and facility
		SO12	To treat all court users with courtesy, respect, and neutrality	Administrative	Criminal, Civil	Office of Court Management	All who use our court services and facility

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:
"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions
Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:

Customer Service

Divisions (list all):

Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$56,400	0.6

1) Describe the Service and how it supports department goals.

This Service addresses customer complaints, general questions, schedules appointments, answers office mails, answers office phone calls, and answers office emails. It also processes jurors who arrive for jury duty, checking them in and securing their payment/service, and order jurors for scheduled jury trial dockets. This service provides answering of phone calls and e-mails regarding jury service. This service strives to minimize time required to process court business, and to treat all court users with courtesy, respect, and neutrality.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Our customers are all who use our court service, those who appear for jury duty, and all who have questions about court operations and procedures. They have high expectations of our Department to provide accurate and timely information. We receive customer feedback directly from the people we serve.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Government Code § 27.004, Government Code § 27.056, Texas Constitution Art V, Sec 19, Government Code §27.031

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Administrative Proceedings
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$34,680	0.36

1) Describe the Service and how it supports department goals.
Administrative Proceedings include the Mental Health Docket. A Service where the Judge visits with parties to determine if they should be committed to a mental health facility for their safety and protection. It also includes the Truancy Docket. The Truancy docket provides support for community children who are having difficulties attending school. The child and parents visit with the school agencies, the Assistant District Attorney, as well as TRIAD, and the Judge if necessary to address the problems of the child in school attendance and how to get the child back in school and to maintain their attendance. While there is no criminal punishment involved, there are various incentives offered, with the goal of helping the child stay in compliance with school attendance, keeping the child's family more involved with the child's education. Besides school cases, Truancy offers services to help families deal with emotional and financial issues which are kept 100% confidential.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers for Mental Health hearings are the community. At times, relatives or family members need to involuntarily commit a person who could be a danger to themselves or others. The Judge visits them and makes that determination for their safety. As this is a very sensitive and urgent matter, expectations are high. Often our feedback is through the families who need this assistance. The customers for Truancy are the children and families involved, and their expectations are to hopefully see the child progress in their education and to keep them in school. We receive feedback from the families and children, as well as the school agencies involved.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Health and Safety Code Chs 573 and 574, Government Code §27.004, Government Code §27.056, Family Code Ch 65, Education Code §25.0951, Code of Criminal Procedure Ch 45

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Internal Support Service
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$266,584	2.48

1) Describe the Service and how it supports department goals.
<p>This service ensures that the Department has the proper funds to continue funding its goals and services, including bi-weekly benefits and payments for staff, the purchase of office supplies, computer upgrades and modernization, building maintenance, repairs, and remodeling to be in compliance and to continue to be a more efficient workplace. The Human Resources Department hires staff, making sure that our department follows all federal, state, and local guidelines and remains an equal opportunity, non-discriminatory, inclusive employer. This service ensures all employees are paid on time with any error timely corrected. All bills, invoices, etc. are verified and paid in a timely manner. This service ensures our court stays within our assigned budget for the whole year. Internal Support Services submits renovation and CIP improvement projects to FPM and ensures we have the funds to cover and pay contractors in a timely manner. This service assist employees with any benefit, open enrollment, and HR questions. Increase internal use of technology through the use of document queues and signature pads. Encourage staff to advance their skills by attending continuing education classes, and seek certification as a court clerk or as a licensed interpreter. This service interacts with Harris County HR to ensure all unemployment claims, grievances, etc. are responded to and addressed in a timely manner, and ensure the department stays current with employment law. It interacts with the IT help desk to resolve any IT issues that management cannot resolve in house, and helps train and resolve IT issues that arise for staff. This service audits and checks our staff's work production to ensure compliance and accuracy. Internal Support appraises, promotes, and reprimands staff accordingly. This service also provide staff and the public with a safe and healthy work environment. This supports department goals by making our office more technologically and legally proficient, increasing efficiency.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The customers for this service are our staff, and by extension, the outside community. We want to keep our budget, payroll, purchasing, and hiring practices in compliance with all local, state, and federal rules and regulations. Through these various aspects of our service, we get feedback from our staff, the vendors we do business with, other agencies in Harris County, and the community at large. Our customers and Harris County's expectations are high, and we have the highest standards in ensuring that our fund intake and bookkeeping are accurate. We receive feedback from the Auditor's Office, our vendors, and our customers for any inaccuracies or discrepancies.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>Texas Constitution Art V, Sec 19, Government Code §27.031, Government Code § 71.035, Government Code Ch 51, Local Government Code Ch 133, Code of Criminal Procedure Ch 102, Local Government Code §112.052, Code of Criminal Procedure Arts 103.003, 103.005, 103.009, 103.010, Government Code § 21.001, Government Code §27.056, Transportation Code §543.201 et seq</p>

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Local/State Compliance
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$90,770	1.1

1) Describe the Service and how it supports department goals.
This service ensures daily fund intake are in balance and deposited in a timely manner, making sure all required reports are submitted and posted timely as required by the Auditor's Office and the Office of Court Administration. This service helps keep our department in compliance with all the Auditor's Office and Office of Court Administration requirements. This service ensures dockets and case load are processed efficiently and in a timely manner, following all rules of criminal and civil procedure. It also examines aged cases for disposition, digitization, and/or preparation for destruction in accordance with record retention policies.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are the general public, who expect us to follow all the State Rules of Court Procedure, including intake of funds, and implementation of all laws and procedures. The expectations are high as we rely on those laws, rules, and procedures to operate. We collect feedback directly from the customers as well as through other government agencies such as the Harris County Auditor's Office and the Office of Court Administration.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code §27.056, Government Code §71.035, Government Code §27.004, Code of Criminal Procedure Ch 102; Government Code Ch 51; Local Government Code Ch 133, Local Government Code §112.052, Code of Criminal Procedure Arts 103.003, 103.005, 103.009, 103.010

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Community Outreach
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$24,848	0.27

1) Describe the Service and how it supports department goals.
Administrative Community Outreach consists of a court liaison that goes to locations outside the court into our community, assessing their current needs and concerns, and reports back to the Judge to make the Judge aware of those needs and concerns, and the Judge best decides how to address them. One of our goals is to more directly address and understand our community’s needs and this Service provides the Court invaluable information on how to achieve that. Our court offers Teen Court session twice a year for kids and their families to participate, which provides the kids an opportunity to understand and participate in the justice system and to peak their interest to the possibility of pursuing a career in the legal profession. The Community Outreach also hosts Monthly Senior Citizen breakfasts or luncheons. The managerial staff also occasionally participates in community events, representing the court. Our community outreach also make use of modern technology to communicate and inform the public of additional services available online and simultaneously encourage the public and the attorneys to utilize the available online platforms thus reducing the need for in-person court appearances. The service improves communication with the public, reduces confusion during times of disaster, and encourages continued contact between litigants and the court.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are our community at large. How the community views our Department directly reflects on the community's opinion on the justice system as a whole and our Department takes that responsibility very seriously. We collect customer feedback through our Community Outreach liaison.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code §27.056, Family Code Ch 65, Education Code §25.0951, Government Code §27.004, Code of Criminal Procedure Ch 45; Alcoholic Beverage Ch 106

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Collections
Divisions (list all): Criminal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$82,459	1.06

1) Describe the Service and how it supports department goals.
The Collections service sends our open cases to outside vendors to attempt to collect on outstanding criminal judgments in order to finalize these cases, and to monitor collection of all fees and fines. This service includes adjustment of funds, contacting the defendant by mail or phone, preparing paperwork for referring cases to collection agencies, and setting cases for hearings if necessary.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are the collection vendors that are able to collect on these outstanding fines and resolve these cases, as well as the public to ensure that justice is served and that the County collects these funds that are owed.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code §27.056, Code of Criminal Procedure Art 4.11, Code of Criminal Procedure Ch 102, Government Code Ch 51, Local Government Code Ch 133, Code of Criminal Procedure Art 103.0031

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Criminal Proceedings
Divisions (list all):	Criminal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$583,628	8.09

1) Describe the Service and how it supports department goals.
This service provides for the hearing of various criminal matters, including traffic ticket and Class C misdemeanors, taking pleas, processing defendants for payment, deferred dispositions, defensive driving, or preparing each case for a judge or jury trial if the defendant pleads not guilty. Clerks process and prepare each case for docket. The District Attorney's office sends a prosecutor to work the case, notices are generated and the cases scheduled, and in the case of a jury trial, jurors are summoned. The case proceeds to trial, following rules of evidence and procedure, and the judge or jury renders a decision. If the decision is not in favor of the defendant, the defendant can also begin appeal procedures, which the clerks process. Clerks also digitize all cases in the court's possession. One of the main goals of our Department is to handle and process cases accurately and efficiently, which this Service provides. This service also provides for the direct entry and processing of incoming tickets from the various law agencies that file with our Department, and the processing of payments to the Department from the public, including payments for fines, defensive driving, dismissals, and other probationary programs. It also includes the data entry and scanning of older tickets and the scanning of the required forms, including defensive driving documentation. This service also provides for the filing and hearing of Peace Bonds, which a party files to prevent a harasser from approaching them, punishable by fine. Clerks check the validity of insurance for defensive driving or ticket dismissal. This service also provides for online filing and payment of Criminal cases, including traffic tickets, defensive driving programs, and the filing of documents. This supports department goals by increasing our efficiency and technology for ease of use by the community.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are the defendants and Attorneys who represent them. They expect justice and to see their cases processed efficiently and accurately. We collect feedback directly from the defendants and Attorneys, and also through telephone calls, letter correspondence, emails, and in person. As the public's reflection of the justice system can be seen through how our Department processes their cases, expectations are high.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code §27.031, Code of Criminal Procedure Art 4.11 and 4.12, Government Code §27.056, Government Code §27.004, Code of Criminal Procedure Ch 55 and Art 45.0216, Health and Safety Code §161.255, Alcoholic Beverage Code §106.12, Government Code §411.0735 et seq, Code of Criminal Procedure Ch 45, Government Code Ch 62, Transportation Code Ch 543 and other provisions throughout the TC(procedures), Code of Criminal Procedure Ch 102, Government Code Ch 51, Local Government Code Ch 133, Code of Criminal Procedure Ch 45, Alcoholic Beverage Code Ch 106, Health and Safety Code Ch 161, Code of Criminal Procedure Ch 7

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Warrants
Divisions (list all): Criminal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$38,547	0.49

1) Describe the Service and how it supports department goals.
This service is the process of compelling a party to appear or to pay for their class C criminal offense, with checks and balances before issuing the warrant to make sure the correct party is served. If the defendant does not respond to a ticket or summons, or does not pay, the case is then processed to issue warrants against the defendant for appearance or for restitution of the outstanding fine. This supports department goals by swiftly resolving open cases and collecting on fund that are owe to the County.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are the state, Harris County, and the public to ensure that justice is served. We collect feedback through our state agencies, and the general public.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code §27.056, Code of Criminal Procedure Art 4.11, Government Code §27.004, Code of Criminal Procedure Ch 102, Government Code Ch 51, Local Government Code Ch 133, Code of Criminal Procedure Ch 15; Arts 45.014, 45.045, 23.04

FORM 4a. Department Services - DETAIL (#9)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Customer Service
Divisions (list all):	Criminal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$416,804	6.53

1) Describe the Service and how it supports department goals.
Criminal Customer Service includes window clerks taking in defensive driving certificates, documents, and payments directly from the public at the courthouse. They process payments, process the defensive driving paperwork, the deferred adjudication paperwork, receive correspondence, schedule parties for court, check validity of insurance, and give court and docket information to defendants. The answering of phone calls, emails, letters, and personal appearances to solve problems and answer questions from our customers and the public. This supports department goals by increasing our efficiency and productivity to better meet and serve the needs of our customers and the public, and by processing payments and filings accurately and efficiently. This service's goal is to minimize time required to process court business. It also promotes uniformity of procedures to ensure equal treatment of everyone who use our court service. We treat all court users with courtesy, respect, and neutrality. Our use of technology reduces the need for in-person court appearances or multiple court appearances. This service allows the court to increase utilization and proficiency in advanced technologies to be able to conduct court dockets and jury trials in a safe, efficient manner.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are the public and all who use our service. They expect to be treated fairly and efficiently. The community expects accurate information that is clearly presented and easy to understand, and also direct answers to queries that the Service can provide. We collect customer feedback directly from the customer, verbally, through email, letter correspondence, or phone call.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Code of Criminal Procedure Chapter 45, , Government Code §27.004, Code of Criminal Procedure Art 4.11 and 4.12, Government Code §27.056, Transportation Code Ch 543, Government Code Ch 62, Code of Criminal Procedure Ch 102, Government Code Ch 51, Local Government Code Ch 133, Local Government Code §112.052, Code of Criminal Procedure Arts 103.003, 103.005, 103.009, 103.010

FORM 4a. Department Services - DETAIL (#10)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Customer Service
Divisions (list all): Civil

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$309,504	4.31

1) Describe the Service and how it supports department goals.
Window clerks take in eviction filings, small claims filings, debt claims filings, occupational license filings, documents, and payments directly from the public at the courthouse. They process payments, process the case service paperwork, the filings by mail, receive correspondence, schedule cases for court, and give court and docket information to defendants. Clerks answer phone calls, emails, letters, and personal appearances to solve civil problems and answer civil questions from our customers and the public. Clerks also work with E-filing, which provides to customers online filing and payment of Civil cases, including evictions, debt claims, small claims, and the filing of documents. This supports department goals by increasing our efficiency and productivity to better meet and serve the needs of our customers and the public.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are the community at large who have need of our services but are unsure on how to proceed, such as make a payment, file an eviction or small claim, or present information to have their case dismissed. The community expects accurate information that is clearly presented and easy to understand, and also direct answers to queries that the Service can provide. They also expect for the court to provide options to make use of modern technology that allows customers to take care of their business without actually having to appear at the courthouse, which saves money and time. We collect customer feedback through emails, phone calls, mails, and the e-file system if there are issues with the filing.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Rules of Civil Procedure 500-510, Government Code §27.056, Government Code §27.031-27.034, Government Code §27.004

FORM 4a. Department Services - DETAIL (#11)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Civil Proceedings
Divisions (list all):	Civil

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$343,594	3.71

1) Describe the Service and how it supports department goals.
This Service provides for defendants to have a judge or jury trial if the defendant feels that they should prevail in their civil case, such as an eviction, small claim, debt claim, repair/remedy, or other civil matter. The Judge takes testimony in the case, the parties represent themselves or through an attorney, notices are generated and the cases scheduled, and in the case of a jury trial, jurors are summoned. The case proceeds to hearing or trial, following rules of evidence and procedure, and the judge or jury renders a decision. This service also relies on the use of alternative dispute resolution, assisting the parties, if possible, to come to a mutually beneficial solution. If the court decision is not in favor of a party, that party can also begin appeal procedures, which the clerks process. This service also provides for the hearing of Evictions for plaintiffs who wish to file for possession of their property if their tenant has not paid rent, breached the lease, or the plaintiff needs the property returned. This service also assists tenants who wish to appeal their case if their case is not decided in their favor, through the filing of appeals. Plaintiffs can also file a request for removal and return of the property through a writ of possession. These cases are docketed for the Judge to hear in court and make the decision on whether or not the plaintiff is entitled to return of the property. This service also provides for the hearing of dismissal dockets, bond forfeiture dockets, motion hearings, default hearings, writ of re-entry hearings, occupational license hearings, and other civil process hearings in court before the Judge, for the Judge to rule upon at the request of the parties. Clerks also digitize all cases in the court's possession. This service supports department goals by moving cases forward timely and efficiently.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are the parties who expect fairness and justice and to see their cases processed efficiently and without unnecessary delay. The parties expect a resolution to their case, or if the parties can mutually come to a reasonable solution, which this service provides. We collect feedback directly from the parties and the public.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Rules of Civil Procedure 500-510, Government Code Ch 62, Civil Practice and Remedies Code Ch 31, Civil Practice and Remedies Code Ch 152, Government Code §27.056, Government Code §27.004

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department currently uses to measure and monitor

performance and any planned new performance metrics for the coming year. Please list all performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

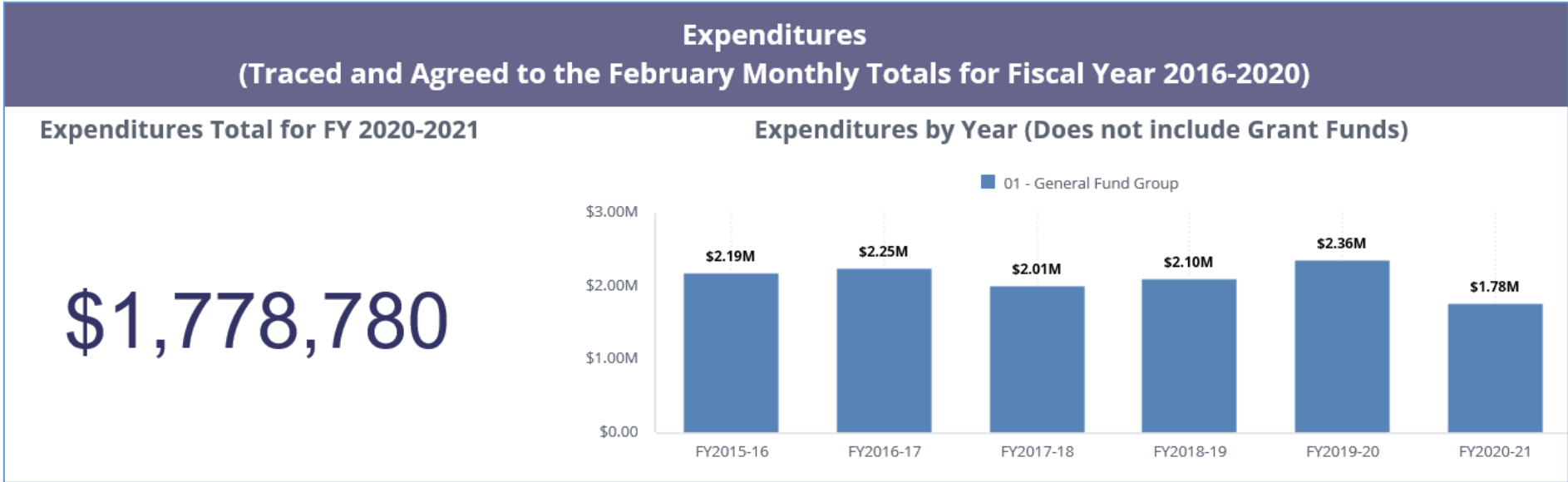
Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Administrative Customer Service	Number of customers helped in person, by phone, online, and by email. Number of complaints resolved. Number of jurors checked in and processed for payment or donation.	New	Manual	S02, S03, S05, S06, S07, S09, S012	N/A	N/A	Continue to improve with increased utilization of email and online resources through our court's website
Administrative Proceedings	Number of mental health and truancy appearance dockets and hearings conducted in person and remotely. Number of truancy cases resolved. Number of family and children refer to TRIAD for assistance.	Currently in use	Probate Court, Osysey Case Management, TRIAD	S02, S03, S06, S07, S08, S09, S010, S011	N/A	N/A	End of the year projection
Internal Support Service	Number of applicants interviewed. Number of employee with certification. Number of hours spent training employee. Number of service request submitted to IT help desk. Number of invoices and PO created and paid. Number of time sheets entered and processed. Number of HR related issues handled. Provide staff and the public with a safe and healthy work environment.	Currently in use	STARS	S01, S02, S03, S05, S06, S09, S012	3 Certified Court Interpreter, 7 Master Certified Clerk by TJCTC, and 10 Certified Clerk by TJCTC	To have 4 Certified Court Interpreter, 8 Master Certified Clerk by TJCTC, and 12 Certified Clerk by TJCTC	Provide Harris County payroll and HR departments with accurate data and meet maintenance deadlines. Number of clerks who are eligible to attend classes and take the certification test. Safe and healthy work environment for all.
Local/State Compliance	Amount of revenue collected through court process. Number of reports filed with OCA. Number of successful audit reports with zero reportable issue.	Currently in use	Odyssey Case Management	S03, S010	1,422,567.04	2,000,000	Stay in compliance with all requirements from the Harris County Auditor's Office and OCA.
Community Outreach	Number of feedbacks from school agencies and people in the community. Number of participants in our teen court sessions. Number of participants in our monthly senior citizen luncheon and breakfast meeting.	New	Manual Reporting	S05, S06, S08, S012	N/A	N/A	Continue to improve and to be able to respond in a timely manner to the needs of the people who use our services.
Collections	Number of cases in collections. Number of cases with outstanding fees successfully collected and dispo.	Currently in use	Odyssey Case Management	S02, S03, S04, S010	2,288	3,000	Focused on alternative resolutions and disposition of aged cases.
Criminal Proceeding	Number of new cases filed in-person and remotely. Number of apperance dockets, hearings, and trials conducted in person and remotely.	Currently in use	Odyssey Case Management, Texas E-File.gov	S02, S03,S04, S05, S06, S07, S09, S010, S012	11,716	18,000	We have seen an increase in the amount of remote services being utilized from new technology being implemented. In addition to satisfied filers, petitioners, agencies that continue to file new cases with our court
Warrants	Number of warrants issued.	Currently in use	Odyssey Case Management	S02, S03, S04, S010	1,590	N/A	Focused on alternative resolutions and disposition of aged cases
Criminal Customer Service	Number of customers helped in person, by phone, online, and by email.	Currently in use	Manual Reporting	S02, S03, S05, S06, S07, S08, S012	N/A	N/A	Continue to improve with increased utilization of email and online resources through our court's website
Civil Customer Service	Number of customers helped in person, by phone, online, and by email.	New	Manual Reporting	S02, S03, S05, S06, S07, S08, S011, S012	N/A	N/A	Continue to improve with increased utilization of email and online resources through our court's website
Civil Proceeding	Number of new cases filed in-person and remotely. Number of dockets, hearings, and trials conducted in person and remotely.	Currently in use	Odyssey Case Management, Texas E-File.gov	S02, S03, S04, S05, S06, S07, S08, S09, S010, S011, S012	5760	8,000	We have seen an increase in the amount of remote services being utilized from new technology being implemented. In addition to satisfied filers, petitioners, agencies that continue to file new cases with our court

312 – Justice of the Peace 1.2

Judge David Patronella

312 – Justice of the Peace 1.2

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$2.50M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
312	JUSTICE OF THE PEACE, 1-2

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while ensuring fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. As the part of the Texas justice system to which the majority of citizens have access, the Justice Court strives to enhance public trust and confidence in the justice system and serve the people of Harris County by dispensing efficient, informative, and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

A Harris County Justice Court system that is:

- Fair, impartial, timely, and accessible to the community and those who come before the court;
- Efficient in its adherence to established principles of time standards and caseload management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

3. Department Overview

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the "people's courts."

The Justice Court has jurisdiction over a wide variety of issues, including:

- civil matters (small claims and debt claims cases and enforcement of judgments) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020);*
- eviction and other landlord/tenant matters (including repair and remedy cases, writs of re-entry, restoration of utilities, and property retrieval);*
- suits to enforce certain deed restrictions;*
- criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and*
- various administrative type proceedings (including but not limited to dangerous dog determinations, disposition of cruelly-treated animals after seizure, tow hearings to determine probable cause, driver's license suspension hearings, handgun license denial hearings, and petitions for occupational drivers' licenses).*

The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters.

Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds.

In Harris County, the Justices of the Peace are appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

- Our administrative division manages internal human resource tasks and oversees all court functions;
- Our civil division handles duties associated with processing evictions matters, debt and small claim matters, animal seizure cases, petitions for occupational drivers' license, and bond forfeitures;
- Our criminal division handles duties associated with processing traffic & non-traffic related Class "C" misdemeanors punishable by fine only, including issuance of bad check cases.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- To continually improve the administration and efficiency of the justice court.
- To continually advance the public's perception of and confidence in the justice court.
- To safeguard equal access to and procedural fairness in the administration of justice.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

- We value our clerks and continually encourage our staff to advance their skills, attend continuing education classes, and seek certification as a court clerk or a licensed interpreter.
- The Office of Court Management recently hired a full-stack software engineer who is in the process of overhauling the justice courts' website to conform to contemporary functionality and usability standards as well as enhance accessibility. Information and forms provided on the website are being consolidated and restructured so as to be more user-friendly, cohesive, and intuitive.
- The court provides the following options for criminal defendants on our website: enter a plea of no contest and pay a citation in full or through partial payments, request and pay fees on a driving safety course for traffic offenses, and pay fees on a deferred disposition. We provide images of court records in cases that are otherwise not confidential, providing interested persons immediate access to filings. We accept electronic filings through the efiletexas.gov platform. Going forward, we will continue to build on these options to reduce the need for in-person court appearances or multiple court appearances as possible.
- We utilize Zoom and telephonic hearings to continue holding dockets that cannot be held in person during this pandemic. Going forward, we will be implementing online dispute resolution as a service in

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve these cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Installation of security equipment such as panic buttons, ballistic proof windows, metal detectors, and health screenings;
- Cross training of clerks;

- Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearances to litigants;
 - Procedural solutions to in-court proceedings to maintain social distancing in the courtrooms, including text messages to litigants when appearing in court and email communications with court staff and the district attorney's office;
 - Digitization of aged case files.
3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
- Certification of clerks through Texas State University and the Texas Justice Court Training Center;
 - Implementation of electronic signature queues within our case management system to reduce both clerk and judge time and printing and scanning of unnecessary paper;
 - Educate our staff on how to utilize online platforms as users/filers, so as to be able to guide and assist the public with ease and efficiency while encouraging and transitioning to electronic filing;
 - Enhance our clerk's knowledge of available technology in order to improve the efficiency of courtroom procedures related to remote hearings;
 - Resume our courts business to pre-pandemic levels and resolution of backlogged cases.
4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*
- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." (Completed November 2018)
 - PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. (Currently ongoing)
 - Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. (Currently ongoing)
 - Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. (Currently ongoing)
 - Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. (Monthly)
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- Harris County Office of Court Management
 - Harris County Universal Services
 - Harris County Constable Precinct 1
 - Harris County Constable Precinct 2
 - Harris County Constable Precinct 3
 - Harris County Constable Precinct 4
 - Harris County Constable Precinct 5
 - Harris County Constable Precinct 6
 - Harris County Constable Precinct 7
 - Harris County Constable Precinct 8

- Harris County Dispute Resolution Center
- Harris County Protective Services
- Harris County Sheriff Department
- Harris County Attorney
- Harris County District Attorney
- Harris County Engineer
- Harris County Fire Marshal
- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department
- Harris County Treasurer

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Defendants/Litigants/Petitioners
- Jurors
- Legal Community – including Lone Star Legal Aid, Houston Volunteer Lawyers Association, and area law schools
- School Districts
- Private Process Servers
- Master Word (interpreter services)
- Witnesses
- Texas Department of Public Safety
- Texas Justice Court Training Center
- Texas Office of Court Administration

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

As the courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in outcomes in criminal cases for individuals with less income.

2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

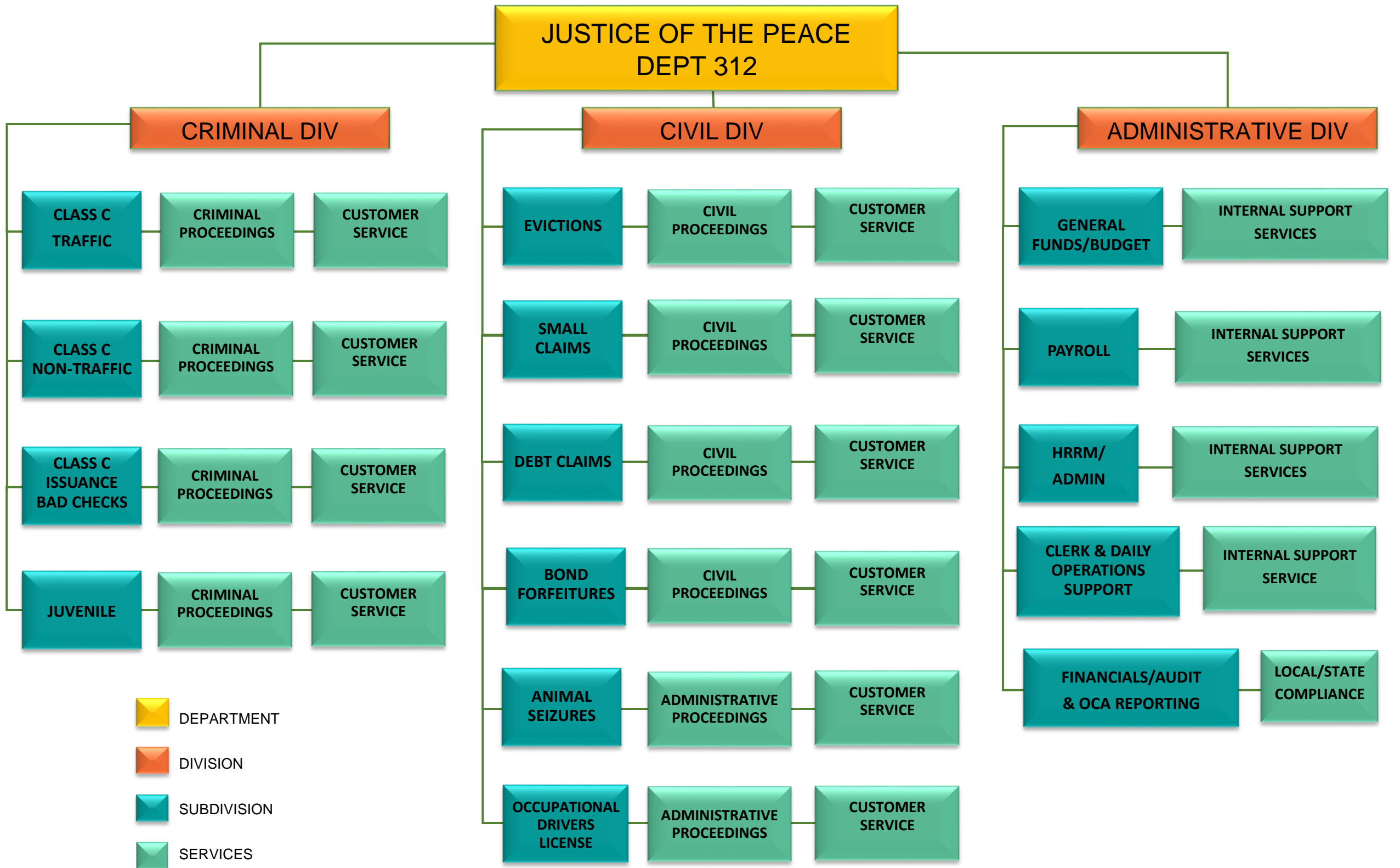
We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge has attended training with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

FORM 1. Divisions

Instructions

- *Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head*
- *Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail*
- *FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the **division***
- *FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the **division**, inclusive of any enhancements received during fiscal year FY 2020-21*
- *Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division*

[illegible]



FORM 3. Goals and Objectives

Instructions

- *Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."*
- *Strategic Objective: For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals. For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.*
- *Lead Division: List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.*
- *Other Divisions Involved: List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.*
- *Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.*
- *Other External Stakeholders Involved: List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.*

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	To continually improve the administration and efficiency of the justice court.	SO1	To attract, train, and retain qualified court clerks and staff through opportunities for professional/educational advancement and financial incentives.	Administration	Criminal, Civil and Customer Service	N/A	Petitioners, Defendants, Constituents and Litigants
G1	To continually improve the administration and efficiency of the justice court.	SO2	To increase our internal use of technology through the use of document queues and signature pads.	Administration	Criminal, Civil and Customer Service	HC Office of Court Management	Petitioners, Defendants, Constituents and Litigants
G1	To continually improve the administration and efficiency of the justice court.	SO3	To Expand the justice courts' website to provide additional services available online and simultaneously encourage the public and attorneys to utilize the available online platforms.	Administration	Criminal, Civil and Customer Service	HC Office of Court Management	Petitioners, Defendants, Constituents and Litigants
G1	To continually improve the administration and efficiency of the justice court.	SO4	To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).	Administration	Criminal, Civil and Customer Service	N/A	Petitioners, Defendants, Constituents and Litigants
G2	To continually advance the public's perception of and confidence in the justice court.	SO5	To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.	Administration	Criminal, Civil and Customer Service	HC Office of Court Management	Petitioners, Defendants, Constituents and Litigants
G2	To continually advance the public's perception of and confidence in the justice court.	SO6	To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.	Administration	Criminal, Civil and Customer Service	HC Constable Pct 1	Petitioners, Defendants, Constituents and Litigants
G2	To continually advance the public's perception of and confidence in the justice court.	SO7	To reduce waiting and response time experienced by court users.	Administration	Criminal, Civil and Customer Service	N/A	Petitioners, Defendants, Constituents and Litigants
G2	To continually advance the public's perception of and confidence in the justice court.	SO8	To bring the court and the community closer through implementation of programs to determine and address the needs of the diverse precincts and county.	Administration	Criminal, Civil and Customer Service	HC District Attorney's Office	Petitioners, Defendants, Constituents and Litigants
G3	To safeguard equal access to and procedural fairness in the administration of justice.	SO9	To utilize and be proficient in advanced technologies to be able to conduct court dockets and jury trials in a safe, efficient manner.	Administration	Criminal, Civil and Customer Service	HC Branches of Law Enforcement, District Attorney's Office	Petitioners, Defendants, Constituents and Litigants
G3	To safeguard equal access to and procedural fairness in the administration of justice.	SO10	To resume court services to pre-pandemic levels so as to reduce the growing backlog of cases, from the time filed to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution of the matter.	Administration	Criminal, Civil and Customer Service	N/A	Petitioners, Defendants, Constituents and Litigants
G3	To safeguard equal access to and procedural fairness in the administration of justice.	SO11	To increase options for dispute resolution to include online and greater access to mediation in civil cases.	Administration	Criminal, Civil and Customer Service	N/A	Petitioners, Defendants, Constituents and Litigants
G3	To safeguard equal access to and procedural fairness in the administration of justice.	SO12	To treat all court users with courtesy, respect, and neutrality.	Administration	Criminal, Civil and Customer Service	N/A	Petitioners, Defendants, Constituents and Litigants

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4a).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Criminal Proceedings
Divisions (list all):	Criminal Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$683,597	9

1) Describe the Service and how it supports department goals.
Criminal proceedings start with new case filings which require clerks to review and make sure all documentation is acceptable prior to intake. All known parties are linked to cases prior to being added to court dockets, followed by the issuance of notice of court setting if needed. Extensive interim preparation, such as review of all prior filings, documents, events entered, issuance of subpoenas and other services are required once a case is set on a docket. Additionally, there are a vast variety of procedural compliance services and associated fees/fines that are processed even after a case disposition is entered. Accepting filings, payments and appearances in-person and remotely allows us to safeguard equal access to and procedural fairness in the administration of justice.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are communities, citizens, petitioners, defendants, constituents and litigants. Our customers' expectations are to be given fair opportunities to be heard, with unnecessary expense or undue formalism, yet with appropriate adherence to statutory and rule based procedures. Our court has consistently received a high percentage of positive reviews in customer relations/feedback from the judicial evaluation poll assessment.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. Main jurisdictional statutes: <ul style="list-style-type: none">• Texas Constitution Art V, Sec 19• Government Code § 27.031• Code of Criminal Procedure Art 4.11

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4a).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Customer Service
Divisions (list all): Criminal and Civil Divisions

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$151,910	2

1) Describe the Service and how it supports department goals.
We assist our customers with all aspects of court business by answering questions, explaining procedures, and directing them to self-service resources available through Harris County Justice Courts' website. We continue to improve the administration and efficiency of the justice court with the enhancement of technological platforms while advancing the public's perception and confidence in the justice court with increased availability of in-person, telephonic and remote services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are communities, citizens, petitioners, defendants, constituents and litigants. We strive to ensure our court provides the highest quality of customer service while knowing our customers' expectations are to be given fair opportunities to be heard, with unnecessary expense or undue formalism, yet with appropriate adherence to statutory and rule based porcedures. Our court has consistently received a high percentage of positive reviews in customer relations/feedback from the judicial evaluation poll assessments.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4a).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:

Civil Proceedings

Divisions (list all):

Civil Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$759,553	10

1) Describe the Service and how it supports department goals.

Civil proceedings start with new case filings which require clerks to review and make sure all documents and associated fees are acceptable prior to intake. All known parties are then linked to cases, followed by the issuance of service citations. Extensive interim preparation, such as review of all prior filings, documents, events entered and other services are required once a case is set on a docket. Additionally, there are a vast variety of post-judgment services and associated fees that are processed and applied even after a case disposition is entered. Accepting filings, payments and appearances in-person and remotely allows us to safeguard equal access to and procedural fairness in the administration of justice.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Our customers are communities, citizens, petitioners, defendants, constituents and litigants. Our customers' expectations are to be given fair opportunities to be heard, with unnecessary expense or undue formalism, yet with appropriate adherence to statutory and rule based procedures. Our court has consistently received a high percentage of positive reviews in customer relations/feedback from the judicial evaluation poll assessment.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Yes. Main jurisdictional statutes:

- Texas Constitution Art V, Sec 19
- Government Code § 27.031-27.034
- Texas Civil Practice and Remedies Code
- Texas Rules of Civil Procedure 500 et seq
- Texas Property Code

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4a).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Administrative Proceedings
Divisions (list all): Civil Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$151,910	2

1) Describe the Service and how it supports department goals.
Administrative proceedings performed by our court primarily consist of cases involving cruelly treated animals and applications for occupational driver's licenses, amongst others. These proceedings include issuance of warrants, notices, hearings, and case processing of documents and fees. Accepting filings, fees and appearances in-person and remotely allows us to safeguard equal access to and procedural fairness in the administration of justice.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are communities, citizens, petitioners, defendants, constituents and litigants. Our customers' expectations are to be given fair opportunities to be heard, with unnecessary expense or undue formalism, yet with appropriate adherence to statutory and rule based procedures. Our court has consistently received a high percentage of positive reviews in customer relations/feedback from the judicial evaluation poll assessment.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. Main jurisdictional statutes: <ul style="list-style-type: none">• Texas Constitution Art V, Sec 19• Government Code § 27.031<ul style="list-style-type: none">o Cruelly treated animal hearings (animal seizure cases) – Health and Safety Code Ch 821o Occupational driver's licenses – Transportation Code § 521.241 et seq

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4a).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Internal Support
Divisions (list all): Administrative Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$657,151	7

1) Describe the Service and how it supports department goals.
Internal support services include managing our general funds, annual budget preparations, purchasing of office necessities, accounts payables, staffs' time entry for payroll, management of HR and Risk Management functions, along with Judge and staff support of daily operations. We strive to efficiently manage our internal support services in hopes to advance the public's perception of and confidence in the justice court.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are our staff, communities, citizens, petitioners, defendants, constituents, litigants, Budget Management, Commissioners Court and many other departments of Harris County. We are expected to continually improve the administration and organization of our court. Approval of our internal support services is measured in how efficiently we manage our budgets, expenditures, the longevity and certification of our staff and our overall interaction with all of our customers.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4a).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Local / State Compliance
Divisions (list all):	Administrative Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$93,879	1

1) Describe the Service and how it supports department goals.
Local and state compliance services consist of compiling, reviewing, submitting and maintaining monthly auditor's compliance reports, Texas Office of Court Administration reports and Department of Public Safety conviction reports amongst many other miscellaneous reports. We continue to improve our local and state compliance by continually examining our case preparations, digitizations, and dispositions.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers are our staff, communities, citizens, petitioners, defendants, constituents, litigants, State of Texas Office of Court Administration, Harris County Auditor's Office, Harris County Commissioners Court and many other departments of Harris County. We are expected to adhere to state mandated and local county audit policies and are informed we are not in compliance.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. Main jurisdictional statutes: o Submitting monthly reports to OCA – Government Code § 71.035 o Submitting auditor's monthly compliance reports-Local Government Code § 115.002 o Monthly reports to DPS – Transportation Code § 543.201 et seq

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-*Performance Metrics* : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department currently uses to measure and monitor performance and any planned new performance metrics for the coming year. Please list all performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

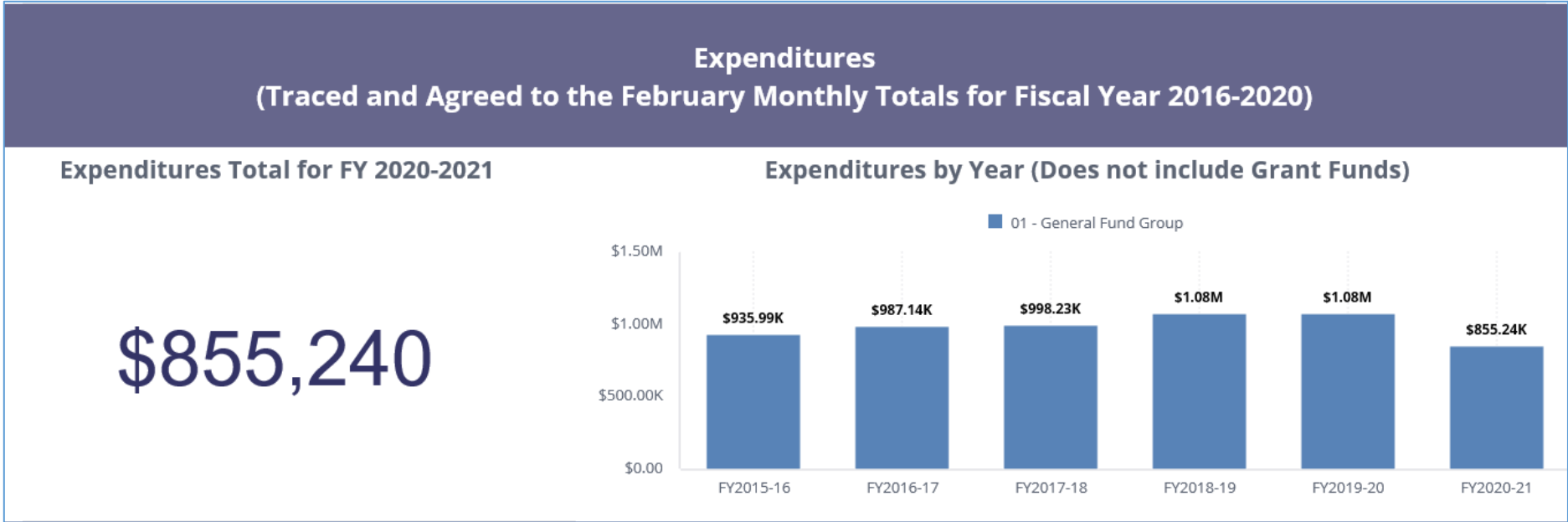
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321 – Justice of the Peace 2.1

Judge JoAnn Delgado

321 – Justice of the Peace 2.1

Data as of 12/14/2020



FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
321	Justice of The Peace Pct. 2, Pl. 1

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while ensuring fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. As the part of the Texas justice system to which the majority of citizens have access, the Justice Court strives to enhance public trust and confidence in the justice system and serve the people of Harris County by dispensing efficient, informative, and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

A Harris County Justice Court system that is:

- Fair, impartial, timely, and accessible to the community and those who come before the court;
- Efficient in its adherence to established principles of time standards and case flow management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the "people's courts."

The Justice Court has jurisdiction over a wide variety of issues, including:

- civil matters (small claims and debt claims cases and enforcement of judgments) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020);*
- eviction and other landlord/tenant matters (including repair and remedy cases, writs of re-entry, restoration of utilities, and property retrieval);*
- suits to enforce certain deed restrictions;*
- criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and*
- various administrative type proceedings (including but not limited to dangerous dog determinations, disposition of cruelly-treated animals after seizure, tow hearings to determine probable cause, driver's license suspension hearings, handgun license denial hearings, and petitions for occupational drivers' licenses).*

The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters.

Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds.

In Harris County, the Justices of the Peace are appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

- Civil – handles the filing, docketing, and processing of eviction cases and other landlord/tenant matters, small claims and debt claims cases
- Criminal/Traffic – handles the filing, docketing, and processing of traffic offense cases, non-traffic class C misdemeanor cases.
- Truancy Court - matters involving juveniles, including school related offenses and truancy matters
- Administrative Proceedings - occupational drivers' licenses, dangerous dog determinations, tow hearings, disposition of stolen property hearings, and gun license hearings.
- Administrative/Financial – handles human resources issues, payroll and budget matters, accounts payable and receivable, and docket management to ensure access to and the administration of justice.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.
- To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.
- To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.
- To improve and expand the courts' website to educate and encourage the public and attorneys to utilize available online platforms for ease and efficiency.
- To increase our internal use of technology to improve efficiency through the use of document queues and signature pads.
- To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).
- To resume court dockets and services to pre-pandemic levels so as to reduce both the growing backlog of cases, the time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution.
- To utilize and be proficient in technologies such as Zoom to be able to continue to conduct court dockets and jury trials in a safe, efficient manner during the COVID-19 pandemic and beyond.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

- We value our clerks and continually encourage our staff to advance their skills, attend continuing education classes, and seek certification as a court clerk or a licensed interpreter.
- The Office of Court Management recently hired a full-stack software engineer who is in the process of overhauling the justice courts' website to conform with contemporary functionality and usability standards as well as enhance accessibility. Information and forms provided on the website are being consolidated and restructured so as to be more user-friendly, cohesive, and intuitive.
- The court provides the following options for criminal defendants on our website: enter a plea of no contest and pay a citation in full or through partial payments, request and pay fees on a driving safety course for traffic offenses, and pay fees on a deferred disposition. We provide images of court records in cases that are otherwise not confidential, providing interested persons immediate access to filings. We accept electronic filings through the efiletexas.gov platform. Going forward, we will continue to build on these options to reduce the need for in-person court appearances or multiple court appearances as possible.
- We utilize Zoom and telephonic hearings to continue holding dockets that cannot be held in person during this pandemic. Going forward, we will be implementing online dispute resolution as a service in small claims and debt claims cases, and continue to utilize the Zoom platform in jury trials.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve these cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Installation of security equipment such as gated parking, panic buttons, ballistic proof windows or courtroom benches, metal detectors, health screenings, etc.
- Certification of clerks through Texas State University and the Texas Justice Court Training Center or certification of clerks as licensed court interpreters through the Texas Judicial Branch Certification Commission.

- Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearances to litigants.
- Procedural solutions to in-court proceedings to maintain social distancing in the courtrooms, including text messages to litigants when appearing in court and email communications with court staff and the district attorney's office.
- Implementation of electronic signature queues within our case management system to reduce both clerk and judge time and printing and scanning of unnecessary paper.

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- *Case Resolution Docket* - Resolving pending cases by making contact with defendant on how to resolve case. Clerk makes calls, email, or mail to make contact with defendant on how to resolve cases pending.
- Enhance staff's technological skills via internal and external training and education.
- Implementation of electronic signature queues within our case management system to reduce both clerk and judge time and printing and scanning of unnecessary paper.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." *(Completed November 2018)*
- PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. *(Currently ongoing)*
- Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. *(Currently ongoing)*
- Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. *(Currently ongoing)*
- Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. *(Monthly)*

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*

- Harris County Office of Court Management
- Harris County Universal Services
- Harris County Constable Precinct 1
- Harris County Constable Precinct 2
- Harris County Constable Precinct 3
- Harris County Constable Precinct 4
- Harris County Constable Precinct 5
- Harris County Constable Precinct 6
- Harris County Constable Precinct 7
- Harris County Constable Precinct 8
- Harris County Dispute Resolution Center

- Harris County Protective Services
- Harris County Sheriff Department
- Harris County Attorney
- Harris County District Attorney
- Harris County Engineer
- Harris County Fire Marshal
- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department
- Harris County Treasurer
-

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Harris County Sheriff Department
- Harris County Attorney
- Harris County District Attorney
- Harris County Engineer
- Harris County Fire Marshal
- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department
- Harris County Treasurer

Section C: Equity and Diversity Information

Answer the four questions below.

- 1.** *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

As the courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in outcomes in criminal cases for individuals with less income.

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

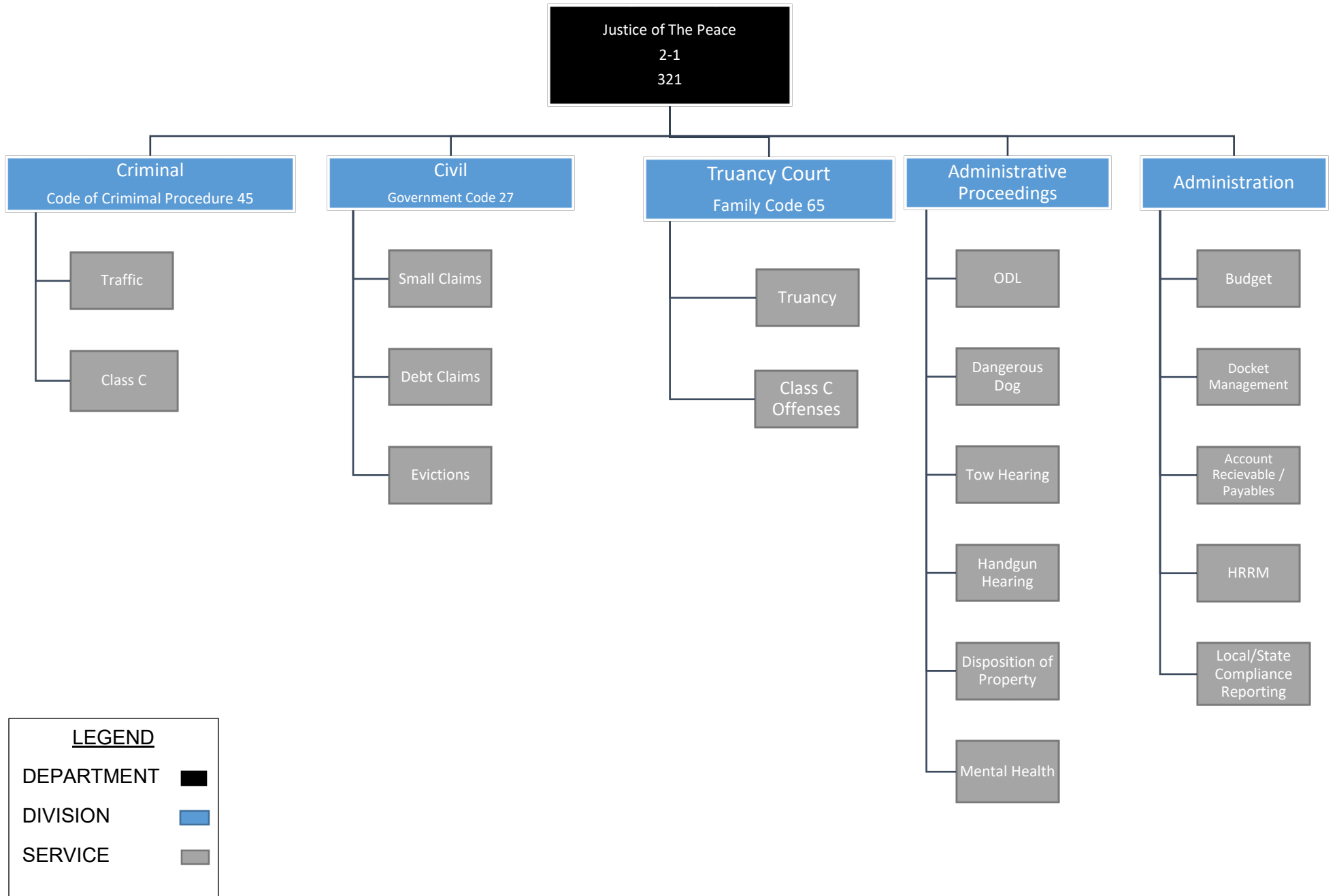
We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]



FORM 3. Goals and Objectives

- Instructions
- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."
 - Strategic Objective: For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals. For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.
 - Lead Division: List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.
 - Other Divisions Involved: List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.
 - Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.
 - Other External Stakeholders Involved: List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.	SO1	Possible performance metric: number of clerks who are certified court clerks or court managers through Texas State/TJCTC or NCSC/ICM or as certified interpreter with the state	Criminal, Civil	Truancy and Administrative Proceedings	Budget Office, Auditor's and Commissioners Court	Harris County Auditor
G2	To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.	SO2	Possible performance metrics: this would be mainly progress reports on what we have done or how many security incidents we have faced.	Criminal, Civil	Truancy and Administrative Proceedings	Harris County Court Managers Office	
G3	To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.	SO3	Possible performance metrics: number of hits to website and what visitors are viewing; any reduction in calls to the court with questions that could otherwise be answered online; number of court social media accounts and followers; all tracked to hopefully improve from year to year. Thought: allow parties to send an updated contact info through the web without having to wait for court hours to get ahold of someone by phone.	Criminal and Civil	Truancy and Administrative Proceedings	Harris County Court Managers Office	
G4	To increase our internal use of technology to improve efficiency through the use of document queues and signature pads.	SO4	Possible performance metric: number of documents sent through judges' or clerks' signature queues (as we expand our capabilities) or signed by signautre pad to reduce paper; perhaps as a percentage of total orders/judgments/pleas/agreements/etc signed.	Criminal and Civil	Truancy and Administrative Proceedings	Harris County Court Managers Office	Harris County Auditor
G5	To utilize and be proficient in technologies such as Zoom to be able to continue to conduct court dockets and jury trials in a safe, efficient manner during the COVID-19 pandemic and beyond	SO5	Possible performance metrics: number of cases heard remotely (with various qualifiers), perhaps as a percentage.	Criminal and Civil	Truancy and Administrative Proceedings	Harris County Court Managers Office	

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G6	To expand the justice courts' website to provide additional services available online and simultaneously encourage the public and attorneys to utilize the available online platforms	S06	Possible performance metrics: number of cases resolved online (again, perhaps as a percentage of total cases), number of services available (e.g., efile, guide and file, online criminal pleas and paymentst in full, online criminal partial payments, online criminal deferred payments, online DSC requests, online DSC payments, and looking forward: online deferred requests, online dispute resolution, online plea bargaining, etc)	Criminal and Civil	Truancy and Administrative Proceedings	Harris County Court Managers Office	
G7	To examine aged cases for disposition, digitization and/or preparation for destruction (in accordance with records retention policies).	S07	Possible performance metrics: disposition rates compared to filing rates; percentage of cases digitized (to cut down on paper case files and allow greater access to documents online for the parties/public)	Criminal and Civil	Truancy and Administrative Proceedings		
G8	To reduce waiting and response time experienced by court users	S08	Possible performance metrics: length of time between receipt and filing by court; time to prepare citations from filing; tie to prepare writs f rom request; wait times at window; time from filing to disposition; etc.	Criminal and Civil	Truancy and Administrative Proceedings		
G9	To resume court services to pre-pandemic levels so as to reduce the growing backlog of cases, the time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution of the matter	S09	Possible performance metrics: time to disposition; number of settings to disposition	Criminal and Civil	Truancy and Administrative Proceedings		
G10	To increase options for dispute resolution to include online and greater access to mediation in civil cases	S10	Possible performance metrics: once we go live with Modria and complete the pilot, we will have plenty of data and metrics to track; number of cases eligible, number of cases in which plaintiff opts in, number of cases in which defendant opts in, number of cases where resolution reached before mediator involvement, number of cases where resolution reached with mediator involvement online, all as a percentage of cases	Civil			

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Traffic offenses
Divisions (list all):	Criminal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$144,439	1.36

1) Describe the Service and how it supports department goals.
Process Traffic Citations, docketing and post judgment processing. It supports our goals by the court providing access to justice by in person and online services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County District Attorney, Defendants, Peace officers and Attorneys. Feedback from Attorneys, Peace officers and The bench book
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is statutorily mandated by Code of Criminal Procedure Ch 45. and Transportation Code Rules of the Road Ch. 545

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Class C Offenses
Divisions (list all):	Criminal
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,811	0.64

1) Describe the Service and how it supports department goals.
Process Class C offenses, docketing and post judgment processing. It supports our goals by the court providing acces to justice by in person and online services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County District Attorney, Defendants, Peace officers, Attorneys and Victims. Feedback from Attorneys, Peace officers and The bench book
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is statutorily mandated by Code of Criminal Procedure Ch 45. and Penal Code Ch 32 and county ordinances

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Small Claims
Divisions (list all):	Civil

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$53,375	1.00

1) Describe the Service and how it supports department goals.
A small claims case is a lawsuit brought for the recovery of money damages, civil penalties, personal property, or other relief allowed by law. The claim can be for no more than \$20,000, excluding statutory interest and court costs but including attorney fees, if any. Small claims cases are governed by Rules 500-507 of Part V of the Rules of Civil Procedure. The service supports our goals by having the parties participate in Dispute resolution and settle the case. Access to Justice and online services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Plaintif, Defendant, Attorneys and Witnesses
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated by Texas Gov. code Ch. 27 and TRCP 500-507

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Debt Claims
Divisions (list all):	Civil

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$160,125	2.00

1) Describe the Service and how it supports department goals.
A debt claim case is a lawsuit brought to recover a debt by an assignee of a claim, a debt collector or collection agency, a financial institution, or a person or entity primarily engaged in the business of lending money at interest. The claim can be for no more than \$20,000, excluding statutory interest and court costs but including attorney fees, if any. Debt claim cases in justice court are governed by Rules 500-507 and 508 of Part V of the Rules of Civil Procedure. To the extent of any conflict between Rule 508 and the rest of Part V, Rule 508 applies. It supports our goals by having the parties file electronic filing and they utilize our online services. The court provides access to justice.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Plaintiff, Defendants and Attorneys
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated by Texas Gov. code Ch. 27 and TRCP 500-507 and 508

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Evictions
Divisions (list all):	Civil
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$106,750	1.00

1) Describe the Service and how it supports department goals.
An eviction case is a lawsuit brought to recover possession of real property under Chapter 24 of the Texas Property Code, often by a landlord against a tenant. A claim for rent may be joined with an eviction case if the amount of rent due and unpaid is not more than \$20,000, excluding statutory interest and court costs but including attorney fees, if any. Eviction cases are governed by Rules 500-507 and 510 of Part V of the Rules of Civil Procedure. To the extent of any conflict between Rule 510 and the rest of Part V, Rule 510 applies. It supports our goals by having the parties file electronic filing and they utilize our online services. The court provides access to justice.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Plaintiff, Defendants and Attorneys
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated by Property Code Ch 24 and TRCP 500-507 and 510

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Truancy
Divisions (list all):	Truancy Court

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$78,000	1.00

1) Describe the Service and how it supports department goals.
<p>A truancy case is a civil proceeding filed in a "truancy court" alleging that a child (which for truancy cases is defined as a person who is 12 years of age or older and younger than 19 years of age) engaged in truant conduct by failing to attend school. Family Code §§ 65.001(a), 65.002(1). "Truancy courts" include justice courts. Family Code § 65.004(a)(2). It supports our goals by providing a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.</p> <p>To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Harris County District Attorney, Parents, Students, School representative and Triad</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>Family Code §§ 65.001(a), 65.002(1). "Truancy courts" include justice courts. Family Code § 65.004(a)(2).</p>

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Juvenile Behavior Offenses
Divisions (list all):	Truancy Court

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$30,300	0.50

1) Describe the Service and how it supports department goals.
Generally, a child cannot face criminal charges for their conduct. Instead, if a child engages in conduct that violates a criminal law, a juvenile court hears the case as either delinquent conduct or conduct indicating a need for supervision (the two categories of conduct over which a juvenile court has jurisdiction). Family Code § 51.04(a). It supports our goals by providing a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse. To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County District Attorney, Parents, Students, School representative and Triad
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Code of Criminal Procedure Art. 45.0215(d).;Alcoholic Beverage Code §106.02.;Alcoholic BeverageCode § 106.04.;Penal Code § 49.02;Health & Safety Code § 161.252(a);Education Code § 37.141

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Occupational Drivers License
Divisions (list all):	Administrative Proceedings
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$49,040	0.50

1) Describe the Service and how it supports department goals.
A person whose driver's license has been suspended may be able to file an application for an ODL in a justice court. It supports our goals by improving and expand the courts' website to educate and encourage the public and attorneys to utilize available online platforms for ease and efficiency.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Citizens of Harris County that have a suspended driver's license
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Transportation Code 521.241 - 521.253

FORM 4a. Department Services - DETAIL (#9)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Dangerous Dog
Divisions (list all):	Administrative Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$49,040	0.25

1) Describe the Service and how it supports department goals.
If a dog causes death or serious bodily injury by attacking, biting, or mauling a person, a sworn complaint may be filed with a justice court, county court, or municipal court by any person, including the county attorney, the city attorney, or a peace officer.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County Residents
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Health and Safety Code § 822.002.

FORM 4a. Department Services - DETAIL (#10)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Tow Hearings
Divisions (list all):	Administrative Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$49,040	0.25

1) Describe the Service and how it supports department goals.
A tow hearing is a hearing in justice court requested by an owner or operator whose vehicle was towed or booted without their consent. The purpose of the hearing is to determine whether there was probable cause for the towed or booted vehicle and whether either party owes the other any money.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County Business, Apartment owners and residents, Storage Facilities owners, Tow companies, and owners of vehicle towed, Police agencies.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Occupations Code Ch. 2308

FORM 4a. Department Services - DETAIL (#11)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Disposition of Property
Divisions (list all):	Administrative Proceedings
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$49,040	0.50

1) Describe the Service and how it supports department goals.
The purpose of these proceedings is to provide a court order stating what should be done with personal property when: <ul style="list-style-type: none">• the property has been seized by law enforcement or illegally acquired and• the property is alleged to have been stolen or law enforcement is not allowed to release the property without a court order. Code of Criminal Procedure Ch. 47; Art. 47.11.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Texas Peace Officers, Harris County law enforcement agencies, Harris County residents victims of theft
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Code of Criminal Procedure Art. 47.01

FORM 4a. Department Services - DETAIL (#12)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Mental Health
Divisions (list all):	Administrative Proceedings
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$49,000	0.50

1) Describe the Service and how it supports department goals.
A justice of the peace, sitting as magistrate, may issue warrants for emergency apprehension and detention of mentally ill persons and chemically-dependent persons. The purpose of these warrants is to keep a person from doing harm to themselves or others and to get them immediately to a facility that can provide the treatment that is needed.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
A Harris County resident may file a written application for the emergency detention of another person (who can be an adult or a child).
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Health & Safety Code § 573.011(a)

FORM 4a. Department Services - DETAIL (#13)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Budget
Divisions (list all):	Administration
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$25,000	0.50

1) Describe the Service and how it supports department goals.
Maintain and uses encumbrances for salaries and benefits to assist in monitoring and administering the County's budget. This is necessary for compliance with the budget adopted by Commissioners Court
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County Employess and Harris County Budget office
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Harris County Auditors Accounting Procedure A.26, Reserve for Encumbrance Policy Accounting Procedure B.1, Budget Appropriation Transfers Accounting Procedure L.2-1, Change in Status of Employee County Auditor's Form 1278, Budget Revenue/Expenditure Appropriation Transfer Form

FORM 4a. Department Services - DETAIL (#14)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Docket Management
Divisions (list all):	Administration
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$77,000	1.00

1) Describe the Service and how it supports department goals.
During normal court operations the Administration division makes sure that the courtroom does not exceed capacity and cases are being heard in a timely manner. During emergency situations docket management makes sure that all cases are continued or during a pandemic that we only hear essential cases with social distancing.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Any party or local law enforcement agencies and attorneys
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code Ch. 27.056

FORM 4a. Department Services - DETAIL (#15)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Account Payables/Receivables
Divisions (list all):	Administration
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$75,000	0.50

1) Describe the Service and how it supports department goals.
Processing various types of payments that justice courts are authorized to receive, and proper disposition of money taken in. Processing requisitions for supplies and services. Processing payroll for all staff members. Depositing funds collected and disbursing to proper accounts. It supports our goal to attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris county residents, law enforcement agencies, court staff, Harris County, Texas Comptroller.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Harris County Auditors Procedures: A.1, A.17-5, C.10, C.2-1,P.4-1,L.3

FORM 4a. Department Services - DETAIL (#16)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	HRRM
Divisions (list all):	Administration
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$60,000	0.50

1) Describe the Service and how it supports department goals.
Hire qualified personnel and maintain insurance and training
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Court Staff
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Harris County Auditor Procedures

FORM 4a. Department Services - DETAIL (#17)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Local / State Report compliance
Divisions (list all):	Administration
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$48,000	0.50

1) Describe the Service and how it supports department goals.
Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County Auditors, Office of Court Administration and Texas Department of Public Safety
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Local Government Code § 115.002

FORM 4b. Performance Metrics

Instructions
These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

- Service: List each service for which you have completed Form 4a.
- Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department currently uses to measure and monitor performance and any planned new performance metrics for the coming year. Please list all performance metrics related to the service.
- Data source : Where do you get the data that is used to evaluate the performance metric?
- Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.
- Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.
- Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.
- Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Criminal: Traffic	Traffic offenses filed	Currently in use	Odyssey/OCA Report	S01, S03, S04, S06, S07, S09	1443	1919	The past eight months we had a 60% drop of filings during the pandemic, we project that we will resume to pre-pandemic filings by April, 2021 causing the slight increase in filings.
Criminal:Class C Offenses	Class C Offenses Filed	Currently in use	Odyssey/OCA Report	S01, S03, S04, S06, S07, S09	228	303	The past eight months we had a 60% drop of filings during the pandemic, we project that we will resume to pre-pandemic filings by April, 2021 causing the slight increase in filings.
Civil : Small Claims	Small Claims Filed	Currently in use	Odyssey/OCA Report	S01, S03, S04, S06, S07, S08, S09, S10	86	114	The past eight months we had a 60% drop of filings during the pandemic, we project that we will resume to pre-pandemic filings by April, 2021 causing the slight increase in filings.
Civil: Debt Claims	Debt Claims Filed	Currently in use	Odyssey/OCA Report	S01, S03, S04, S06, S07, S08, S09, S10	1478	1965	The past eight months we had a 60% drop of filings during the pandemic, we project that we will resume to pre-pandemic filings by April, 2021 causing the slight increase in filings.
Civil: Evictions	Evictions Filed	Currently in use	Odyssey/OCA Report	S01, S03, S04, S06, S07, S08, S09	786	1045	The past eight months we had a 60% drop of filings during the pandemic, we project that we will resume to pre-pandemic filings by April, 2021 causing the slight increase in filings.
Truancy Court: Truancy	Court Truancy Filed	Currently in use	Odyssey/OCA Report	S01, S03, S04, S05, S07, S09	151	200	The past eight months we had a 60% drop of filings during the pandemic, we project that we will resume to pre-pandemic filings by April, 2021 causing the slight increase in filings.
Juvenile Behavior Offenses	Juvenile Behavior Offenses Filed	Currently in use	Odyssey/OCA Report	S01, S03, S04, S05, S07, S09	228	303	The past eight months we had a 60% drop of filings during the pandemic, we project that we will resume to pre-pandemic filings by April, 2021 causing the slight increase in filings.
ODL	ODL Filed	Currently in use	Odyssey/OCA Report	S01, S04, S05, S07, S09	9	11	The past eight months we had a 60% drop of filings during the pandemic, we project that we will resume to pre-pandemic filings by April, 2021 causing the slight increase in filings.
Dangerous Dog	Dangerous Dog Filed	Currently in use	Odyssey/OCA Report	S01,S03, S05, S07, S09	0	0	

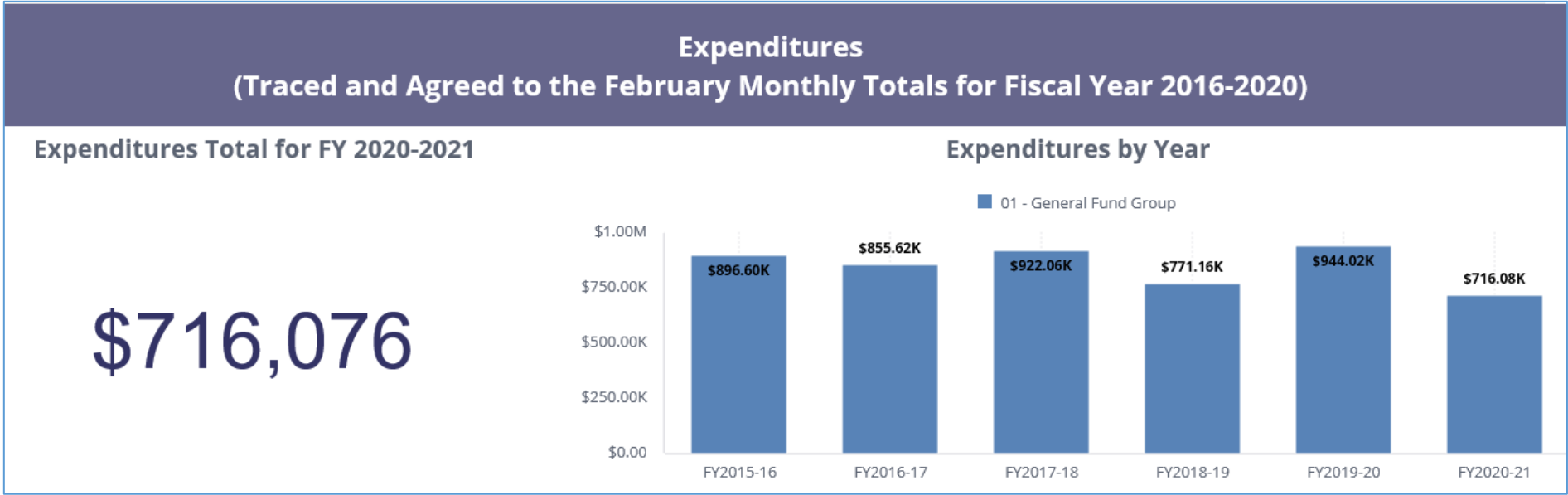
Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Tow Hearings	Tow Hearings Filed	Currently in use	Odyssey/OCA Report	S01,S03, S05, S07, S09	21	27	The past eight months we had a 60% drop of filings during the pandemic, we project that we will resume to pre-pandemic filings by April, 2021 causing the slight increase in filings.
Disp. of Property	Disposition of Property Filed	Currently in use	Odyssey/OCA Report	S01, S05, S07, S09	1	1	The past eight months we had a 60% drop of filings during the pandemic, we project that we will resume to pre-pandemic filings by April, 2021 causing the slight increase in filings.
Mental Health	Mental Health Hearings	New					
Budget	Budget Preparation	New					
Docket Manangement	Docket Manangement	New					
Account Payables/Receivables	Account Payables/ Receivables	New					
HRRM	HRRM	New					
Local/State Compliance	Local/State Report Compliance	New					
Handgun License	Concealed Handgun Filed	Currently in use	Odyssey/OCA Report	S01, S03, S05, S07, S09	13	17	The past eight months we had a 60% drop of filings during the pandemic, we project that we will resume to pre-pandemic filings by April, 2021 causing the slight increase in filings.

322 – Justice of the Peace 2.2

Judge George Risner

322 – Justice of the Peace 2.2

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$1.08M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
322	Justice of the Peace Precinct 2 Place 2

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

As a part of the Texas court system to which the majority of citizens have access, Justice of the Peace Court Precinct 2 Place 2 serves the people of Harris County and Precinct 2 by offering the accessible, competent, and efficient administration of justice.

Justice of the Peace Court Precinct 2 Place 2:

- Affords equal access to justice for all citizens, with regard to legal rights and liberties;
- Provides fair notice and a meaningful opportunity to be heard in criminal proceedings;
- Ensures the fair, expeditious, and inexpensive resolution of civil cases;
- Conducts all proceedings without unnecessary expense or delay, with appropriate dignity, undue formalism, and the adherence to rules with sufficient flexibility to serve the ends of justice;
- Resolves all proceedings with fairness and impartiality;
- Provides prompt, courteous, and informative service to enhance public trust and confidence in the legal system.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

Justice Court Precinct 2 Place 2 will conduct the business of the court by:

- Understanding and responding to the needs of all citizens of Precinct 2 and Harris County;
- Treating all citizens accessing the court with respect;
- Responding to all court users with a service oriented approach;
- Insuring that justice is applied equally to all cases based on relevant rules of law and procedure;
- Accessing current general and legal information to enhance the court's competence in the decision making process;
- Using technological advancements to enhance convenient access to court information, services, proceedings, records, and general legal information, as appropriate;
- Using strategic planning to continue quality services to the public and the administration of justice without unnecessary expense or delay and with appropriate dignity.

3. Department Overview

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Justices of the Peace preside over the Justice Court and the Truancy Court.

Justice Courts have jurisdiction of civil matters in which the amount in controversy is not more than \$20,000.00, evictions, foreclosures of mortgages and enforcement of liens on personal property, expunctions related to fine only offenses, and suits relating to enforcement of certain deed restrictions, as well as magisterial duties and administrative hearings.

Justices of the Peace also have criminal jurisdiction of offenses punishable by fine only, generally described as violations of traffic laws, other penal offenses, and county ordinance violations.

Justices of the Peace preside in Truancy Court in matters involving juveniles who have unexcused absences.

Justices of the Peace are fee officers, responsible for monies collected as well as the satisfaction of the criminal judgments imposed.

In addition, Justices of the Peace handle the matters:

- to prevent offenses, commonly known as peace bond hearings;
- determinations of probable cause, issuance of arrest warrants, statutory warnings, and examinations for bail for arrested persons;
- review for sufficiency and issuance of search warrants;
- review of applications for emergency detention and issuance of mental health and chemical dependency warrants;
- hearings to determine disposition of stolen property;
- driver's license suspension hearings;
- petitions for occupational drivers' licenses;
- hearings to determine whether there is a reasonable probability of a judgment being rendered against a person as a result of an accident while operating a motor vehicle without insurance;
- handgun license denial hearings;
- hearings relative to probable cause for authorizing a tow;
- review for sufficiency and issuance of warrants to seize cruelly treated animals;
- hearings to determine disposition of animals;
- hearing on petition to determine reasonable cost and damages for maintaining estrays; and
- proceedings relative to dogs that kill or inflict serious bodily injury; conduct proceedings relative to dangerous dogs.

In the performance of the duties of office, Justices of the Peace also:

- perform marriage ceremonies;
- handle and collect fees, fines, and court costs;
- make bank deposits;
- prepare reports for the county auditor and treasurer;
- respond to requests for court information;
- prepare a departmental budget;
- supervise employees, handle payroll; and
- correspond with defendants and parties to litigation as required by statute.

The cost to perform all of the above functions comprise the budget of Justice Court Precinct 2 Place 2.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Legal Division – A staff attorney comprises the Legal Division and reports to the Judge. The staff attorney provides assistance with legal issues presented in matters before the Justice of the Peace Court Precinct 2 Place 2. The staff attorney gathers information, reviews case records and requests for relief, analyzes and researches legal issues, discusses judicial actions, provides assistance in drafting rulings, orders, and judgments, and assists in matters involving the general business of the Court. The staff attorney provides training in the law and procedure related to the jurisdiction of the Justice of the Peace.

Administrative Division – A chief clerk and two administrative clerks comprise the Administrative Division. The Administrative Division reports to the Judge and is responsible for supervising a staff of ten clerks. Duties include maintaining personnel records, internal employment records, and processing payroll for all employees; preparing the annual budget, reviewing financial processes, deposits and reports, preparing expense reports, and overseeing accounts payable, purchasing office supplies and equipment, storing and using inventory, and reviewing the monthly audit and reports; and processing payment of jurors. The Administrative Division is familiar with all facets of the operations of the court to maximize the timely filing and disposition of cases and provide outstanding customer service to all.

Clerk Division – Six full-time clerks, two part-time clerks, and two temporary clerks comprise the Clerk Division. The clerks report to the Administrative Division and are responsible for accepting case filings, receipting monies, maintaining electronic case records, preparing court dockets, preparing and disseminating court notices and other correspondence, responding to citizen and litigant inquiries, and accomplishing the general business of the court, as directed.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as “Reduce crime in Harris County” or “Improve employee retention rates.”

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- Customer Service
- Administration of Justice
- Organization of the Court

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

The goals of the Justice of the Peace Court Precinct 2 Place 2 are:

- Ensure that the Court provides the highest quality of customer service;
 - Provide maximum legal and procedural information to the public;
 - Establish hours of service convenient for the public ;
 - Reduce waiting and response time experienced by court users;
 - Minimize time required to process court business; and
 - Provide continuing customer training for court personnel;
 - Emphasize court security;
- Safeguard equality, fairness, and competence in the administration of justice;
 - Increase uniformity of procedures to ensure equal treatment of citizens among courts;
 - Ensure accountability by performance measures;
 - Increase use of alternative dispute resolution;
 - Ensure availability of prosecutors;
 - Provide information about available legal services;
 - Monitor collections of fees and fines;
 - Provide educational opportunities to ensure competency in judicial decision making;
 - Review court interactions with other stakeholders, departments and agencies;
- Continually improve the organization of the Court;
 - Maximize use of technological advancements;
 - Equalize distribution of caseload and workload;
 - Enhance use of court facilities and workspace;
 - Provide educational opportunities to ensure competency in court work performance;
 - Provide career advancement opportunities for employees.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

The Justice of the Peace Court Precinct 2 Place 2 has aligned its goals to the Justice goals of Harris County by choosing strategies that enhance the public trust in the administration of justice, by ensuring equality and dignity for all court users, by enhancing competence in the administration of justice and further ensuring compliance with all substantive and procedural laws governing the administration of justice in the Justice Courts, and by recruiting and retaining a talented and diverse workforce providing excellence in customer service to the citizens of Precinct 2 and Harris County.

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- **Enhanced Information Dissemination.** By using the Court's website and the Court's recently installed on-site video messaging system, the general public is able to access up-to-date business, legal and procedural information, including legal assistance and public health alerts.
- **Remote Hearings.** The Court has embraced the use of remote hearing technology to stream and host court proceedings. With the exception of jury trials, the Court has successfully conducted hearings for each case type electronically.
- **Court Filings and Access.** The Court has made a successful effort to encourage litigants to file pleadings, motions, and other papers by using EFILETEXAS.gov. The Court has also made records of disposed civil cases available for public viewing and downloading through the Odyssey Web Portal by way of the Court's website.
- **Clean Data.** By preparing custom data reports, the Court has evaluated its case records to confirm the accuracy of data and ensure timely disposition of cases.

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- **Criminal Records Archives.** The Court is scanning disposed criminal cases for archiving and public access through the Odyssey Web Portal by way of the Court's Website.
- **Courthouse Security.** The Court continues to emphasize the security of its courtroom, offices, and courthouse in general. Additional resources are sought to allow enhanced screening options for building access, and security for the perimeter and parking areas.
- **Public Computer Access.** The Court seeks to provide public access to the Court by a computer kiosk for case filings and payment of civil filing fees and other case related fees and criminal fines and court costs.
- **Court Efficiency.** The Court will increase our internal use of technology to improve court efficiency through the use of document queues and signature pads.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

- **National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study** that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." (*Completed November 2018*)
- **PFM Criminal Justice System Review** expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. (*Currently ongoing*)
- **Harris County Justice Administration Department Impact of Fines and Fees Study** as directed by Commissioners Court on June 9, 2020. (*Currently ongoing*)
- **Harris County Auditor's Office Information Systems Audit** relative to the Odyssey application. (*Currently ongoing*)
- **Harris County Auditor's Office Compliance Audit** Department examination of monthly collection reports under Local Government Code § 115.002. (*Monthly*)

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*

- **Law Enforcement Agencies:**
 - Harris County Constables

- Harris County Sheriff
 - Harris County Fire Marshal
 - Harris County Public Health and Pollution Control enforcement officers, and other Department enforcement officers
- County Departments:
 - Office of Court Management
 - Budget Management
 - Universal Services
 - Auditor
 - Treasurer
 - County Clerk
 - District Clerk
 - Purchasing
 - Tax Assessor
 - Public Infrastructure Departments
 - Human Resources & Risk Management
 - County Attorney
 - District Attorney
 - Dispute Resolution Center
 - Protective Services

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Texas Department of Public Safety
- Texas Alcoholic Beverage Commission
- Harris County Independent School District Police Departments
- State Comptroller, Lottery Commission, Board of Plumbing Examiners, and other State Agency enforcement officers
- MasterWord Interpreter Services
- Texas Office of Court Administration
- Texas Judicial Council
- Texas Ethics Commission

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

As of the last census, Precinct Two had the highest Hispanic or Latino population among the Harris County Precincts. 17% of the Precinct's residents live in poverty. 32% of the residents live within the HUD service area (outside the cities of Houston, Pasadena, and Baytown), with 44% of those residents earning a low-to-moderate income. (Precinct Two Newsletter 2000)

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

The Court does not choose the persons who attend or access the Court. The Judge and court staff accomplish their duties without bias or prejudice in words or conduct based on race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

To minimize the challenges presented by language barriers, the Court employs bilingual clerks who are available to answer questions and provide case information. Further to meet the needs of the community, the Court makes available information about legal service providers, free legal services, and free and reliable legal information and forms.

Because of the hardship of criminal defendants in paying fines and court costs, the Court exercises its discretion in making determinations as to how defendants shall discharge those fines and costs, for example, by deferring payments, allowing payments in installments, by allowing community service in satisfaction of fines and costs, or in appropriate cases, waiving the payment of fines and costs.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

FORM 1. Divisions

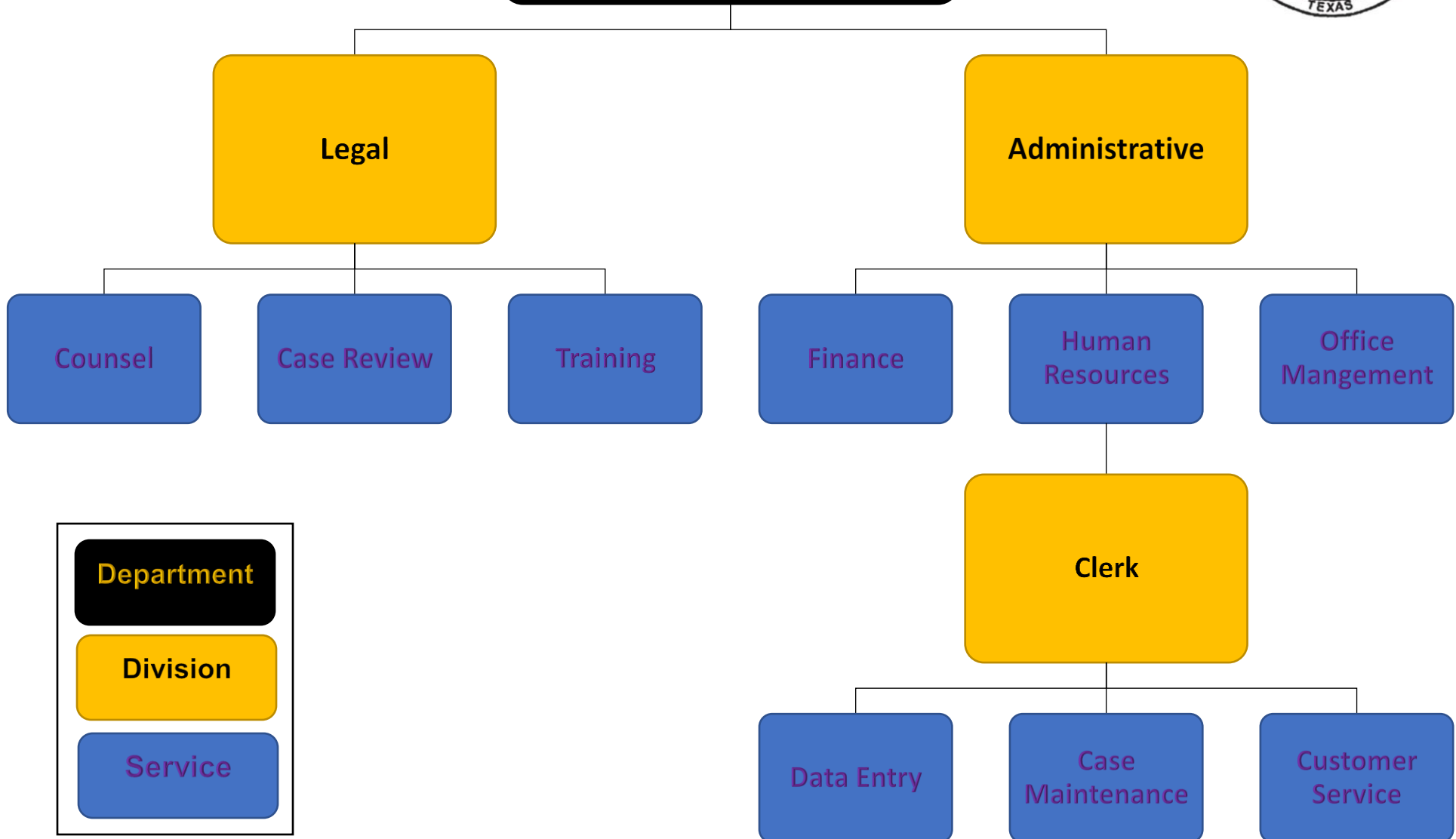
Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]

FY2021-22 Department 322
Organizational Chart

Justice of the Peace
Precinct 2 Place 2



FORM 3. Goals and Objectives

Instructions

- **Department Goal:** Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals. For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- **Other Divisions Involved:** List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- **Other County Departments Involved:** List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- **Other External Stakeholders Involved:** List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
1	Customer Service	1	Provide current legal and procedural information to the public	Administrative	Legal	Office of Court Management, Universal Services	Office of Court Administration, Supreme Court of Texas, Texas Legislature
		2	Establish hours of service convenient for the public	Administrative	N/A	County Judge and Commissioners	N/A
		3	Reduce waiting and response time experienced by court users	Administrative	Clerk	N/A	N/A
		4	Minimize time required to process court business	Administrative	Clerk	Office of Court Management, Universal Services	Tyler Technologies
		5	Provide continuing customer service training for court personnel	Administrative	Legal	Office of Court Management, Human Resources and Risk Management	Texas Justice Court Training Center, Office of Court Administration
		6	Emphasize court security	Administrative	Clerk	Constables, FPM	N/A
2	Administration of Justice	7	Increase uniformity of procedures to ensure equal treatment of citizens among courts	Administrative	Legal	Human Resources and Risk Management	N/A
		8	Ensure accountability by performance measures	Administrative	N/A	Budget Management	Office of Court Administration
		9	Increase use of alternative dispute resolution	Administrative	Legal	Dispute Resolution Center	N/A
		10	Ensure availability of prosecutors	Administrative	N/A	District Attorney	N/A
		11	Provide information about available legal services	Legal	Administrative	N/A	TexasLawHelp.org
		12	Monitor collections of fees and fines	Administrative	Clerk	Auditor, Treasurer	County Collections Vendor
		13	Provide educational opportunities to ensure competency in judicial decision making	Legal	Administrative	Office of Court Management	Texas Justice Court Training Center
		14	Review court interactions with other stakeholders, departments and agencies	Administrative	N/A	N/A	N/A
3	Organization of the Court	15	Maximize use of technological advancements	Administrative	Clerk	Office of Court Management, Universal Services	Office of Court Administration, Tyler Technologies
		16	Equalize distribution of caseload and workload	Administrative	Clerk	Budget Management	National Center for State Courts
		17	Enhance use of court facilities and workspace	Administrative	Clerk	Facilities and Property Management	N/A
		18	Provide educational opportunities to ensure competency in court work performance	Legal	Administrative	Office of Court Management, Human Resources & Risk Management	Texas Justice Court Training Center
		19	Provide career advancement opportunities for employees	Administrative	N/A	Office of Court Management, Budget Management	Texas Justice Court Training Center

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Analyze, research and discuss legal issues
Divisions (list all):	Legal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$16,090	1

1) Describe the Service and how it supports department goals.
Reviews pleadings and other requests for relief to identify legal and procedural issues, and assist the judge in resolving disputes efficiently and competently.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Court users benefit from the efficient and competent resolution of disputes. Litigants expect the opportunity to present their claims and defenses to an attentive judge, who is able to render a considered decision, and are more accepting of the outcome.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Assist in drafting court orders, correspondence, and general legal and procedural information
Divisions (list all):	Legal
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$16,090	1

1) Describe the Service and how it supports department goals.
Performs legal research and discusses results with the judge, and drafts judgments, orders, and correspondence related to court business.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Court users benefit from the efficient and competent resolution of disputes and the entry of clear and concise orders of the court. Court users have a better understanding of their rights and duties in connection with their cases.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:

Provide training in law and procedure related to the jurisdiction of the Justice Courts

Divisions (list all):

Legal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$16,090	1

1) Describe the Service and how it supports department goals.
Prepares legal and procedural information relevant to the Justice Courts' jurisdiction to enhance customer service and access to justice. Ensures court staff is knowledgeable in both criminal and civil law and procedure.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
By being informed, the public and court users have equal access to justice. Court staff is able to perform their work competently and is able to provide accurate information in responding to court users and the public.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Handles the financial aspects of the court
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$173,003	3*

1) Describe the Service and how it supports department goals.
Prepares the annual budget, and oversees the day to day financial transactions of the court, preparing monthly and other financial reports as required. Ensures that the court can conduct all proceedings without unnecessary expense or delay to serve the ends of justice. Ensures the accuracy of the court's business to protect the liability of the justice of the peace as a fee officer.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
When county government has accurate financial information to allocate adequate resources for the justice court, the court is able to provide the public and court users with equal access to justice.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Local Government Code § 112.052. Justice of the Peace Account A fine imposed or a judgment rendered by a justice of the peace shall be charged against that justice. § 114.044. Report to Commissioners Court at Regular Term by Officer Who Collects Fines, Judgments, or Jury Fees § 114.044. Report to Commissioners Court at Regular Term by Officer Who Collects Fines, Judgments, or Jury Fees Each district clerk, county clerk, county judge, county treasurer, sheriff, district attorney, county attorney, constable, or justice of the peace who collects or handles any money for the use of the county shall make a full report at each regular term to the commissioners court on all fines imposed and collected, all judgments rendered and collected for the use of the county, and all jury fees collected by the respective courts in favor of or for the use of the county and, at the time of the report, shall present the receipts and vouchers that show the disposition of the money, fines, or judgments. § 154.009. Effect of Failure to Collect Fee or Commission If, following a hearing, the commissioners court finds that a district, county, or precinct officer has, through neglect, failed to collect a fee or commission that the officer is required by law to collect, the commissioners court shall deduct the amount of the fee or commission from the officer's salary.

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4a).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Manages employees and payroll
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$173,003	3*

1) Describe the Service and how it supports department goals.
Supervises court staff to maximize the timely filing and disposition of cases. Maintains personnel records and processes payroll. Ensures fairness in the selection, training, and career advancement of all employees. Ensures accuracy in case data, the timely docketing of hearings and trials, and the prompt and accurate responses to inquiries for court information.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The public and court users are able to access up to date and reliable court information. Plaintiffs continue to bring their claims to the court. Court personnel demonstrate satisfaction with, and longevity in, their employment.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Government Code Sec. 27.004. Records and Other Property Each justice shall arrange and safely keep all dockets, books, and papers transmitted to the justice by the justice's predecessors in office, and all papers filed in a case in justice court, subject to the public access requirements prescribed by Rule 12, Rules of Judicial Administration. Sec. 27.056. Clerk Each justice of the peace may designate one or more persons to serve as clerk of the justice court. The clerk may administer oaths and affidavits and make certificates and affix the court's seal to those certificates. The clerk shall: (1) maintain central docket records for all cases filed in the justice court; (2) maintain an index of all court judgments for cases arising in the justice court; and (3) perform the other duties required by law and assist the judge in handling matters before the court.

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4a).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Supervises the overall business of the court
Divisions (list all):	Administrative
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$173,003	3*

1) Describe the Service and how it supports department goals.
Manages jurors and payment of jurors. Maintains the office and courtroom space including the purchase and inventory for the court's furniture, furnishings, equipment and supplies. Enhances the use of court facilities and workspace to provide a comfortable and secure work environment.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Court personnel have access to a safe and secure work environment. Court users are assured of a safe and appropriate courthouse environment in the administration of justice.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Government Code § 27.051. Terms of Court; Place for Holding Court If the justice precinct in which the courthouse is located has more than 75,000 inhabitants, the commissioners court shall provide and furnish a suitable place in the courthouse for the justice of that precinct to hold court. Texas Local Government Code Sec. 291.004. Provision of Offices, Supplies, and Courtrooms to Certain Justices of the Peace The commissioners court of the county shall furnish the justice of the peace who handles a minimum number of cases with suitable office space and necessary telephones, equipment, and supplies, and may also provide a suitable courtroom for each justice of the peace.

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:

Data Entry

Divisions (list all):

Clerk

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$169,574	6**

1) Describe the Service and how it supports department goals.
Enters case information, accurately naming parties and types of pleadings; Makes entries into the docket. Scans documents into the case management system. Assures confidentiality of case information.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The public and court users are assured of accurate case information and are able to locate such case information within the public portal of the case management system.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Constitution Article 1, Section 13 Open Courts Texas Rules of Practice in Justice Courts, Rules 500-510 Texas Rules of Civil Procedure, as applicable Texas Government Code Sec. 27.004 Records and Other Property Each justice shall arrange and safely keep dockets. The docket requirements are found throughout the civil and criminal statutes, and are too numerous to list.

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Case Maintenance
Divisions (list all):	Clerk

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$169,574	6**

1) Describe the Service and how it supports department goals.
Collects civil filing fees, jury fees, criminal fines, court costs, and other case related costs, and issues receipts for same. Dockets hearings and trials, and notifies litigants of court proceedings. Prepares citations, summons, warrants, writs and other court processes. Prepares notices of default judgments.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers payments are timely processed. Court users receive sufficient notice of court proceedings to avoid the time and expense of resetting cases. Court users receive prompt notice of the disposition of court proceedings, which allows the litigants to meet deadlines in further case activity which preserve their rights.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Rules of Practice in Justice Courts, Rules 500-510

FORM 4a. Department Services - DETAIL (#9)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Customer Service
Divisions (list all):	Clerk

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$169,574	6**

1) Describe the Service and how it supports department goals.
Responds to inquiries from citizens by providing information about available legal services and general legal and procedural information regarding the jurisdiction of the justice courts. Provides information about case status and hearing dates, and provides documents and other case related procedures following disposition of cases and appeal. Collects data timely to respond to requests for information.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The public and court users may readily obtain necessary information to allow equal access to justice and enhance the administration of justice.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Rule 12. Texas Rules of Judicial Administration Allows public access to information in the judiciary consistent with the mandates of the Texas Constitution that the public interests are best served by open courts and by an independent judiciary.

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measurable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department currently uses to measure and monitor

performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

[illegible]

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	Requesting two full time positions
Division:	Clerk

Funding Request - Next Fiscal Year:	\$129,557
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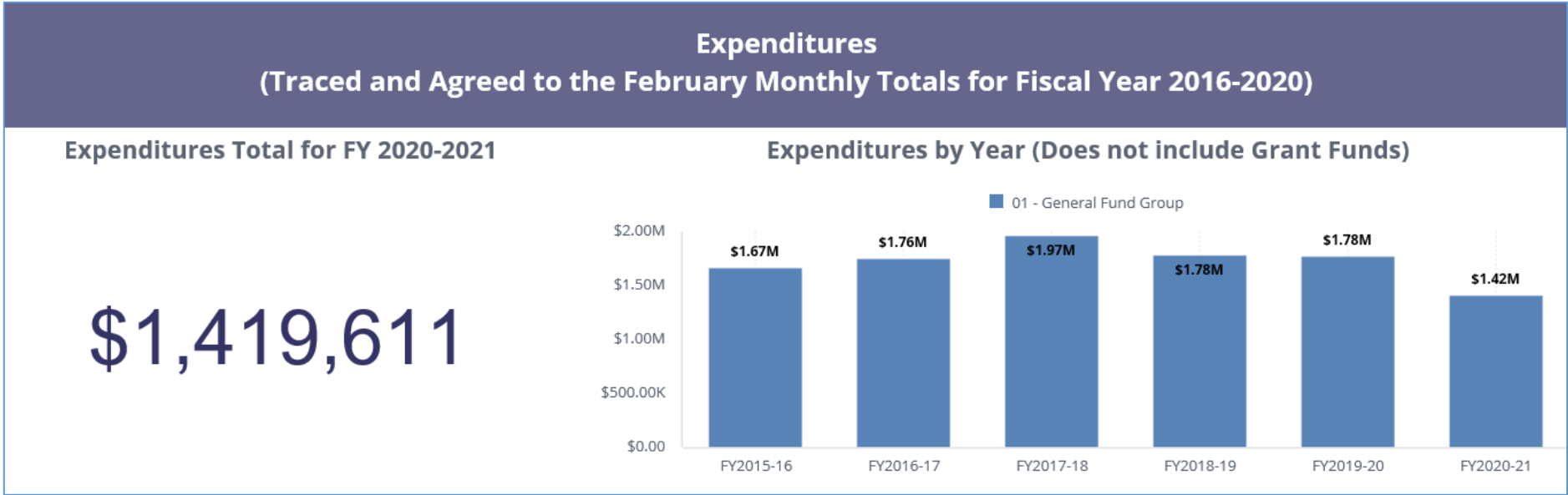
1) Describe the specific problem, challenge or opportunity (why funding is needed).
Manage, direct, and coordinate the daily conduct of court dockets and the flow of court business.
2) Which department-level goals does this support?
Customer Service, Administration of Justice and Organization of the Court
3) What do you want to achieve with these additional funds?
Screen court users for safety and security; Make initial inquiries to direct court users to appropriate court services; Determine status of cases on the various dockets; Relay communications among the judge, clerk, and case participants; Manage court users to enable fair and speedy disposition of court cases; Direct litigants to secure appropriate court orders following hearings; Coordinate and assign use of court space among litigants, mediators, district attorneys, witnesses, and other agency personnel appearing in court.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The court has outlined procedures for the clerk coordinators and will achieve the objectives very promptly after training is complete, we expect within the first quarter of FY2021-22. We have already begun testing our proposed approach and have seen outstanding results thus far.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

331 – Justice of the Peace 3.1

Judge Joe Stephens

331 – Justice of the Peace 3.1

Data as of 12/14/2020



FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
331	Justice of the Peace, Precinct 3 Position 1

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while providing fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. The Court strives to serve the people of Harris County by providing efficient and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

A Harris County Justice Court system that is:

- Fair, impartial, timely, and accessible to the community and those who come before the court;
- Efficient in its adherence to established principles of time standards and caseload management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

3. Department Overview

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the "people's courts."

The Justice Court has jurisdiction over a wide variety of issues, including:

- civil matters (small claims and debt claims cases and enforcement of judgments) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020);*
- eviction and other landlord/tenant matters (including repair and remedy cases, writs of re-entry, restoration of utilities, and property retrieval);*
- suits to enforce certain deed restrictions;*
- criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and*
- various administrative type proceedings (including but not limited to dangerous dog determinations, disposition of cruelly-treated animals after seizure, tow hearings to determine probable cause, driver's license suspension hearings, handgun license denial hearings, and petitions for occupational drivers' licenses).*

The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters.

Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds.

In Harris County, the Justices of the Peace are appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

1. Civil – The Justice Civil Department oversees minor civil actions with a jurisdictional limit up to \$20,000. The Civil Department processes cases filings for small claims, debt claims, evictions, repair and remedy, dangerous dogs, seizures of stolen or seized property, vehicle tows, and writs of possession or re-entry.
2. Criminal – The Justice Court Criminal Department has jurisdiction over Class C misdemeanor criminal cases.
 - Traffic Department – The traffic department is responsible for processing citations filed by the Sheriff's Office, Constable's Office, Department of Public Safety and various other agencies in the justice court.
 - Trial Department – The trial department is responsible for processing requests from defendants and attorneys requesting judge and jury trials for all criminal and traffic cases.
 - Truancy Department – Responsible for processing juvenile truancy filings from area schools.
3. Administrative:
 - Justice of the Peace – Performs judicial duties and is responsible for serving justice on criminal, traffic, and civil cases filed in the court in a timely and efficient manner.
 - Chief Clerk- The chief clerk is responsible for administration and supervision of the day to day operations of the justice court office including clerical, financial and administrative duties.
 - Assistant Chief Clerk – The Assistant Chief clerk assists the chief clerk in daily administration and operations including planning, assigning and supervising the work of others in the civil and criminal departments.
4. Community Outreach Liaison – responsible for initiating contact with and maintain good relationships with organizations and constituents in the community.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

1. To increase community outreach programs to provide options for low-income defendants with no resources to pay fines and hire attorneys, educate the public on court procedures and educate students about the court system.
2. To provide a secure, healthy, and welcoming environment for citizens conducting business at the courthouse and at which the judge and staff can work.
3. To dispose of the backlog of cases and newly filed cases by increasing court dockets and services necessary to achieve resolution of cases while improving the level of efficient and effective services.
4. To provide adequate meeting space for dispute resolution (mediation) hearings to help resolve cases in a timely manner without costly and time-consuming litigation clogging up court dockets.
5. To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.
6. To increase the use of the justice courts' website by educating the public and attorneys of the available online platform for ease and efficiency

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

1. Provide resources for the public in the form of seminars, newsletters, speaking engagements with community organizations, schools and in community centers
2. Hire certified personnel to help provide courtroom and courthouse security, to screen participants of court including the operation of the courtroom metal detector before participants enter
3. Provide additional window clerk staff to handle case filings, payments and disposal of cases for the public
4. Design and construct meeting space for dispute resolution hearings with mediators, plaintiffs, defendants and attorneys to help resolve cases without the need of going to court.
5. We value our clerks and continually encourage our staff to advance their skills, attend continuing education classes, and seek certification as a court clerk or a licensed interpreter.
6. The court provides the following options for criminal defendants on our website: enter a plea of no contest and pay a citation in full or through partial payments, request and pay fees on a driving safety course for traffic offenses, and pay fees on a deferred disposition. We provide images of court records in cases that are otherwise not confidential, providing interested persons immediate access to filings. We accept electronic filings through the efiletexas.gov platform for civil and criminal divisions. Going forward, we will continue to build on these options to reduce the need for in-person court appearances or multiple court appearances as possible.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve these cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below. N/A
2. What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.
 - Installation and implementation of smart board technology in the court room
 - Cross Training of Clerks

- *Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearance to litigants*
 - *Procedural solutions to in-court proceedings to maintain social distancing in the courtroom, including email communications with court staff and the district attorney's office*
 - *Using dispute resolution services for parties to mediate civil cases; this resolves many cases without having to go to trial.*
- 3.** *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project. N/A*
- 4.** *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*
- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." *(Completed November 2018)*
 - PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. *(Currently ongoing)*
 - Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. *(Currently ongoing)*
 - Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. *(Currently ongoing)*
 - Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. *(Monthly)*
- 5.** *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- Harris County Office of Court Management
 - Harris County Universal Services
 - Harris County Constable Precinct 1
 - Harris County Constable Precinct 2
 - Harris County Constable Precinct 3
 - Harris County Constable Precinct 4
 - Harris County Constable Precinct 5
 - Harris County Constable Precinct 6
 - Harris County Constable Precinct 7
 - Harris County Constable Precinct 8
 - Harris County Dispute Resolution Center
 - Harris County Protective Services
 - Harris County Sheriff Department
 - Harris County Attorney
 - Harris County District Attorney
 - Harris County Engineer
 - Harris County Fire Marshal

- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department
- Harris County Treasurer

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Defendants/Litigants/Petitioners
- Jurors
- Legal Community – including Lone Star Legal Aid, Houston Volunteer Lawyers Association, and area law schools
- School Districts
- Private Process Servers
- Master Word (interpreter services)
- Witnesses
- Texas Department of Public Safety
- Texas Justice Court Training Center
- Texas Office of Court Administration

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

As the courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in outcomes in criminal cases for individuals with less income.

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

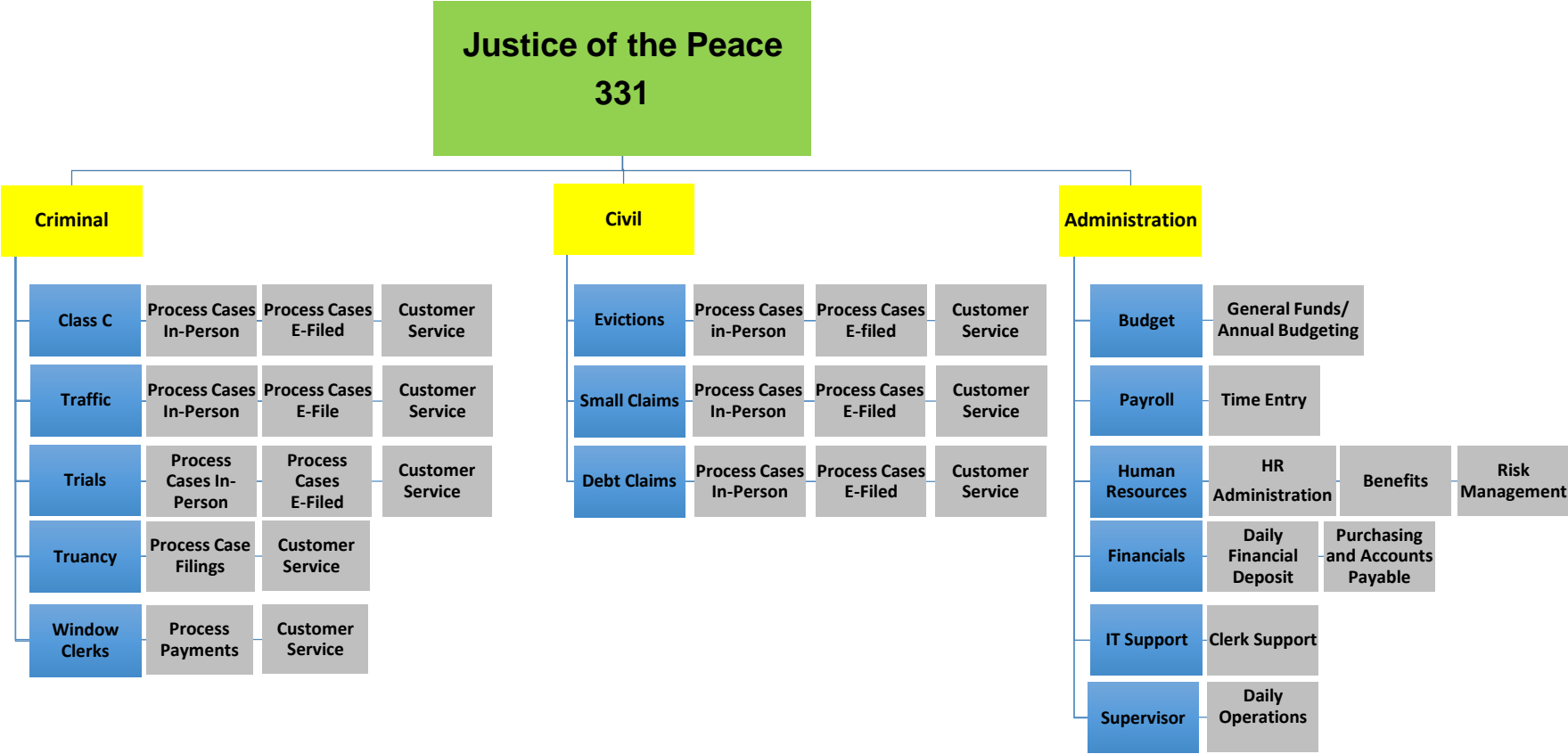
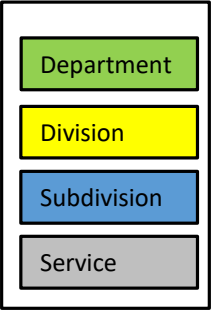
FORM 1. Divisions

Instructions

- *Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head*
- *Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail*
- *FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division*
- *FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21*
- *Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division*

[illegible]

Organization Chart – Dept. 331



FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- **Other Divisions Involved:** List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Process Cases in Person
Divisions (list all):	Criminal, Civil
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$494,694	5.25

1) Describe the Service and how it supports department goals.
The service of "Process cases in Person" is the handling of any and all aspects of a case including: filing of e-citations, enter handwritten citations into Odyssey, setting hearings, mailing notices for court and for resets, preparing for court dockets, working in the courtroom during court dockets, update cases after dockets. It supports department goals by processing incoming criminal and civil cases, serving the public and ensuring that cases are handled timely.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Defendants, Attorneys, Plaintiffs, Witnesses, Officers, Jurors are the customers. Expectations are to handle the case quickly and efficiently. No customer feedback available.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. • Texas Constitution Art V, Sec 19 • Government Code § 27.031 • Code of Criminal Procedure Art 4.11

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Process Cases by E-file
Divisions (list all):	Criminal, Civil, Administrative
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$237,029	2.6

1) Describe the Service and how it supports department goals.
The service of Process Cases by E-file is the handling of all cases filed through EfileTexas.gov by processing the filings of new civil cases for evictions, small claims and debt claims, resetting cases, requesting trials for existing cases, setting hearings, mailing notices, preparing for court dockets, working in courtroom during court dockets, update cases after dockets. Criminal efile consists of processing the filings from attorneys and the public requesting trials and resets on criminal cases. It supports department goals by processing incoming incoming civil and criminal efile cases, serving the public and ensuring that cases are handled timely.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Defendants, Attorneys, Plaintiffs are the customers. Expectations are to handle the cases quickly and efficiently. No customer feedback available.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. • Texas Constitution Art V, Sec 19 • Government Code § 27.031 • Code of Criminal Procedure Art 4.11

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Customer Service
Divisions (list all):	Criminal, Civil, Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$459,765	5

1) Describe the Service and how it supports department goals.
Customer Service is handling customers by phone, in person, by email, processing payments in person, during court dockets and general customer service needs. Customer service supports department goals by ensuring that JP3-1 is accessible to all customers to process cases and provide assistance as needed, and respond to all correspondence.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Defendants, plaintiffs, attorneys, witnesses, officers, jurors and general public are the customers. Expectations are to be treated equally, fairly and with respect. The only feedback we receive is when the public complains.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. • Texas Constitution Art V, Sec 19 • Government Code § 27.031 • Code of Criminal Procedure Art 4.11 Code § 112.052 o Code of Criminal Procedure Arts 103.003, 103.005, 103.009, 103.010 <div style="text-align: right;">• Local Government</div>

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Process Payments
Divisions (list all):	Criminal, Civil

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$353,460	4.45

1) Describe the Service and how it supports department goals.
Process payments consists of processing cash, checks, money orders and credit cards in person or payments received by mail. It also consists of processing criminal remote payments by mailing out necessary documents for driver safety course, deferrals, payment plans, resetting cases, recalling warrants and by mailing out receipts. Civil remote payments consists of entering new cases, setting hearings, mailing court documents, processing service, setting judge trials and jury trials. The department goal is supported by serving the public and ensuring that cases are handled timely, accurately and efficiently.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Defendants, plaintiffs and attorneys are the customers. Their expectations are to handle their cases quickly and accurately. We do not collect customer feedback.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. • Texas Constitution Art V, Sec 19 • Government Code § 27.031 • Code of Criminal Procedure Art 4.11 • Fee officer liability – Local Government Code § 112.052 o Code of Criminal Procedure Arts 103.003, 103.005, 103.009, 103.010 • Texas Constitution Art V, Sec 19, • Government Code § 27.031, • Code of Criminal Procedure Art 4.11

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	General Funds / Annual Budgeting
Divisions (list all):	Administrative
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$13,130	0.06

1) Describe the Service and how it supports department goals.
General Funds / Annual Budgeting is preparing the annual budget once a year to insure that JP31 has sufficient funds to operate the office. It consists of setting realistic goals, identifying income and expenses, and monitoring all accounts to insure that funding is available and allocated properly. Preparing a budget supports department goals by insuring proper funding is available to operate the court.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County Budget Department. Their expectations are for us to provide true and accurate data in a timely manner. Budget notifies us of discrepancies.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes • Government Code § 27.056 Government Code § 27.004 • Texas Constitution Art V, Sec 19 • Government Code § 27.031 • Code of Criminal Procedure Art 4.11

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Time Entry
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$24,189	0.16

1) Describe the Service and how it supports department goals.
Time Entry is entering time for payroll bi-weekly for all court clerks, handling time off requests and maintaining time entry documents. It supports department goals by insuring that time is properly recorded according to the procedures and policies of Harris County Payroll.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County Payroll Department, Court Clerks, Judge. The Payroll Dept. expects to meet all deadlines, run proper reports for accuracy. The staff expects to get paid in a timely manner. Feedback is received from payroll when deadlines are not met.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes • Government Code § 27.056 • Government Code § 27.004 • Texas Constitution Art V, Sec 19 • Government Code § 27.031 • Code of Criminal Procedure Art 4.11

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	HR Administration
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$18,543	0.11

1) Describe the Service and how it supports department goals.
HR Administration is performing managerial duties including new hires, transfers, terminations, retirements, and maintaining personnel files. Also maintaining and enforcing Harris County policies and procedures, employee time off requests and training needs. HR Administration supports department goals by providing support for current employees, new hires and retirees.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Court clerks, Human Resources. Expectations are to keep personnel records secure, accurate and up to date. Human Resources will notify court of discrepancies.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes Government Code § 27.056 <ul style="list-style-type: none">• Texas Constitution Art V, Sec 19• Government Code § 27.031• Code of Criminal Procedure Art 4.11

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	HR Benefits
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$15,342	0.08

1) Describe the Service and how it supports department goals.
HR Benefits is processing insurance needs, open enrollment, FMLA requests and retirement. It supports department goals by providing support to staff with benefits and wellness needs.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Court clerks, Human Resources. To keep secure and accurate personnel records regarding benefits. Also to keep staff updated on benefits changes and wellness opportunities. We do not collect customer feedback.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes <ul style="list-style-type: none">• Texas Constitution Art V, Sec 19• Government Code § 27.031• Code of Criminal Procedure Art 4.11

FORM 4a. Department Services - DETAIL (#9)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Risk Management
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$15,342	0.08

1) Describe the Service and how it supports department goals.
The service for risk management is processing all ADA needs, accidents reports, grievances, emergency guidelines and insuring labor laws are up to date and properly displayed. The department goal is supported by providing staff support and by adhering to all local and state guidelines
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Judge, Clerks, Human Resources. To respond to the needs of the clerks and follow proper policy and procedures for all risk management areas. We do not collect customer feedback.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes <ul style="list-style-type: none">• Texas Constitution Art V, Sec 19• Government Code § 27.031• Code of Criminal Procedure Art 4.11

FORM 4a. Department Services - DETAIL (#10)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Daily Financials
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$46,250	0.35

1) Describe the Service and how it supports department goals.
Monitor all financial transactions including daily balancing, reconciling daily receipts and tills, making deposits, running daily reports and responding to inquiries from the Auditors Dept. and Treasurers Department. Also to prepare and submit monthly local and state agency reports. Department goals are supported by accurately recording daily financial collections as required.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County Auditors, OCA. Their expectations are to prepare accurate reports and submit in a timely manner. Harris County Auditors will notify court when reports are not submitted.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. • Government Code § 71.035 officer liability – Local Government Code § 112.052 Code of Criminal Procedure Arts 103.003, 103.005, 103.009, 103.010 Constitution Art V, Sec 19 • Government Code § 27.031 • Code of Criminal Procedure Art 4.11

• Fee

• Texas

FORM 4a. Department Services - DETAIL (#11)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Clerk Support
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$43,576	0.35

1) Describe the Service and how it supports department goals.
To give clerks support for IT needs by troubleshooting computer issues, being locked out of computer and programs and coordinating with the office of court management with computer and printer needs for the office. This supports department goals by keeping staff and equipment operational.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Clerks. Office of Court Management. The expectations are to keep equipment operational and operate the court effectively.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
yes • Texas Constitution Art V, Sec 19 • Government Code § 27.031 • Code of Criminal Procedure Art 4.11

FORM 4a. Department Services - DETAIL (#12)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Daily Operations
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$292,899	1.5

1) Describe the Service and how it supports department goals.
Responsible for administration and supervision of the day to day operations including clerical, financial and administrative. Reviewing quality assurance on data and docket entry, review and correct data generated by the court and correct entries when needed. Schedule and prepare court sessions, docket hearings, and scheduling assistant district attorneys, interpreters and bailiffs. Prepare and maintain Judge's work schedule, meetings and training. Provide secretarial support to judge and act as a liaison between judge and customers. Compile and submit all local and state required reports, handle mental health calls and warrants, and questions from the public. This supports department goals by insuring the court is ran efficiently, customers are served in a timely manner and support is provide to staff and all court litigants.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Judge, clerks, Harris County Payroll, Purchasing, Human Resources, Budget, Auditors and Treasurer Departments. The expectations are to keep the court running smoothly. No customer feedback is collected.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
yes • Government Code § 27.056 • Government Code § 71.035, 21.001, 21.002, 21.004 • Fee officer liability – Local Government Code § 112.052 o Receipting payments and keeping records – Code of Criminal Procedure Arts 103.003, 103.005, 103.009, 103.010 Sec 19 • Government Code § 27.031, • Code of Criminal Procedure Art 4.11 • Texas Constitution Art V,

FORM 4a. Department Services - DETAIL (#13)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Purchasing and Accounts Payable
Divisions (list all):	Administrative
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$17,781	0.15

1) Describe the Service and how it supports department goals.
To handle all purchasing needs by requesting purchase order, ordering supplies and services as needed, and processing invoice to pay bills. This supports department goals by supplying office with necessary supplies needed to operate properly.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Vendors. Harris County Purchasing. To keep the office with necessary supplies to run efficiently and effectively. To pay bills quickly. No customer feedback is collected.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes •Texas Constitution Art V, Sec 19 • Government Code § 27.031 • Code of Criminal Procedure Art 4.11

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department currently uses to measure and monitor performance and any planned new performance metrics for the coming year. Please list all performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

[illegible]

FORM 5a. Prioritized Budget Request Summary for Additional Funds

Instructions

This form summarizes new budget requests, in order of priority.

Enter responses in each of the fields in the table below, **ranked in order of priority**.

Answer the following question:

On the list below, what priority rank would you assign to funding for inflation-level COLA or merit-based salary increases for existing staff?

Priority #

1

Additional Notes

*A separate **Form 5c** is required for each Budget Request listed below.*

* **Form 5b** is required if new positions are requested. Requested new positions must be listed on **Form 5b**.

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested
BR1	Community Outreach	New Clerk III position to provide a community outreach department for at-need customers and educate the public on court procedures and students on the court system and how it works	Administrative, Criminal, Civil	S01	1	0	1
BR2	Security and Health	New Clerk III position to provide a secure and healthy environment for citizens conducting business in the court	Administrative, Criminal, Civil	S02	1	0	1
BR3	Process In-Person Cases, Customer Service	New Clerk III position to provide additional qualified clerk to handle criminal caseload	Administrative, Criminal	S03	1	0	1
BR4	Process In-Person Cases, Customer Service	To provide adequate meeting space to the office for mediation between plaintiffs, attorneys and defendants	Administrative, Criminal, Civil	S04			
BR5							
BR6							
BR7							
BR8							
BR9							
BR10							
BR11							
BR12							
BR13							
BR14							
BR15							
BR16							
BR17							
BR18							
BR19							
BR20							
BR21							
BR22							
BR23							
BR24							
BR25							
BR26							
BR27							
BR28							
BR29							
BR30							

[illegible][illegible]

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	Clerk III Position, Community Outreach
Division:	Administrative, Criminal, Civil

Funding Request - Next Fiscal Year:	\$77,176
-------------------------------------	----------

1) Describe the specific problem, challenge or opportunity (why funding is needed).
JP3-1 has many customers who have little or no resources, no transportation and sometimes no place to live. Funding is needed to hire support staff to be assignd to working with those in need, to provide positive support and to educate the public.
2) Which department-level goals does this support?
To increase community outreach programs to provide options for low-income defendants with little or no resources, educate the public on court procedures and educate students about the court system.
3) What do you want to achieve with these additional funds?
To help those who cannot help themselves and to influence younger generations to give back to the community.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
March 2021: Hire qualified support staff. Start meeting members of the community and organizations to develop a plan to help people and to provide education through training, newsletters, speaking engagements and community involvement.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#2)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR2
Funding Request Description:	Clerk III Position / Security and Health
Division:	Administrative, Criminal, Civil

Funding Request - Next Fiscal Year:	\$77,176
-------------------------------------	----------

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The challenge is to increase security for the judge, assistant DA and the staff. Currently a staff member must screen customers entering the courtroom; also we have a metal detector that we are not able to use due to lack of trained staff to operate it. Funding is needed to hire a certified officer to screen customers and operate the metal detector.
2) Which department-level goals does this support?
To establish a Court Security Division to improve the security of judges, staff, and the public at the courthouse.
3) What do you want to achieve with these additional funds?
Assist the court with screening individuals and implement the use of the metal detector before litigants enter the courtroom.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
In March 2021: To hire a court security officer assigned to the JP3-1 Court that is trained and holds a court security certification issued by a training program approved by the Texas Commission on Law Enforcement as stated in Section 158.002 of Texas Senate Bill 42 Judge Julie Kocurek Judicial and Courthouse Security Act of 2017.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#3)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR3
Funding Request Description:	Clerk III Position
Division:	Criminal

Funding Request - Next Fiscal Year:	\$77,176
-------------------------------------	----------

1) Describe the specific problem, challenge or opportunity (why funding is needed).
An additional clerk position is needed in the criminal department.
2) Which department-level goals does this support?
To dispose of the backlog of cases and newly filed cases due to increasing court dockets and services necessary to achieve resolution of casesn, while improving the level of efficient and effective service.
3) What do you want to achieve with these additional funds?
To hire a qualified clerk to assist the criminal division with case load.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Time to achieve the objective is March 2021
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#4)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR4
Funding Request Description:	Request for Meeting Space
Division:	Administrative, Criminal, Civil

Funding Request - Next Fiscal Year:	\$700,000
-------------------------------------	-----------

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The problem is there is no meeting space for mediators to meet with the case litigants and they are currently meeting in the hallway and sometimes the break area. Many cases are resolved through mediation which eliminates court hearings, judge trials and jury trials.
2) Which department-level goals does this support?
To provide adequate meeting space for dispute resolution/mediation hearings to help resolve cases in a timely manner without costly and time-consuming litigation clogging up court dockets.
3) What do you want to achieve with these additional funds?
Build 2 meeting rooms for mediation space.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
To meet with Facilities and Property Management to design and construct meeting space for mediation.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

332 – Justice of the Peace 3.2

Judge Lucia Bates

332 – Justice of the Peace 3.2

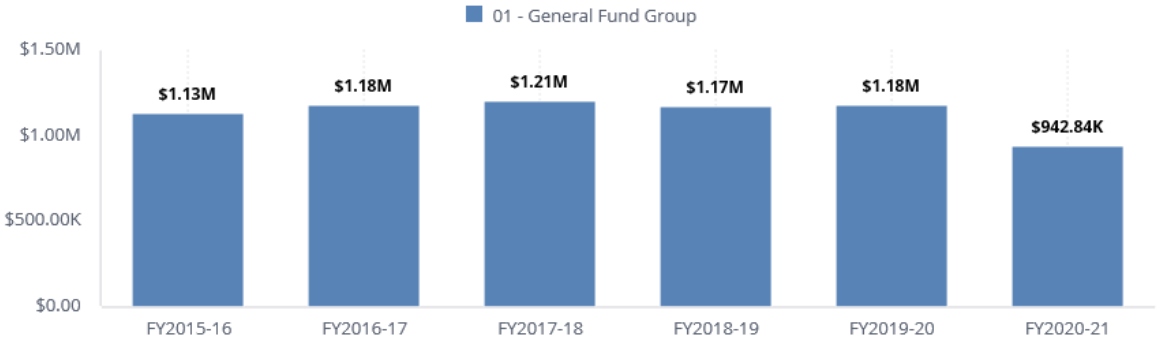
Data as of 12/14/2020

Expenditures (Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$942,838

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$1.33M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
332	Justice of the Peace 3-2

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while ensuring fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. As the part of the Texas justice system to which the majority of citizens have access, the Justice Courts strive to enhance public trust and confidence in the justice system and serve the people of Harris County by dispensing efficient, informative, and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

A Harris County Justice Court system that is:

- Fair, impartial, timely, and accessible to the community and those who court before the court;
- Efficient in its adherence to established principles of time standards and caseflow management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the "people's courts."

The Justice Court has jurisdiction over a wide variety of issues, including:

- civil matters (small claims and debt claims cases and enforcement of judgments) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020);
- evictions and other landlord tenant matters (including repair and remedy cases, writs or re-entry, restoration of utilities, and property retrieval);
- suits to enforce certain deed restrictions;
- criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and
- various administrative type proceedings (including but not limited to dangerous dog determinations, disposition of cruelly-treated animals after seizure, tow hearings to determine probable cause, driver's license suspension hearings, handgun license denial hearings, and petitions for occupational drivers' licenses).

The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters.

Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds.

In Harris County, the Justices of the Peace are also appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Civil Division - The Civil Division handles the filing, docketing, collection of funds, and processing of small claims up to \$20,000 (effective 9/1/2020), debt claims, evictions and other landlord/tenant matters, and driver's license hearings.

Criminal Division - The Criminal Division handles the filing, docketing, collection of fines and fees, and processing of traffic and non-traffic fine-only misdemeanors, juvenile criminal cases, and truancy matters. This division also oversees the ongoing efforts to contact those defendants who fail to appear in court and preparation of warrants (issued by the judge) and the ongoing collections of outstanding fines and fees and preparation of capias pro fines (issued by the judge).

The Administration Division is responsible for oversight of both civil and criminal divisions, preparing daily and monthly financial reports, human resources issues including payroll, accounts receivable and payable, scheduling of dockets, and the training and scheduling of staff.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- Continually improve the administration and organization of the court.
- Ensure the court provides the highest quality of customer service.
- Safeguard equality, fairness and competence in the administration of justice.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

- To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.
- To utilize and be proficient in technologies such as Zoom to be able to continue to conduct court dockets and jury trials in a safe, efficient manner during the COVID-19 pandemic and beyond.
- To increase our internal use of technology to improve efficiency through the use of document queues and signature pads.
- To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).
- To provide a secure, healthy and welcoming environment for citizens and staff conducting business at the courthouse.
- To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during the times of disaster, and encourage continued contact between litigants and the court.
- To improve and expand the courts' website to educate and encourage the public and attorneys to utilize available online platforms for ease and efficiency.
- To improve the level of efficient and effective services with the increased caseload and docketing schedule in 2021 caused by the pandemic increased jurisdiction limit to \$20,000.
- To resume court services to pre-pandemic levels so as to reduce the growing backlog of cases, the time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution.
- To bring our court and the community closer, implementing programs to address youthful offenders and eviction issues, and utilizing our Community Liaison to determine and respond to the needs of our diverse precinct and community.
- To promote procedural fairness and improve and increase the public's perception and confidence in the justice courts.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve these cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Installation and implementation of smart board technology in the court room;
- Installation of security equipment such as plexiglass shield guards, health screening, etc.
- Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearances to litigants;

- Procedural solutions to in-court proceedings to maintain social distancing in the courtrooms, including calling litigants when appearing in court and email communications with court staff and the district attorney's office;
 - Implementation of electronic signature queues within our case management system to reduce both clerk and judge time and printing and scanning of unnecessary paper.
3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
- Clerk cross training and hiring of qualified personnel to ensure a welcoming environment for citizens and staff.
 - Community involvement – working with local elected, business and civic leader to determine programs and processes that would address the needs of the community that are within the scope of the justice court.
 - Truancy workshop - bringing together all stakeholders to address truancy issues during COVID-19 pandemic.
 - Small claims cases – preparing for small claims and debt claims increased caseloads due to the new jurisdictional limit of \$20,000.
 - Initiatives – Girls Rock Workshop, Teen Court, Children's Literacy, Veterans Appreciation, National Night Out.
4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*
- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." (Completed November 2018)
 - PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. (Currently ongoing)
 - Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. (Currently ongoing)
 - Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. (Currently ongoing)
 - Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. (Monthly)
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- Harris County Office of Court Management
 - Harris County Universal Services
 - Harris County Constable Precinct 1
 - Harris County Constable Precinct 2
 - Harris County Constable Precinct 3
 - Harris County Constable Precinct 4
 - Harris County Constable Precinct 5
 - Harris County Constable Precinct 6

- Harris County Constable Precinct 7
- Harris County Constable Precinct 8
- Harris County Dispute Resolution Center
- Harris County Protective Services
- Harris County Sheriff Department
- Harris County Attorney
- Harris County District Attorney
- Harris County Engineer
- Harris County Fire Marshal
- Harris County Public Health Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department
- Harris County Treasurer

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Defendants/Litigants/Petitioners
- Jurors
- Legal Community – including Lone Star Legal Aid, Houston Volunteer Lawyers Association, and area law schools
- School Districts
- Private Process Servers
- Master Word (interpreter services)
- Witnesses
- Texas Department of Public Safety
- Texas Justice Court Training Center
- Texas Office of Court Administration

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*
- As the courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in outcomes in criminal cases for individuals with less income.

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk’s Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant’s ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court’s ability to issue a custodial writ for either a defendant’s initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

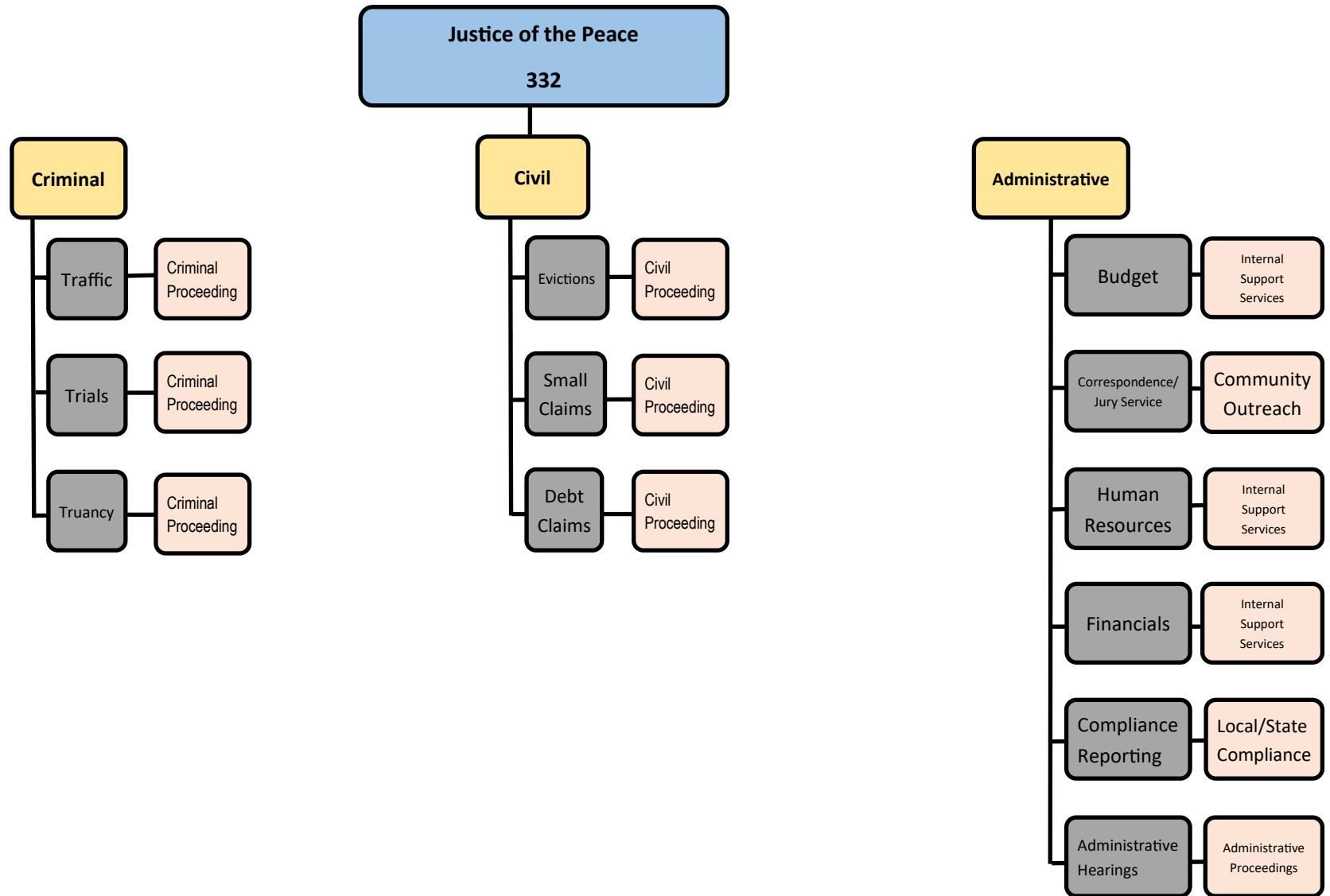
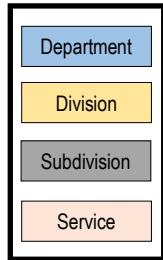
FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]

Organization Chart – Dept. 332



FORM 3. Goals and Objectives

Instructions

- **Department Goal:** Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals. For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- **Other Divisions Involved:** List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- **Other County Departments Involved:** List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- **Other External Stakeholders Involved:** List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Continually improve the administration and organization of the court.	SO1	To attract, train, and retrain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.	Administrative	Civil, Criminal	Human Resources, Budget, Harris Co Office of Court Management	Justice Training Center
G1		SO2	To utilize and be proficient in technologies such as Zoom to be able to continue to conduct court dockets and jury trials in a safe, efficient manner during the COVID-19 pandemic and beyond.	Administrative	Civil, Criminal	Harris County Office of Court Management	N/A
G1		SO3	To increase our internal use of technology to improve efficiency through the use of document queues and signature pads.	Administrative	Civil, Criminal	County Office of Court Management	Tyler Technologies
G1		SO4	To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies)	Administrative	Civil, Criminal	County Office of Court Management, Enterprise Record Management	N/A
G2	Ensure the court provides the highest quality of customer service.	SO5	To provide a secure, healthy and welcoming environment for citizens and staff conducting business at the courthouse.	Administrative	Civil, Criminal	Budget Office, FPM,	All who use court services and facilities
G2		SO6	To improve communication with the public through the courts' website and social media presence to provide current and legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.	Administrative	Civil, Criminal	County Office of Court Management	Public, Legal Community
G2		SO7	To improve and expand the courts' website to educate and encourage the public and attorneys to utilize available online platforms for ease and efficiency.	Administrative	Civil, Criminal	County Office of Court Management	N/A
G2		SO8	To improve the level of efficient and effective services with the increased caseload and docketing schedule in 2021 caused by the pandemic, increased jurisdiction limit to \$20,000.	Administrative	Civil, Criminal	County Office of Court Management, District Attorney, Texas DPS, Budget Office, Universal Services	All who use court services and facilities
G2		SO9	To resume court services to pre-pandemic levels so as to reduce the growing backlog of cases, the time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution.	Administrative	Civil, Criminal	County Office of Court Management, Enterprise Record Management	All who use court services and facilities

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Civil Proceedings
Divisions (list all):	Civil

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$409,188	6

1) Describe the Service and how it supports department goals.
Civil proceedings include the following cases: small claims, debt claims, repair and remedy cases, and eviction cases. The court accepts the filing of cases, processes the claims, receives payments in person or online, set cases for trial as required. Court personnel also receives and responds to inquiries received by mail or email.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers are everyone who utilizes the court services and facilities. Expection is resolution in a timely manner.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Texas Constitution Art V, Sec 19, Civil Practice and Remedies Code (Chapters 31,34,35,61,62,63), Texas Rules of Civil Procedure 500 et seq, 509, Property Code Ch 202.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Criminal Proceedings
Divisions (list all):	Criminal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$415,555	7

1) Describe the Service and how it supports department goals.
Criminal proceedings is the acceptance of a filing of criminal actions such as Class C misdemeanors. This includes the following motor-vehicle offenses: No Insurance, DWLI and other DL Offenses, Registration Offenses and Weight Offenses. Truancy matters are also handled through the division. Citations are received and entered into the database. Payments are processed remotely or in person. Cases set for trial as required. Court personnel also receives and responds to inquiries received by mail or email.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers are plaintiffs, defendants, legal community, students, parents, administrators and everyone who uses the court services. Expectation is resolution in a timely manner.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. Texas Constitution Art V, Sec 19, Texas Code of Criminal Procedure Art 4.11, Health & Safety Code Chs 573 and 574, Family Code Ch 65, Education Code §25.0951.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Internal Support Services
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$350,000	4

1) Describe the Service and how it supports department goals.
Internal Support Services includes the following: Budget Management, Human Resources, Financials and Payroll.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers are department personnel and other harris county departments. Expectation is to operate the court efficiently.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Texas Constitution Art V, Sec 19, Government Code §71.035, Government Code §21.001, Government Code §27.056

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Community Outreach
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$75,589	3

1) Describe the Service and how it supports department goals.
Community Outreach is responding to constituents and public needs and to provide services that will be of benefit to the community as a whole. Community outreach also includes the continuation of court initiatives implemented in recent years.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Constituents of Precinct 3 and the public. Expectation is fair access to the court, educational support programs, working in partnership with community based and civil organizations.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Texas Constitution Art V, Sec 19, Government Code §71.035, Government Code §21.001, Government Code §27.056

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Local and State Compliance
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$59,000	3

1) Describe the Service and how it supports department goals.
Local and State Compliance is record management for reports that are filed on a daily and monthly basis on Sharepoint and monthly reports due to the Office of Court Administration (OCA).
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County Office of Court Management, Harris County Auditor and Office of Court Administration.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Texas Constitution, Art V, Section 19, Government Code §71.035, Government Code §21.001, Government Code §27.056

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Administrative Proceedings
Divisions (list all):	Adminstrative

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$59,500	3

1) Describe the Service and how it supports department goals.
Administrative Hearings consist of conducting Mental Health hearings as assigned. Other hearings held include: Tow Hearing, Dangerous Dogs and Disposition of Property.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for Mental Health hearings are patients, family members, attorneys and everyone in need of this services. Expectation is quick resolution in the best interest of the individual and family for Mental Health. Timely resolution of other cases filed.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Texas Constitution, Art V, Sec 19, Government Code §71.035, Government Code §21.001, Government Code §27.056.

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Civil Processing	Number of cases filed.	Currently in use	Odyssey Case Management/OCA Reports	S06,S08	2,348	35%	To be able to add in person filings.
Civil Processing	Fees paid in persons or by efile.	Currently in use	Odyssey Case Management/OCA Reports, Efile	S05, S07	2,348	35%	To increase accessibility for filings in person and online.
Civil Processing	Number of cases set for trial, conducted and resolved.	Currently in use	Odyssey Case Management/OCA Reports	S02, S03, S04, S05	723	35%	To dispose of pending 2020 cases to be set on the 2021 docket and to set new cases.
Criminal Processing	Number of cases filed.	Currently in use	Odyssey Case Management	S06, S08	1,218	45%	To be able to add in person filings.
Criminal Processing	Fees paid in person or remotely.	Currently in use	Odyssey Case Management/E-file	S05, S07	1,218	45%	To increase accessibility for filings in person and online.
Criminal Processing	Number of cases set for trial, conducted and resolved.	Currently in use	Odyssey Case Management, OCA Reports, Auditors Reports	S02, S03, S04, S05	487	45%	To dispose of pending 2020 cases to be set on the 2021 docket and to set new cases.
Internal Support Services	Monitor and preparation of annual budget.	New	Stars	S01	N/A	N/A	Operate court within budget allocation.
Internal Support Services	Payroll processing transactions through Oct 2020	New	Stars	S01	312	312	To meet payroll deadlines, run reports for reporting accuracy, and pay staff in a timely manner.
Internal Support Services	Number of employees hired, training hours, earned certification	New	Stars	S01	2	1	Fill vacant position.
Internal Support Services	Processing incentives and benefits	New	Stars	S01	12	12	Annual open enrollment to process benefits.
Internal Support Services	Amount of revenues collected	Currently in use	Odyssey Case Management/OCA Reports/Auditors Reports	S08,S09	264,526	400,000	To dispose of case overload carried over from 2020 and newly filed cases.
Internal Support Services	Processing purchase orders, payment of services	New	Stars	S01	N/A	N/A	Operate within budget allocation.
Local/State Compliance	Monthly Compliance Reports - Local	Currently in use	Auditors's Office, Sharepoint, Odyssey	S01, S011	12	12	Monthly reports required to be filed in a calendar year.
Local/State Compliance	Monthly Compliance Reports - State	Currently in use	OCA, Sharepoint	S03	12	12	Monthly reports required to be filed in a calendar year.
Community Outreach	Program initiatives	New	Manual	S010, S011	3	5	To expand and continue with court initiatives.
Community Outreach	Correspondence and emails received	New	Outlook, US Mail	S010, S011	NA	New	To track correspondences received by court.
Administrative Hearings	Mental Health Hearings Conducted	Currently in use	Odyssey Case Management	S02, S03,S011	7	14	Number of Administrative Hearings conducted annually
Administrative Hearings	Occupational Drivers License	Currently in use	Odyssey Case Management	S02, S05,S09	96	10%	To dispose of case overload carried over from 2020 and newly filed cases.

FORM 5a. Prioritized Budget Request Summary for Additional Funds

Instructions

This form summarizes new budget requests, in order of priority.

Enter responses in each of the fields in the table below, **ranked in order of priority**.

Answer the following question:

On the list below, what priority rank would you assign to funding for inflation-level COLA or merit-based salary increases for existing staff?

Priority #

1

Additional Notes

A separate **Form 5c** is required for each Budget Request listed below.

*** Form 5b** is required if new positions are requested. Requested new positions must be listed on **Form 5b**

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested*
BR1		COLA/merit-based salary increases					
BR2							
BR3							
BR4							
BR5							
BR6							
BR7							
BR8							
BR9							
BR10							
BR11							
BR12							
BR13							
BR14							
BR15							
BR16							
BR17							
BR18							
BR19							
BR20							
BR21							
BR22							
BR23							
BR24							
BR25							
BR26							
BR27							
BR28							
BR29							
BR30							

[illegible][illegible]

341 – Justice of the Peace 4.1

Judge Lincoln Goodwin

341 – Justice of the Peace 4.1

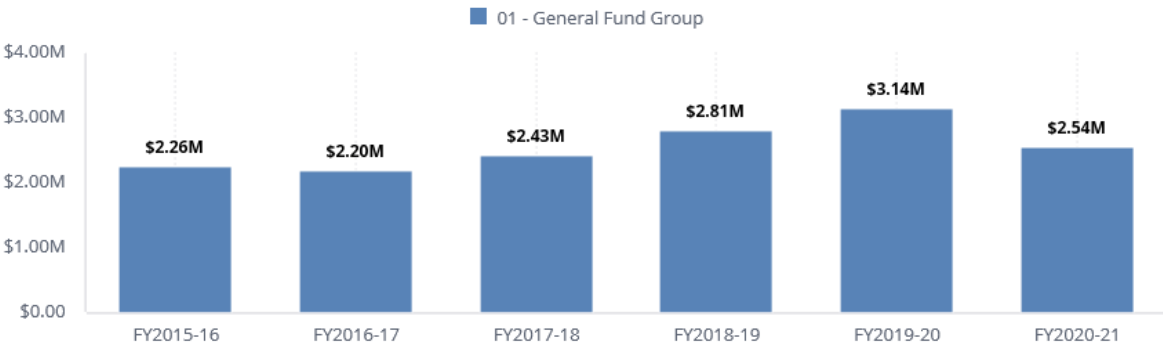
Data as of 12/14/2020

Expenditures (Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$2,542,591

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$3.24M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
341	Justice of the Peace 4-1

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while ensuring fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. As the part of the Texas justice system to which the majority of citizens have access, the Justice Court strives to enhance public trust and confidence in the justice system and serve the people of Harris County by dispensing efficient, informative, and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

A Harris County Justice Court system that is:

- Fair, impartial, timely, and accessible to the community and those who come before the court;
- Efficient in its adherence to established principles of time standards and case flow management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the "people's courts."

The Justice Court has jurisdiction over a wide variety of issues, including:

- civil matters (small claims and debt claims cases and enforcement of judgments) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020);*
- eviction and other landlord/tenant matters (including repair and remedy cases, writs of re-entry, restoration of utilities, and property retrieval);*
- suits to enforce certain deed restrictions;*
- criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and*
- various administrative type proceedings (including but not limited to dangerous dog determinations, disposition of cruelly-treated animals after seizure, tow hearings to determine probable cause, driver's license suspension hearings, handgun license denial hearings, and petitions for occupational drivers' licenses).*

The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters.

Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds.

In Harris County, the Justices of the Peace are appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

1. Administrative/HR: Is in charge of the daily operation of organization, which includes staffing, professional development, HR related issues, budget, payroll, and community outreach.
2. Criminal Trial Division: From setting court dockets, to assisting Judge and ADA's office in court and responsible for case processing.
3. Criminal Front Counter Division: Helps individuals with citations and their initial process with the court, which includes collecting fines and fees, and arrange negotiation with the prosecutor.
4. Correspondence Division: Receive and correspond with defendant's requests and case processing through email, mail, faxes, and e-file.
5. Call Center/Warrant Division: Deliver customer service via phone to defendants with pending cases. Process warrants and set non-appearance dockets.
6. Civil Division: Receive and process case filings that include evictions, civil suits, debt/small claims, and dangerous dog determinations.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- Continually improve the administration and organization of the court.
- Ensure the Court provides the highest quality of customer service.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

- We practice our court's core principles to value people, build trust, and continually improve. We encourage our staff to advance their skills, attend courses, become certified court clerks as well as read leadership books that promote a healthy and efficient organization with opportunities to grow personally and professionally. We have revamped the usage of technology providing services such as case handling and hearings in court via zoom, teleconference and easy accessibility through our website.. We recently secured areas in our department with previous open public access and risked the safety of our staff and county property. We have covered an open gap at our front counter that gave access to the public to reach or climb over into our office and potentially cause unfortunate events. We will continue to assess and maximize the safety and security of the court's needs as we see fit.
- The court provides the following options for criminal defendants on our website: enter a plea of no contest and pay a citation in full or through partial payments, request and pay fees on a driving safety course for traffic offenses, and pay fees on a deferred disposition. We provide images of court records in cases that are otherwise not confidential, providing interested persons immediate access to filings. We accept electronic filings through the efiletexas.gov platform. Going forward, we will continue to build on these options to reduce the need for in-person court appearances or multiple court appearances as possible.

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve these cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.
 - N/A
2. What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.
 - Installation of security equipment such as gated parking, ballistic proof windows or courtroom benches, metal detectors, health screenings, etc;
 - Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearances to litigants;

- Resolution of backlogged cases.
 - Cross training of clerks;
 - Certification of clerks through Texas State University and the Texas Justice Court Training Center or certification of clerks as licensed court interpreters through the Texas Judicial Branch Certification Commission;
3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
- Increase technology within the department for efficiency and functionality.
 - Get back to maintenance level with pending cases for trial due to Covid-19.
4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*
- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." (Completed November 2018)
 - PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. (Currently ongoing)
 - Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. (Currently ongoing)
 - Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. (Currently ongoing)
 - Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. (Monthly)
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- Harris County Office of Court Management
 - Harris County Universal Services
 - Harris County Constable Precinct 1
 - Harris County Constable Precinct 2
 - Harris County Constable Precinct 3
 - Harris County Constable Precinct 4
 - Harris County Constable Precinct 5
 - Harris County Constable Precinct 6
 - Harris County Constable Precinct 7
 - Harris County Constable Precinct 8
 - Harris County Dispute Resolution Center
 - Harris County Protective Services
 - Harris County Sheriff Department
 - Harris County Attorney
 - Harris County District Attorney
 - Harris County Engineer
 - Harris County Fire Marshal

- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department
- Harris County Treasurer

6. Who are the department's key external stakeholders? Provide a bulleted list.

- Defendants/Litigants/Petitioners
- Jurors
- Legal Community – including Lone Star Legal Aid, Houston Volunteer Lawyers Association, and area law schools
- School Districts
- Private Process Servers
- Master Word (interpreter services)
- Witnesses
- Texas Department of Public Safety
- Texas Justice Court Training Center
- Texas Office of Court Administration

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

- As the courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in outcomes in criminal cases for individuals with less income.
2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*
- Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.
- Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.
3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*
- We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.
4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*
- We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

FORM 1. Divisions

Instructions

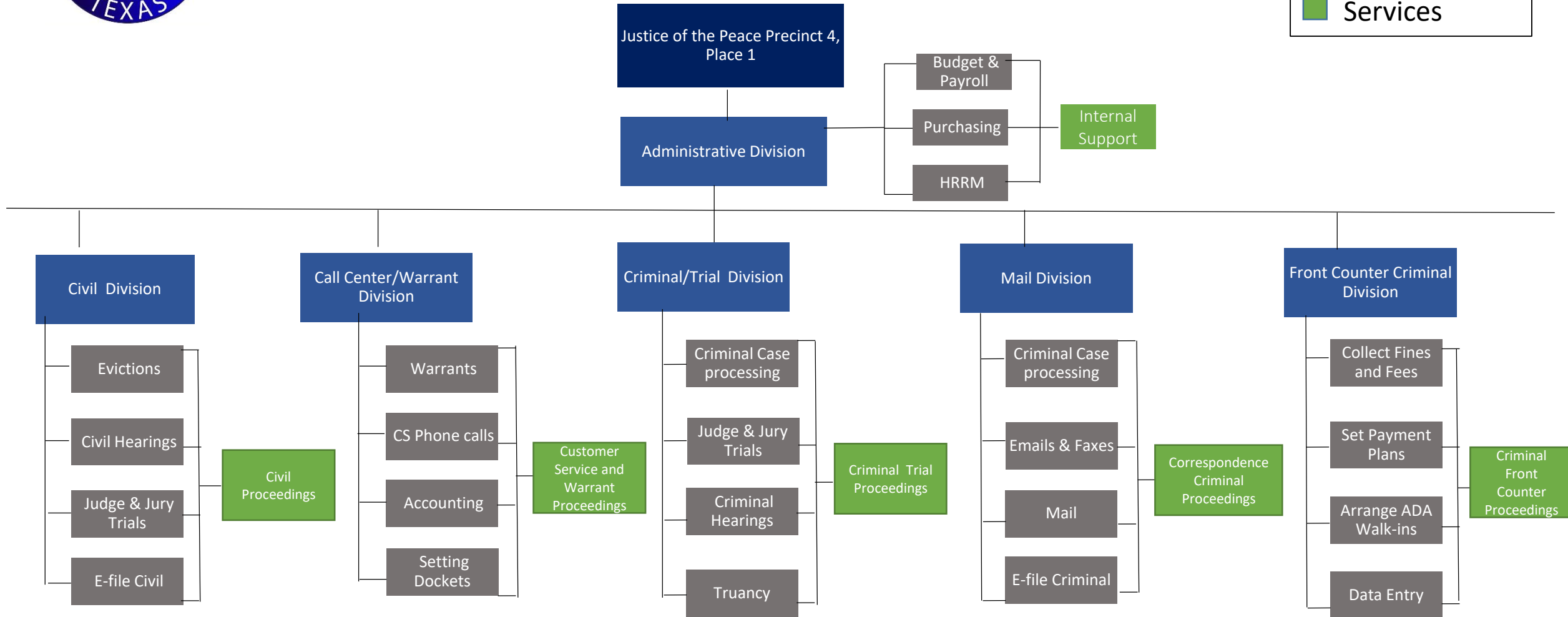
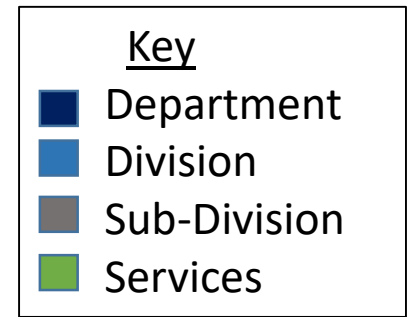
- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ Amount):* Enter \$ amount from adopted budget for the **division**
- *FY 2020-21 Adjusted Budget (\$ Amount):* Enter \$ amount from adjusted budget for the **division**, inclusive of any enhancements received during fiscal year FY 2020-21
- *Actual Headcount:* Enter most recent data for full-time equivalents (FTE) for the division

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Administrative	Staffing, HR related issues, Professional Development, Budget and Finances, Payroll, Purchasing, and community outreach.	\$553,429	\$553,429	4
Civil Division	Receive and process filings that include evictions, civil suits, debt/small claims, civil e-file and dangerous dog determinations.	\$548,579	\$548,579	7
Criminal Trial Division	Setting court dockets, responsible for case processing with all Criminal dockets to include assisting Judge and ADA's office.	\$534,421	\$534,421	7
Criminal Front Counter Division	Assist individuals with citations and their initial process with the court, collect fines and fees, set payment plans, arrange ADA walk-ins and Data entry.	\$514,790	\$514,790	7
Mail Division	Receive and correspond with defendants, via email, mail, faxes and criminal e-file.	\$428,128	\$428,128	5
Call Center/Warrant Division	Deliver customer service via phone to defendants with pending cases as well as process warrants, docket setting and accounting.	\$662,653	\$662,653	9



Justice of the Peace Precinct 4, Place 1

Judge Lincoln Goodwin



FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- **Other Divisions Involved:** List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Internal Support Services
Divisions (list all):	Administrative Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$553,429	4

1) Describe the Service and how it supports department goals.
The Administrative's business process focuses on HR related issues, budget and finance, payroll, purchasing, staffing and professional development and community outreach. To help support our department's goals we practice our core values on a daily basis of valuing one another, building trust and continually improve.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The administrative's business process targets all court personnel and all parties conducting business at the court. The expectation is to maintain a safe and efficient operation conducted by our department. We collect customer feedback through online reviews, calls, emails or in person.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
• Texas Constitution Art V, Sec 19, Code of Criminal Procedure Art 4.11, Government Code § 27.056, Government Code § 21.001 and • Government Code § 27.031.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Civil Proceedings
Divisions (list all):	Civil Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$548,579	7

1) Describe the Service and how it supports department goals.

The Constitutional Court function of the Civil Division focuses on receiving and processing case filings that include eviction, civil suits, debt/small claims, e-file system (civil only) and dangerous dog determinations. Maintaining an efficient and effective case processing to all parties involved conducting business at the court.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The Constitutional Court function of the Civil Division targets the public and community conducting business at the courthouse. The expectation is to maintain a safe and efficient operation conducted by our department. We collect customer feedback through online reviews, calls, emails or in person

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Government Code §§ 27.031-27.034, Civil Practice and Remedies Code – also Texas Rules of Civil Procedure 500 et seq, Property Code Ch 24A, Ch 92 and 93, Health and Safety Code Ch 822 and 821, Health and Safety Code Ch 822 and Supreme Court orders.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Criminal Trial Proceedings
Divisions (list all):	Trial Criminal Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$534,421	7

1) Describe the Service and how it supports department goals.
The Constitutional Court function of the Trial Criminal division focuses on receiving and processing case filings that include traffic/non traffic violations. Assist the Judge and ADA's office with Judge and Jury trials, all hearings and truancy dockets. Maintaining an efficient and effective case processing to all parties involved conducting business at the court.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Constitutional Court function of the Trial Criminal division targets the public and community conducting business at the courthouse. The expectation is to maintain a safe and efficient operation conducted by our department. We collect customer feedback through online reviews, calls, emails or in person
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code § 27.031, Code of Criminal Procedure Art 4.11, Government Code § 27.056, Family Code Ch 65; Education Code § 25.0951, Code of Criminal Procedure Arts 4.11 and 4.12, Ch 45, and other provisions throughout the CCP (procedures); Transportation Code Ch 543 and other provisions throughout the TC (procedures), Code of Criminal Procedure Ch 45; Alcoholic Beverage Code Ch 106, and Health and Safety Code Ch 161.

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Criminal Front Counter Proceedings
Divisions (list all):	Criminal Front Counter
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$514,790	7

1) Describe the Service and how it supports department goals.

The Constitutional Court function of the Criminal Front Counter division helps individuals with citations and their initial process with the court, collect fines and fees, set payment plans, arrange ADA walk-ins and data entry. Maintaining an efficient and effective case processing to all parties involved conducting business at the court.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The Constitutional Court function of the Criminal Front Counter targets the public and community conducting business at the courthouse. The expectation is to maintain a safe and efficient operation conducted by our department. We collect customer feedback through online reviews, calls, emails or in person.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Yes, Code of Criminal Procedure Art 4.11, Government Code § 27.056, Transportation Code Ch 543, Code of Criminal Procedure Ch 102; Government Code Ch 51; Local Government Code Ch 133, and Transportation Code § 543.201 et seq

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Correspondence Criminal
Divisions (list all):	Mail Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$428,128	5

1) Describe the Service and how it supports department goals.
The Constitutional Court function of the Correspondence Division focuses on receiving and corresponding with defendants requests and case processing through email, mail, faxes and criminal e-file system. Maintaining an effient and effective case processing to all parties involved conducting business at the court.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Constitutional Court function of the Correspondence Division targets the pubic and community conducting business at the courthouse. The expectation is to maintain a safe and efficient operation conducted by our department. We collect customer feedback through online reviews, calls, emails or in person.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Government Code § 27.056, Code of Criminal Procedure Arts 4.11 and 4.12 (jurisdiction to hear), Ch 45, and other provisions throughout the CCP (procedures); Transportation Code Ch 543, Code of Criminal Procedure Ch 102; Government Code Ch 51; and Local Government Code Ch 133, Government Code § 27.004

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Customer Service Warrant Proceedings
Divisions (list all):	Call Center/Warrant Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$662,653	9

1) Describe the Service and how it supports department goals.
The Constitutional Court function of the Call Center/Warrant Division delivers customer service via phone to defendants with pending cases. Process warrants and sets Non Appearance/Non Payment Show-Cause along with monthly financials. Maintaining an efficient and effective case processing to all parties involved conducting business at the court.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Constitutional Court function of the Call Center/Warrant Division targets the public and community conducting business at the courthouse. The expectation is to maintain a safe and efficient operation conducted by our department. We collect customer feedback through online reviews, calls, emails or in person.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Code of Criminal Procedure Art 4.11, Government Code § 27.056, Code of Criminal Procedure Ch 15; Arts 45.014, 45.045, 23.04, Government Code § 71.035, Code of Criminal Procedure Art 103.0031

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

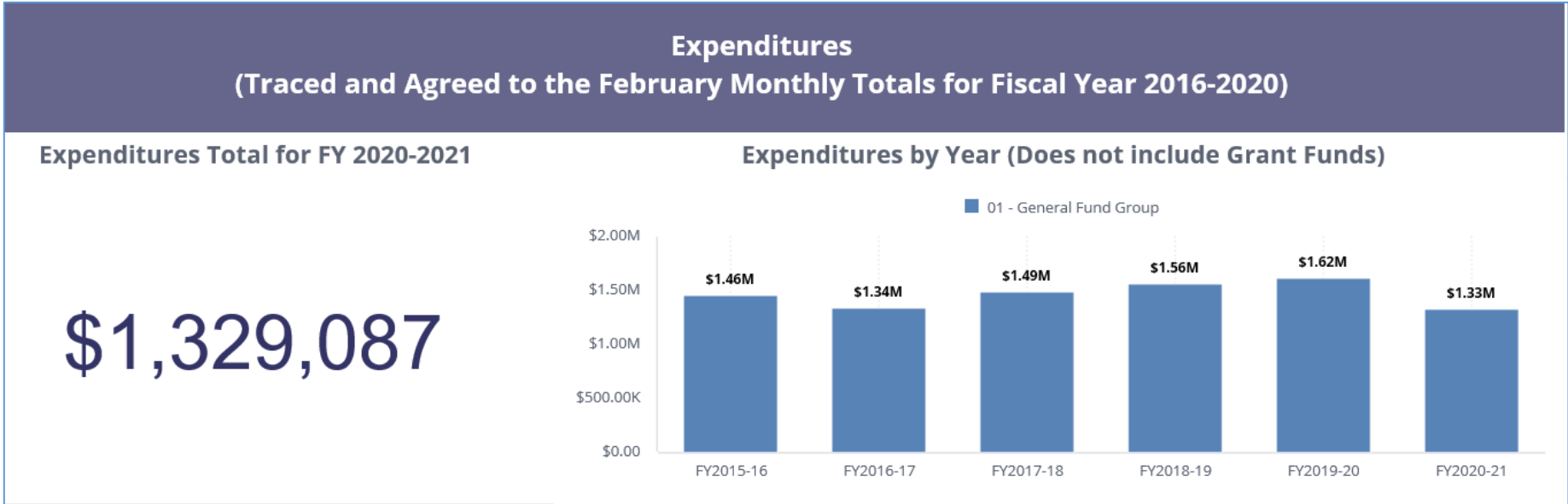
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342 – Justice of the Peace 4.2

Judge Laryssa Korduba

342 – Justice of the Peace 4.2

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$1.72M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
342	Justice of the Peace Precinct 4, Place 2

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while ensuring fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. As the part of the Texas justice system to which the majority of citizens have access, the Justice Court strives to enhance public trust and confidence in the justice system and serve the people of Harris County by dispensing efficient, informative and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

A Harris County Justice Court system that is:

- Fair, impartial, timely, and accessible to the community and those who come before the court;
- Efficient in its adherence to established principles of time standards and case flow management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the "people's courts."

The Justice Court has jurisdiction over a wide variety of issues, including:

- civil matters (small claims and debt claims cases and enforcement of judgments) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020);
- eviction and other landlord/tenant matters (including repair and remedy cases, writs of re-entry, restoration of utilities, and property retrieval);
- suits to enforce certain deed restrictions;
- criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and
- various administrative type proceedings (including but not limited to dangerous dog determinations, disposition of cruelly-treated animals after seizure, tow hearings to determine probable cause, driver's license suspension hearings, handgun license denial hearings, and petitions for occupational drivers' licenses).

The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters.

Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds.

In Harris County, the Justices of the Peace are appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Civil- accept filings involving civil cases and timely and efficiently process all cases to a legal conclusion.

Criminal -Accept filings from law enforcement officers and other agencies as well to individuals and business and process these to a legal conclusion.

Administrative -Provides Administrative Services in the areas of Budget, purchasing, management, human resources and information technology and acts as liaison to Harris County Agencies

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

To continually improve the administration and efficiency of the justice court.

- To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.
- To increase our internal use of technology through the use of document queues and signature pads.
- To expand the justice courts' website to provide additional services available online and simultaneously encourage the public and attorneys to utilize the available online platforms.
- To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).

To continually advance the public's perception of and confidence in the justice court.

- To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.
- To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.
- To bring the court and the community closer through implementation of programs to determine and address the needs of the diverse precincts and county.

To safeguard equal access to and procedural fairness in the administration of justice.

- To utilize and be proficient in advanced technologies to be able to conduct court dockets and jury trials in a safe, efficient manner.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

- We value our clerks and continually encourage our staff to advance their skills, attend continuing education classes, and seek certification as a court clerk or a licensed interpreter.
- The Office of Court Management recently hired a full-stack software engineer who is in the process of overhauling the justice courts' website to conform with contemporary functionality and usability standards as well as enhance accessibility. Information and forms provided on the website are being consolidated and restructured so as to be more user-friendly, cohesive, and intuitive.
- The court provides the following options for criminal defendants on our website: enter a plea of no contest and pay a citation in full or through partial payments, request and pay fees on a driving safety course for traffic offenses, and pay fees on a deferred disposition. We provide images of court records in cases that are otherwise not confidential, providing interested persons immediate access to filings. We accept electronic filings through the efiletexas.gov platform. Going forward, we will continue to build on these options to reduce the need for in-person court appearances or multiple court appearances as possible.
- We utilize Zoom and telephonic hearings to continue holding dockets that cannot be held in person during this pandemic. Going forward, we will be implementing online dispute resolution as a service in small claims and debt claims cases, and continue to utilize the Zoom platform in jury trials.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve these cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*
N/A

2. What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.

- Cross training of clerks;
- Certification of clerks through Texas State University and the Texas Justice Court Training Center or certification of clerks as licensed court interpreters through the Texas Judicial Branch Certification Commission;
- Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearances to litigants;
- Procedural solutions to in-court proceedings to maintain social distancing in the courtrooms, including text messages to litigants when appearing in court and email communications with court staff and the district attorney's office;
- Implementation of electronic signature queues within our case management system to reduce both clerk and judge time and printing and scanning of unnecessary paper;

3. What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.

- Zoom sessions-employee meetings
- Implementation of smart board technology in the court room
- Certification of clerks through Texas State University and the Texas Justice Court Training Center or certification of clerks as licensed court interpreters through the Texas Judicial Branch Certification Commission.
- Installation of upgrade furniture and facility inside the courtroom

4. Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.

- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." (Completed November 2018)
- PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. (Currently ongoing)
- Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. (Currently ongoing)
- Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. (Currently ongoing)
- Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. (Monthly)

5. Who are the department's key stakeholders in Harris County government? Provide a bulleted list.

- Harris County Office of Court Management
- Harris County Universal Services
- Harris County Constable Precinct 1

- Harris County Constable Precinct 2
 - Harris County Constable Precinct 3
 - Harris County Constable Precinct 4
 - Harris County Constable Precinct 5
 - Harris County Constable Precinct 6
 - Harris County Constable Precinct 7
 - Harris County Constable Precinct 8
 - Harris County Dispute Resolution Center
 - Harris County Protective Services
 - Harris County Sheriff Department
 - Harris County Attorney
 - Harris County District Attorney
 - Harris County Engineer
 - Harris County Fire Marshal
 - Harris County Public Health
 - Harris County Auditor
 - Harris County Budget Management Department
 - Harris County Commissioner Precinct 1
 - Harris County Commissioner Precinct 2
 - Harris County Commissioner Precinct 3
 - Harris County Commissioner Precinct 4
 - Harris County Facilities and Property Management
 - Harris County Judge
 - Harris County Justice Administration Department
 - Harris County Treasurer
6. *Who are the department's key external stakeholders? Provide a bulleted list.*
- Defendants/Litigants/Petitioners
 - Jurors
 - Legal Community – including Lone Star Legal Aid, Houston Volunteer Lawyers Association, and area law schools
 - School Districts
 - Private Process Servers
 - Master Word (interpreter services)
 - Witnesses
 - Texas Department of Public Safety
 - Texas Justice Court Training Center
 - Texas Office of Court Administration

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

As the courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in outcomes in criminal cases.

2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

- 3.** *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

- 4.** *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

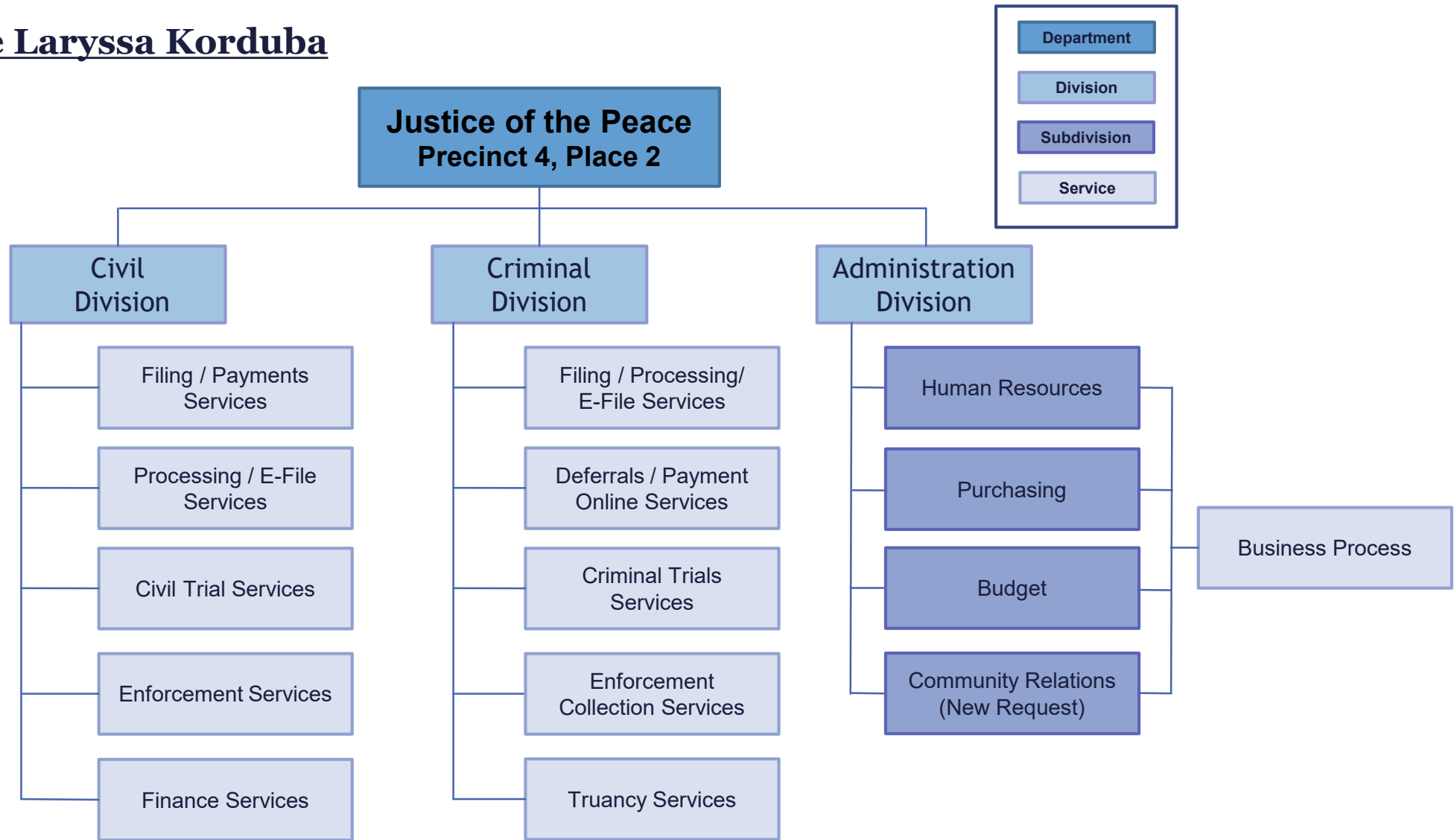
FORM 1. Divisions

Instructions

- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ Amount):* Enter \$ amount from adopted budget for the **division**
- *FY 2020-21 Adjusted Budget (\$ Amount):* Enter \$ amount from adjusted budget for the **division**, inclusive of any enhancements received during fiscal year FY 2020-21
- *Actual Headcount:* Enter most recent data for full-time equivalents (FTE) for the division

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Administration	Business Process	\$1,715,000	\$466,273	4
Civil Division	Filing/Payments Services		\$130,992	2
	Processing/E-File Services		\$80,940	1.5
	Civil Trial Services		\$177,048	2.5
	Civil Enforcement Services		\$155,137	2.5
	Finance Services		\$36,275	0.5
Criminal Division	Filing/Processing/E-File Services		\$144,411	2
	Deferrals/Payment/Online Services		\$123,815	2
	Criminal Trials Services		\$95,812	1.5
	Criminal Enforcement Services		\$128,262	2
	Turancy		\$101,740	1.5
Non labor	Adminstration		\$15,010	
	Civil		\$28,704	
	Criminal / Traffic		\$28,893	
	Financial		\$1,688	
			\$1,715,000	22

Judge Laryssa Korduba



FORM 3. Goals and Objectives

Instructions

- **Department Goal:** Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."
- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals. For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.
- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.
- **Other Divisions Involved:** List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.
- **Other County Departments Involved:** List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.
- **Other External Stakeholders Involved:** List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.	SO1	<ul style="list-style-type: none"> • Number of clerks who are certified court clerks or court managers through Texas State/TJCTC or NCSC/ICM or as certified interpreter with the state. 	Administration	Civil Division/Criminal Division	Court Manager, Budget management, HR	Defendants/litigants/Petitioners, Legal Community, Texas Department of Public Safety.
G2	To increase our internal use of technology through the use of document queues and signature pads.	SO2	<ul style="list-style-type: none"> • To provide a well maintained office environment with up to date customer service and technology along with a knowledgeable, professional and courteous court staff. 	Administration	Civil Division/Criminal Division	HR, Staff Attorney, Court Manager's Office, Universal Services, Law Enforcement Agencies	Defendants/litigants/Petitioners, Legal Community, , Texas Department of Public Safety
G3	To expand the justice courts' website to provide additional services available online and simultaneously encourage the public and attorneys to utilize the available online platforms.	SO3	<ul style="list-style-type: none"> • The Court Manager's office has on staff a full-stack software engineer who is in the process of overhauling the justice courts' website to conform with contemporary functionality and usability standards as well as enhanced accessibility. • To continue to expand online services, ie EFile,DSC, DADJ, Zoom and email filing options. 	Administration	Civil Division/Criminal Division	Staff Attorney, Court Manager's Office, Universal Services, Law Enforcement Agencies	Defendants/litigants/Petitioners, Legal Community, Texas Department.
G4	To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).	SO4	<ul style="list-style-type: none"> • To provide information, web links, options and forms provided on the website. • To consolidate and restructure the above resources to become more transparent, user-friendly, cohesive, and intuitive. 	Administration	Civil Division/Criminal Division	Staff Attorney, Court Manager's Office, Universal Services, Law Enforcement Agencies	Defendants/litigants/Petitioners, Legal Community, Texas Department.
G5	To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.	SO5	<ul style="list-style-type: none"> • To train and educate court staff in best practices to use the electronic technology available and to provide and encourage staff to use this technology in order to streamline the job they are assigned. Most importantly to improve the information and guidance provide to court patrons 	Administration	Civil Division/Criminal Division	HR, Staff Attorney, Court Manager's Office, Universal Services, Law Enforcement Agencies	Defendants/litigants/Petitioners, Legal Community, , Texas Department of Public Safety
G6	To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.	SO6	<ul style="list-style-type: none"> • To further utilize technical products such as Zoom to hear and make disposition of pending cases. • To formulate a docketing schedule and create a criteria for setting cases on the court's docket in an effective and efficient matter. • To establish goals and timelines for handling a growing case 	Administration	Civil Division/Criminal Division	Staff Attorney, District Attorney's Office, Court Manager's Office, Law Enforcement Agencies	Defendants/litigants/Petitioners, Legal Community, Texas Department.
G7	To bring the court and the community closer through implementation of programs to determine and address the needs of the diverse precincts and county.	SO7	<ul style="list-style-type: none"> • Expand the justice courts' website. • Digitize all cases in the courts possession. • Build proficiency in use of technology and improve efficiency in case processing. 	Administration	Civil Division/Criminal Division	Budget Management, HR	N/A
G8	To utilize and be proficient in advanced technologies to be able to conduct court dockets and jury trials in a safe, efficient manner.	SO8	<ul style="list-style-type: none"> • Build proficiency in use of technology and improve efficiency in case processing. • To further utilize Zoom telephonic hearings and to continue holding dockets during this pandemic and beyond. 	Administration	Civil Division/Criminal Division	District Attorney's office, law enforcement, Court Mangement, Universal Services	Legal Community, Defendants/litigants/Petitioners, Witnesses.

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Business Process
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$466,273	4

1) Describe the Service and how it supports department goals.
Administrative Services includes judicial services provided by the Elected Official, Administrative Services provided by the Chief Clerk, and Administrative Services provided by the Assistant Chief Clerk for the Civil Division and Assistant Chief Clerk for the Misdemeanor Criminal Division.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The general public, law enforcement agencies, school districts, various public agencies in the area, other Harris County departments, and court staff. The administrative team is held to higher standards. Although no formal methods are in place to collect customer feedback, those affected by errors and mishandlings will soon voice their concerns.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code, Section 27; Government Code § 71.035; Government Code § 27.004

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Civil Filings/Payments
Divisions (list all):	Civil

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$130,992	2

1) Describe the Service and how it supports department goals.
Civil services accepts filings for debt claims, evictions, small claims, and other types of suits that fall in the jurisdiction of Justice Courts. Justice Court then processes these suits following through all the necessary and lawful procedures until they reach a legal conclusion.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The general public, legal community, area based businesses, and the Precinct 4 Constables Office. Each one of these parties expects the best possible service available to them from the Justice Court. Customers expect the court staff to handle and process new filings and process new cases within a reasonable timeframe. The Harris County Auditor's office requires that payments be promptly acknowledged by issuance of a receipt by court staff. In addition, all payments received are audited on a monthly basis and are subject to periodic random audits by outside firms. Reports are submitted to the court on a monthly and quarterly basis outlining any issues with processing that may have occurred during any part of processing. The courts financial books, records and reports must balance each day and all incoming revenues must be accounted for.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<ul style="list-style-type: none">• Government Code § 27.031; Government Code § 27.056; Government Code Ch 51; Civil Practice and Remedies Code § 31.007; Civil Practice and Remedies Code § 31.002; Civil Practice and Remedies Code Ch 34; Civil Practice and Remedies Code Ch 61; Civil Practice and Remedies Code Ch 63; Civil Practice and Remedies Code § 31.006; Civil Practice and Remedies Code Ch 35

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Civil Processing/E-file Services
Divisions (list all):	Civil Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$80,940	1.5

1) Describe the Service and how it supports department goals.
Creation and processing of the civil process, transmission of the civil process to law enforcement service agencies, attorneys, and process servers. The court accepts and files returned civil processes that have been executed by law enforcement agencies, attorneys, process servers and other authorized agents.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The general public, law enforcement agencies, attorneys and civil process servers. These customers expect the court staff handle all filings in a timely and efficient manner. Reports detailing processing times are available to the court's administrative team. Case filings are available online for all parties to review. In addition, parties to lawsuits may contact the court if there are questions about the progress of the suit.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code §§ 27.031-27.034 ; Government Code § 27.056; Texas Rules of Civil Procedure 21; Property Code Ch 24 (for mobile homes, Ch 94) – also Texas Rules of Civil Procedure 500 et seq; 510; Supreme Court mandates;

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Civil Trial Services
Divisions (list all):	Civil Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$177,048	2.5

1) Describe the Service and how it supports department goals.
Setting of court dockets, notifying parties of court date settings, providing clerical assistance to the Judge and court patrons at the time of trial and other court settings. Entering and recording judgments that have been rendered by the court.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The general public, judge, attorneys, and court pattons. These parties expect their case to be processed and set on a docket within a timely manner, all parties be notified and that trials be handled effciently so that time is not wasted for all parties involved . There are no formal measures to collect feedback from the these customers, however all parties are encouraged to contact the administrative staff of the court, should our service not meet their expectations.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code § 27.056; Government Code Ch 62

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Civil Enforcement Services
Divisions (list all):	Civil Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$155,137	2.5

1) Describe the Service and how it supports department goals.
Issuing and processing instruments to enforce judgments rendered by the court. i.e. Writs of Possession and Execution and abstracts of Judgment.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The general public, law enforcement agencies, and holders of judgments. Customers of these services expect quick and efficient issuance and handling of enforcement instruments by both the court and service agents. There are no formal evaluation documents in place. The instruments enforce outstanding judgments which represent money to attorneys and their clients. Should these services not be handled properly, it is certain that the court would receive numerous complaints regarding the breakdown.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code § 27.056; Civil Practice and Remedies Code Ch 31; Civil Practice and Remedies Code Ch 34; Property Code Ch 52; Civil Practice and Remedies Code Ch 35

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Finance Services
Divisions (list all):	Civil Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$36,275	0.5

1) Describe the Service and how it supports department goals.
There is a daily balance of all monies receipted by the court, preparation of deposits to the county depository, as well as reports required by statute and the Harris County Auditor's office. Preparation of reports to the Harris County Auditor's office and providing services and assistance during the time of the monthly audit. This service is independent and is placed under the supervision of the Civil assistant chief clerk for convenience purposes.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Harris County Auditor's office, Harris County depository institution and the department administrative staff. Each of these customers expects prompt and accurate reporting of all monies received by the court in its official capacity. The Harris County Auditor's Compliance Division provides monthly reports as well as quarterly letters detailing errors and exceptions that they found during all audits. Since July 2019, this office has proudly received five quarterly letters that report no errors, exceptions or reportable issues.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code, Government Code § 27.056, Government Code § 71.035; Government Code § 27.004; Code of Criminal Procedure Arts 103.003, 103.005, 103.009, 103.010.

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Criminal Filing/E-File/Processing Services
Divisions (list all):	Criminal Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$144,411	2

1) Describe the Service and how it supports department goals.
Filing of traffic tickets accepted from law enforcement agencies, truancy filings from school districts, and misdemeanor complaints from other filing agencies and citizens.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Officers of law enforcement agencies, school districts, truancy officials, as well as other state, county, and local agencies and citizens that may initiate misdemeanor complaints in a Justice Court. The customers of these services expect that the court staff process their filings in an accurate, timely, and efficient manner. There is not a formal means of seeking customer feedback of our performance in these service areas, however when there is a breakdown in the process, those customers do not hesitate to contact us with the issue.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code § 27.056; Code of Criminal Procedure Arts 4.11 and 4.12 ; Ch 45, Transportation Code Ch 543; Code of Criminal Procedure Ch 102; Government Code Ch 51; Local Government Code Ch 133.

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Criminal Deferrals/Payments/Online Services
Divisions (list all):	Criminal Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$123,815	2

1) Describe the Service and how it supports department goals.
The court processes payments of fines and costs as well as payments of administrative fees and costs in association with final convictions, Driving Safety deferrals, CCP 45.511 and cases deferred under CCP45.051. In addition, these services include processing all documents that are received from the defendant, attorneys, and/or generated by the court.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
They are recipients of traffic citations and defendants in misdemeanor cases filed in Justice Court, Assistant District Attorneys, Driving Safety Course providers, law enforcement officers, and the general public. The customers of these services can expect the court staff to process their filings and payments in an accurate and timely manner. There is not a formal means of seeking customer feedback of our performance in these service areas, however, when there is a breakdown in the process, those customers do not hesitate to contact us with the issue.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code § 27.056; Code of Criminal Procedure Arts 4.11 and 4.12 ; Ch 45, Transportation Code Ch 543.

FORM 4a. Department Services - DETAIL (#9)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Criminal Trial Services
Divisions (list all):	Criminal Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$95,812	1.5

1) Describe the Service and how it supports department goals.
These services include any and all activities associated with misdemeanor settings, including the Harris County Assistant District Attorney conferences with defendants and attorneys, misdemeanor trials, both by jury and to the court, show cause hearings associated with deferrals, payment plans, and other matters in which Texas statute requires show cause hearings;
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The general public, assistant District Attorneys, attorneys, law enforcement officers, defendants, complaining witnesses, general witnesses and bail bondsmen. Customers of these service expect the court staff to schedule settings in a timely manner, accurately notice all parties that have interest in these settings, conduct trials and other hearings in a orderly and organized manner. Customers of our services do not hesitate to contact us when a breakdown of their expectations occur.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code § 27.056; Code of Criminal Procedure Ch 45; Government Code Ch 62; Code of Criminal Procedure Art 4.13 (jurisdiction) and Ch 22; Art 23.05 (procedures).

FORM 4a. Department Services - DETAIL (#10)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Enforcement Collection Services
Divisions (list all):	Criminal Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$128,262	2

1) Describe the Service and how it supports department goals.
This service handles instances when the defendant does not appear in court as ordered or has failed to pay a penalty imposed by the court. Enforcement includes referral of past due matters to the law firm contracted with Harris County, issuance of arrest warrants, notices and orders associated with Non Resident Violator's Compact, capias pro fines, warrant recalls, and reports to the Texas Department of Public Safety of convictions and deferrals under CCP45.0511.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Defendants, attorneys, bail bondsmen, law enforcement agencies, driver license division of Texas Department of Public Safety and like agencies in states that have entered in the Non Resident Violator Compact, warrant officers, law firms and collection agents that enforce Harris County judgments.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code § 27.056; Code of Criminal Procedure Art 103.0031; Code of Criminal Procedure Ch 15; Arts 45.014, 45.045, 23.04

FORM 4a. Department Services - DETAIL (#11)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Truancy
Divisions (list all):	Criminal Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$101,740	1.5

1) Describe the Service and how it supports department goals.
File and process cases of school truancy and thwarting compulsory attendance referral by area school districts and officers. This service also involves docket settings and issuance of notice to the parties involved. The purpose of this service is to encourage children of compulsory attendance age to stay in school and complete their education.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
School districts, school district truant officers, witnesses, Harris County District Attorney's office, law enforcement agencies, truant children, parents and Harris County TRIAD services.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code § 27.056: Family Code Ch 65; Education Code § 25.0951;

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measurable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

[illegible]

FORM 5a. Prioritized Budget Request Summary for Additional Funds

Instructions

This form summarizes new budget requests, in order of priority.

Enter responses in each of the fields in the table below, **ranked in order of priority**.

Answer the following question:

On the list below, what priority rank would you assign to funding for inflation-level COLA or merit-based salary increases for existing staff?

Priority #

1

Additional Notes

*A separate **Form 5c** is required for each Budget Request listed below.*

* **Form 5b** is required if new positions are requested. Requested new positions must be listed on **Form 5b**.

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested
BR1	Community Relations Specialist	Develop a strategy and programs designed to represent the Justice Courts favorably and make positive contributions to the Community. Support the Community initiatives and represents the Justice Court at the events.	Administrative	SO9	1		1
BR2							
BR3							
BR4							
BR5							
BR6							
BR7							
BR8							
BR9							
BR10							
BR11							
BR12							
BR13							
BR14							
BR15							
BR16							
BR17							
BR18							
BR19							
BR20							
BR21							
BR22							
BR23							
BR24							
BR25							
BR26							
BR27							
BR28							
BR29							
BR30							

[illegible][illegible]

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	
Division:	Business Process
Funding Request - Next Fiscal Year:	\$21,794

1) Describe the specific problem, challenge or opportunity (why funding is needed).
At present, Community access to the court staff is limited. These new services will allow citizens to have better access to services offered by the court and Harris county as a whole.
2) Which department-level goals does this support?
G2, G3, G4
3) What do you want to achieve with these additional funds?
Provide a closed relationship between the Justice court and the Community.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The approach to this issue will include a community liaison who will attend community events and will act as a contact point in which citizens may use to access the service offered by the justice court and Harris County as a whole.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

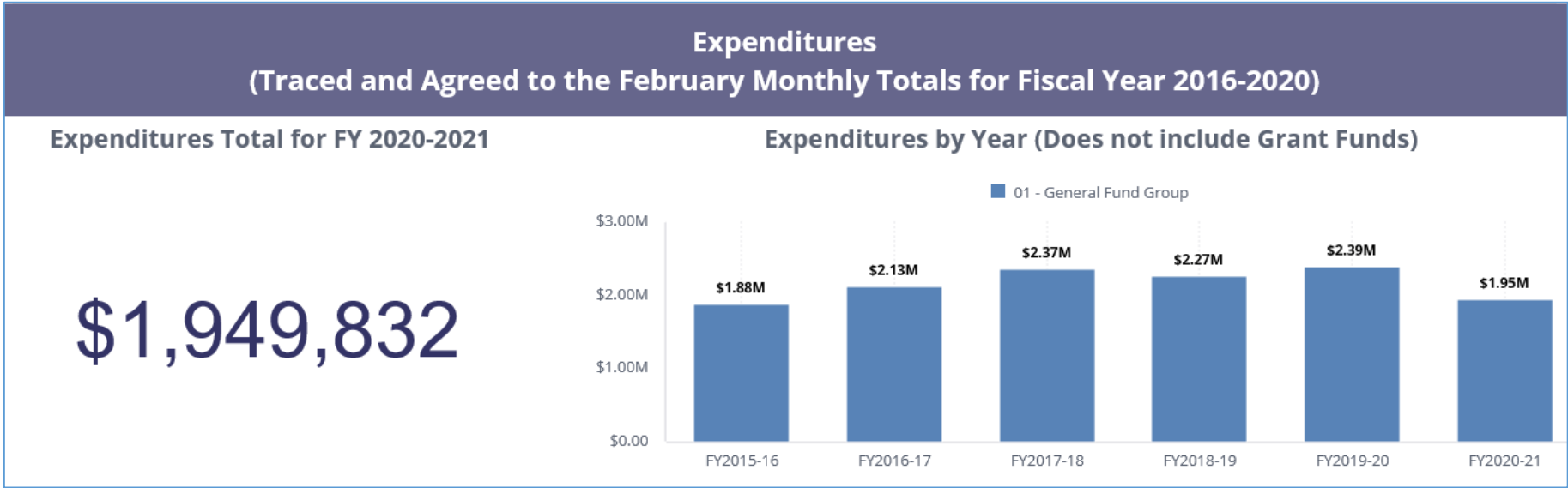
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351 – Justice of the Peace 5.1

Judge Israel Garcia

351 – Justice of the Peace 5.1

Data as of 12/14/2020



FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
351	Justice of the Peace Precinct 5 Place 1

Section A: Overview and Goals

1. Mission

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while ensuring fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. As the part of the Texas justice system to which the majority of citizens have access, the Justice Court strives to enhance public trust and confidence in the justice system and serve the people of Harris County by dispensing efficient, informative, and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

A Harris County Justice Court system that is:

- Fair, impartial, timely, and accessible to the community and those who come before the court;
- Efficient in its adherence to established principles of time standards and caseload management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

3. Department Overview

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the “people’s courts.”

The Justice Court has jurisdiction over a wide variety of issues, including:

- *civil matters (small claims and debt claims cases and enforcement of judgments) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020);*
- *eviction and other landlord/tenant matters (including repair and remedy cases, writs of re-entry, restoration of utilities, and property retrieval);*
- *suits to enforce certain deed restrictions;*
- *criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and*
- *various administrative type proceedings (including but not limited to dangerous dog determinations, disposition of cruelly-treated animals after seizure, tow hearings to determine probable cause, driver’s license suspension hearings, handgun license denial hearings, and petitions for occupational drivers’ licenses).*

The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters.

Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds.

In Harris County, the Justices of the Peace are appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

- 1- Criminal: Process cases in person, process e-files, customer service, process payments.
- 2- Civil: Process cases in person, process cases e-filed, customer service.
- 3- Internal Support Services: General funding, annual budget, time entry, HR Administration, Benefits, Risk Management, Daily Financials, Purchasing and Accounting, Clerk Support and Daily Operations.

5. Non-General Fund Division Summaries

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

- *To continually improve the administration and efficiency of the justice court.*
- *To continually advance the public's perception of and confidence in the justice court.*
- *To safeguard equal access to and procedural fairness in the administration of justice.*

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

- *To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.*
- *To increase our internal use of technology through the use of document queues and signature pads.*
- *To expand the justice courts' website to provide additional services available online and simultaneously encourage the public and attorneys to utilize the available online platforms.*
- *To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).*
- *To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.*
- *To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.*
- *To reduce waiting and response time experienced by court users.*
- *To bring the court and the community closer through implementation of programs to determine and address the needs of the diverse precincts and county.*
- *To utilize and be proficient in advanced technologies to be able to conduct court dockets and jury trials in a safe, efficient manner.*
- *To resume court services to pre-pandemic levels so as to reduce the growing backlog of cases, the time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution of the matter.*
- *To increase options for dispute resolution to include online and greater access to mediation in civil cases.*
- *To treat all court users with courtesy, respect, and neutrality.*

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve these cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Manage Public and Personnel dynamics associated with COVID-19. This includes significant reduction on-site personnel, dramatic increases in resetting cases (due to many Supreme Court Emergency Declaratory Orders, shifting dockets to accommodate remote hearings and bench trials.)
- Changed policies for civil cases to submissions in lieu of hearings and trials, resulting in thousands of default judgments, dismissals, and Dismiss for Want of Prosecution.
- Rapidly hire and train new and replaced employees with increased staffing (in contemplating increased jurisdiction for civil cases, effective September 1, 2020.)
- Improved metrics for all case filings to disposition ratios for year to date 2020 to 105% (best in last 9 years.)
- Examined dead judgment cases (stored offsite) for potential destruction, consistent with research and records retention policy. Submitted to Commissioners Court for approval to destroy 239,400 cases with judgments between 1977 and 1998.

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- Conducting Court Proceedings every day (hearing, trials/bench and civil), jury trials and multiple administrative hearings.
- Continue Daily Processing Civil, Criminal and Truancy Filings
- Examining aged cases for digitizing, disposition and/or preparation for destruction (following records retention policies.)
- Setting dockets for civil dismissals.
- Resetting thousands of cases until 2021 following Supreme Court of Texas (Emergency Declaration Orders, 27 so far.)

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." (Completed November 2018)
- PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. (Currently ongoing)

- Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. *(Currently ongoing)*
- Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. *(Currently ongoing)*
- Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. *(Monthly)*

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*

- Harris County Office of Court Management
- Harris County Universal Services
- Harris County Constable Precinct 1
- Harris County Constable Precinct 2
- Harris County Constable Precinct 3
- Harris County Constable Precinct 4
- Harris County Constable Precinct 5
- Harris County Constable Precinct 6
- Harris County Constable Precinct 7
- Harris County Constable Precinct 8
- Harris County Dispute Resolution Center
- Harris County Protective Services
- Harris County Sheriff Department
- Harris County Attorney
- Harris County District Attorney
- Harris County Engineer
- Harris County Fire Marshal
- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Justice Administration Department
- Harris County Treasurer

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Defendants/Litigants/Petitioners
- Jurors
- Legal Community – including Lone Star Legal Aid, Houston Volunteer Lawyers Association, and area law schools
- School Districts
- Private Process Servers
- Master Word (interpreter services)

- Witnesses
- Texas Department of Public Safety
- Texas Justice Court Training Center
- Texas Office of Court Administration

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

No, very diverse (translated in over 55 different languages).

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

As the courts serve the entire population in our individual precinct, the county, and beyond, there are unknown and not observed potential disparities in case outcomes.

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center and others that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

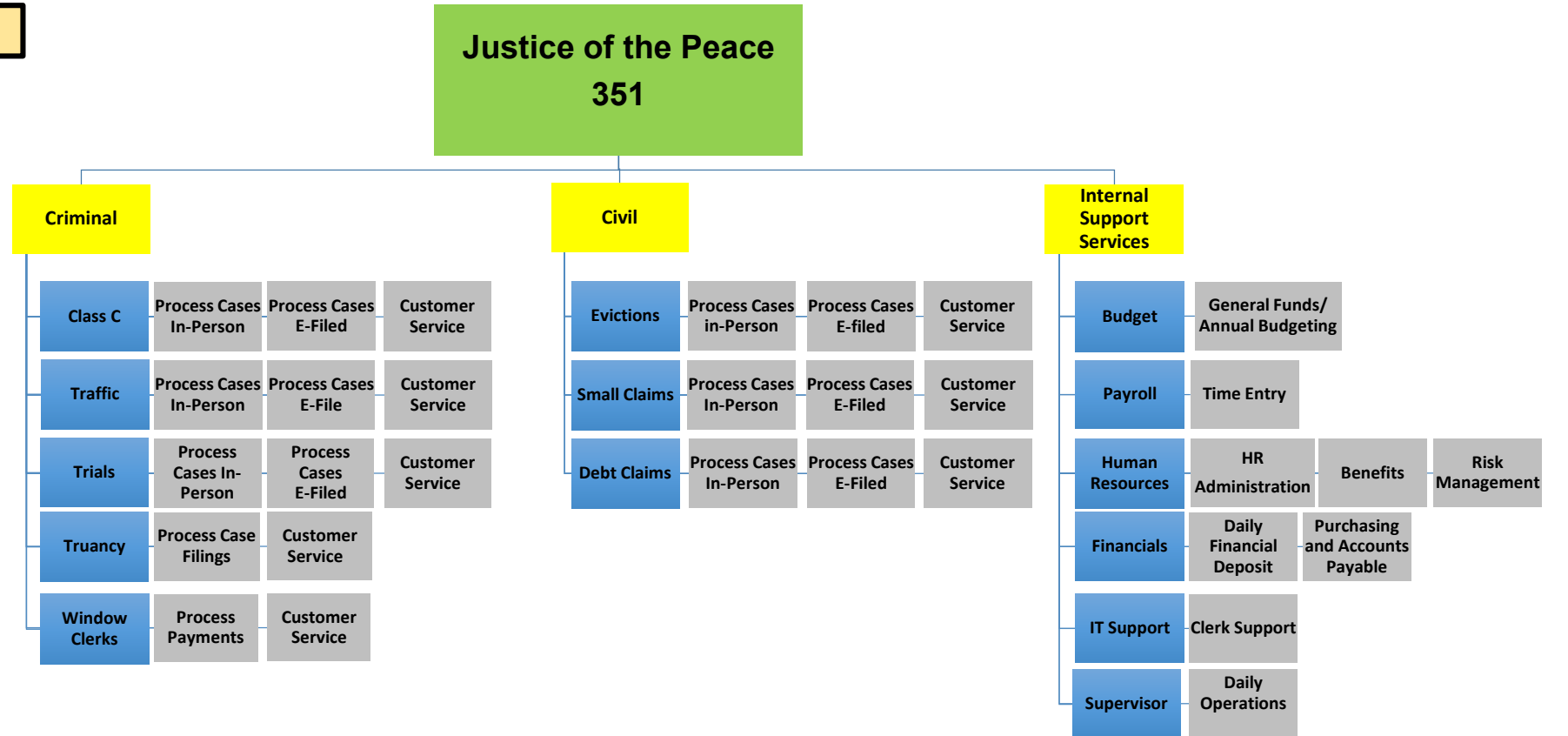
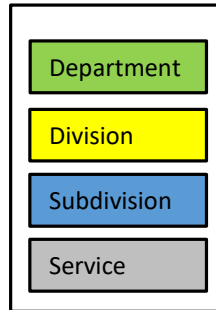
FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]

Organizational Chart - 351



FORM 3. Goals and Objectives							
<i>Instructions</i>							
- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."							
- Strategic Objective: For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.							
For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.							
- Lead Division: List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.							
- Other Divisions Involved: List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.							
- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.							
- Other External Stakeholders Involved: List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.							
Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	To continually improve the administration and efficiency of the justice court.	SO1, SO 2, SO3	To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.	Internal Support Services	N/A	Harris County Human Resources, Harris County Commissioners Court	N/A
	To continually improve the administration and efficiency of the justice court.	SO1, SO2, SO3	To increase our internal use of technology through the use of document queues and signature pads.	Internal Support Services	Criminal, Civil	Court Managers Office, Univesal Services	N/A
	To continually improve the administration and efficiency of the justice court.	SO1, SO2, SO3	To expand the justice courts' website to provide additional services available online and simultaneously encourage the public and attorneys to utilize the available online platforms.	Internal Support Services	N/A	Court Managers Office, Univesal Services	N/A
	To continually improve the administration and efficiency of the justice court.	SO1, SO2, SO3	To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).	Criminal, Civil	Internal Support Services	Harris County Records Center	Odyssey (Tyler Technology)
G2	To continually advance the public's perception of and confidence in the justice court.	SO1, SO2, SO3	To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.	Internal Support Services	N/A	Court Managers Office, Univesal Services	N/A
	To continually advance the public's perception of and confidence in the justice court.	SO1, SO2, SO3	To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.	Criminal, Civil	Internal Support Services	Facilities and Property Management, Harris County Commisoners Court	N/A
	To continually advance the public's perception of and confidence in the justice court.	SO1, SO2, SO3	To reduce waiting and response time experienced by court users.	Criminal, Civil	Internal Support Services	Universal Services	Odyssey (Tyler Technology)
	To continually advance the public's perception of and confidence in the justice court.	SO1, SO2, SO3	To bring the court and the community closer through implementation of programs to determine and address the needs of the diverse precincts and county.	Internal Support Services	Criminal, Civil	Court Managers Office, Human Resources	N/A
G3	To safeguard equal access to and procedural fairness in the administration of justice.	SO1, SO2, SO3	To utilize and be proficient in advanced technologies to be able to conduct court dockets and jury trials in a safe, efficient manner.	Criminal, Civil	Internal Support Services	Universal Services	N/A

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:

Process cases in person, process e-files, customer service, process payments

Divisions (list all):

Criminal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$922,748	13.5

1) Describe the Service and how it supports department goals.
Provide timely scheduled dockets for the purposes of hearings, motions, judge and jury trials. These services are only limited by courtroom capacity and scheduling dates.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The public and attorneys who expect the service to be performed quickly and efficiently. Customer feedback is gathered by online emails and in person feedback.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Texas Constitution Art V, Sec 19;
Government Code § 27.031 ;
Code of Criminal Procedure Art 4.11 ;
Anything that involves the Clerk – Government Code § 27.056 ;
Inherent powers of the court (maintaining decorum and order) –
Government Code § 21.001 ;
Contempt power – Government Code § 21.002 ;
Maintaining records and responding to records requests – Government Code § 27.004 ;
Expunctions – Code of Criminal Procedure Ch 55 and Art 45.0216;
Health and Safety Code § 161.255;
Alcoholic Beverage Code § 106.12 ;
Orders of nondisclosure – Government Code § 411.0735 et seq ;
Criminal cases (any stage of the process from accepting filings to final disposition) –
Code of Criminal Procedure Arts 4.11 and 4.12 (jurisdiction to hear),
Ch 45, and other provisions throughout the CCP (procedures);
Transportation Code Ch 543 and other provisions throughout the TC (procedures) ;
Jury trials – Code of Criminal Procedure Ch 45;
Government Code Ch 62 ;
Assessing costs – Code of Criminal Procedure Ch 102;
Government Code Ch 51;
Local Government Code Ch 133 ;
Issuing warrants/capiases/capias pro fines – Code of Criminal Procedure Ch 15; Arts 45.014, 45.045, 23.04
Referral to third party collections – Code of Criminal Procedure Art 103.0031 ;
Monthly reports to DPS – Transportation Code § 543.201 et seq ;
Bond forfeitures – Code of Criminal Procedure Art 4.13 (jurisdiction) and Ch 22; Art 23.05 (procedures) ;
Juvenile cases – Code of Criminal Procedure Ch 45; Alcoholic Beverage Code Ch 106 (minor alcohol cases);
Health and Safety Code Ch 161 (minor tobacco cases)

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:

Process cases in person, process cases e-filed, customer service

Divisions (list all):

Civil

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,059,451	15.5

1) Describe the Service and how it supports department goals.
Provide timely scheduled dockets for the purposes of hearings, motions, judge and jury trials. These services are only limited by courtroom capacity and scheduling dates.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are the public and attorneys who expect the service to be performed quickly and efficiently. Customer feedback is gathered by online emails and in person feedback.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

- Texas Constitution Art V, Sec 19
- Government Code § 27.031
- Anything that involves the CLERK – Government Code § 27.056
- Inherent powers of the court (maintaining decorum and order) – Government Code § 21.001
- Maintaining records and responding to records requests – Government Code § 27.004
- Civil cases (any stage of the process from accepting filings to final disposition) – Government Code §§ 27.031-27.034 (jurisdiction to hear); procedures for individual cases are found throughout other Texas Codes, including the Civil Practice and Remedies Code – also Texas Rules of Civil Procedure 500 et seq and Supreme Court orders (for example: e-filing is a Supreme Court mandate and there are administrative rules that provide guidance for such)
 - o Issuance of civil citations – Government Code § 27.057
 - o Jury trials – Government Code Ch 62
 - o Assessing costs – Government Code Ch 51; Civil Practice and Remedies Code § 31.007
 - o Mediation – Civil Practice and Remedies Code Ch 152
 - o Enforcing judgments – Civil Practice and Remedies Code Ch 31
 - o Turnovers – Civil Practice and Remedies Code § 31.002
 - o Writs of Execution – Civil Practice and Remedies Code Ch 34
 - o Writs of Attachment – Civil Practice and Remedies Code Ch 61
 - o Writs of Sequestration – Civil Practice and Remedies Code Ch 62
 - o Writs of Garnishment – Civil Practice and Remedies Code Ch 63
 - o Writs of Scire Facias / Reviving Dormant Judgments – Civil Practice and Remedies Code § 31.006
 - o Abstracting Judgments – Property Code Ch 52
 - o Foreign Judgments – Civil Practice and Remedies Code Ch 35
- Evictions – Property Code Ch 24 (for mobile homes, Ch 94) – also Texas Rules of Civil Procedure 500 et seq; 510
- Writs of Property Retrieval – Property Code Ch 24A
- Repair and Remedy Cases; Writs of Re-Entry; and Writs of Utilities Restoration – Property Code Ch 92 and 93 – also Texas Rules of Civil Procedure 500 et seq; 509
- Tow hearings – Occupations Code § 2308.451 et seq
- Dangerous dog hearings – Health and Safety Code Ch 822
- Cruelly treated animal hearings (animal seizure cases) – Health and Safety Code Ch 821

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:

To continually improve the administration and efficiency of the justice court, continually advance the public's perception of and confidence in the justice court and safeguard equal access to and procedural fairness in the administration of justice.

Divisions (list all):

Internal Support Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$410,110	6

1) Describe the Service and how it supports department goals.
To provide administrative functions such as budget, payroll, human resources, daily and monthly financials, IT support and supervisor duties.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The staff, the public, Budget Office, Auditors Office, Human Resources, outside vendors, Department bank, Armored car service and various vendors (office supplies, machine repairs and maintenance, etc.)
Expectations are: <ul style="list-style-type: none">• Ensure the daily functioning of our department and employees

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

- Texas Constitution Art V, Sec 19
- Government Code § 27.031
- Code of Criminal Procedure Art 4.11
- Anything that involves the CLERK – Government Code § 27.056
- Submitting monthly reports to OCA – Government Code § 71.035
- Inherent powers of the court (maintaining decorum and order) – Government Code § 21.001
- Contempt power – Government Code § 21.002
- Maintaining records and responding to records requests – Government Code § 27.004
- Fee officer liability – Local Government Code § 112.052
- o Receipting payments and keeping records – Code of Criminal Procedure Arts 103.003, 103.005, 103.009, 103.010

Instructions

-Service: List each service for which you have completed Form 4a.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

352 – Justice of the Peace 5.2

Judge Jeff Williams

352 – Justice of the Peace 5.2

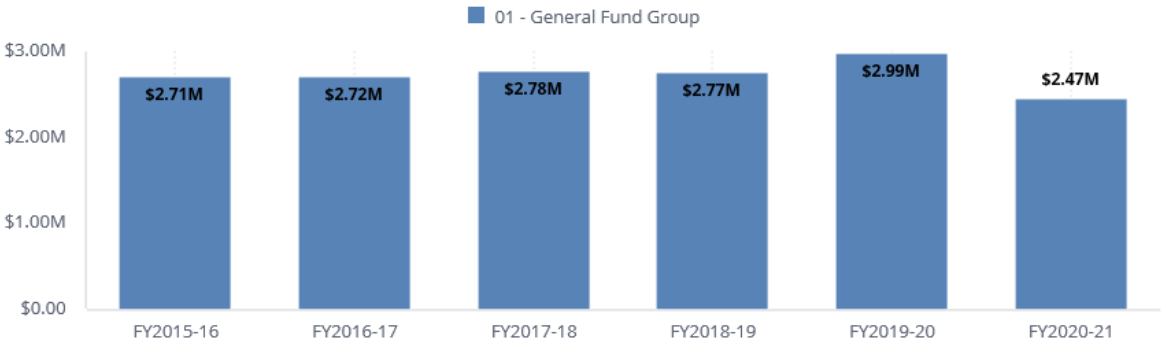
Data as of 12/14/2020

Expenditures (Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$2,465,400

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$3.47M

**FY 2021-22 General Fund Budget Development
Department, Office and Agency Background Template**

Due October 28, 2020

Department # (3-digit code)	Department ¹ Name
352	Justice of the Peace 5/2 Judge Jeff Williams Court

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while ensuring fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. As the part of the Texas justice system to which the majority of citizens have access, the Justice Court strives to enhance public trust and confidence in the justice system and serve the people of Harris County by dispensing efficient, informative, and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

A Harris County Justice Court system that is:

- Fair, impartial, timely, and accessible to the community and those who come before the court;
- Efficient in its adherence to established principles of time standards and caseload management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the "people's courts."

The Justice Court has jurisdiction over a wide variety of issues, including:

- civil matters (small claims and debt claims cases and enforcement of judgments) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020);*
- eviction and other landlord/tenant matters (including repair and remedy cases, writs of re-entry, restoration of utilities, and property retrieval);*
- suits to enforce certain deed restrictions;*
- criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and*
- various administrative type proceedings (including but not limited to dangerous dog determinations, disposition of cruelly-treated animals after seizure, tow hearings to determine probable cause, driver's license suspension hearings, handgun license denial hearings, and petitions for occupational drivers' licenses).*

The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters.

Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds.

In Harris County, the Justices of the Peace are appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Administration Division * HRRM (human resources, risk management) and Budget Matters-oversees human resource/risk management processes along with budget matters essential to the function of employee management

Criminal * Class C, Juvenile, and Court Dockets- Processing of class c violations from filing to final dispositions and working court room dockets

Finance* Reports, Payments, Deposits- processing of various types of reporting and financial processing

Civil: *Small claims, Debt Claims, Evictions- Processing of cases from filing, docketing, through final dispositions.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.
- To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.
- To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.
- To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).
- To resume court dockets and services to pre-pandemic levels so as to reduce the growing backlog of cases, the time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution of the matter.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

- We value our clerks and continually encourage our staff to advance their skills, attend continuing education classes, and seek certification as a court clerk or a licensed interpreter.
- The Office of Court Management recently hired a full-stack software engineer who is in the process of overhauling the justice courts' website to conform with contemporary functionality and usability standards as well as enhance accessibility. Information and forms provided on the website are being consolidated and restructured so as to be more user-friendly, cohesive, and intuitive.
- The court provides the following options for criminal defendants on our website: enter a plea of no contest and pay a citation in full or through partial payments, request and pay fees on a driving safety course for traffic offenses, and pay fees on a deferred disposition. We provide images of court records in cases that are otherwise not confidential, providing interested persons immediate access to filings. We accept electronic filings through the efiletexas.gov platform. Going forward, we will continue to build on these options to reduce the need for in-person court appearances or multiple court appearances as possible.
- We utilize Zoom and telephonic hearings to continue holding dockets that cannot be held in person during this pandemic. Going forward, we will be implementing online dispute resolution as a service in small claims and debt claims cases, and continue to utilize the Zoom platform in jury trials.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*
N/A
2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*
 - Installation of security equipment such as gated parking, panic buttons, ballistic proof windows or courtroom benches, metal detectors, health screenings, etc;
 - Cross training of clerks;
 - Received Active Shooter training for the security of the building and staff
 - Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearances to litigants;
 - Digitization of aged case files;

3. What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.

- Cross training for clerks in an interdepartmental level to provide more efficient services
- Digitization of aged case files to streamline technology for the public
- Resolution of backlogged cases to better assist the public by making adjustments
- Training clerks regarding civil procedures, criminal procedural trainings, and conducting zoom meetings

4. Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.

- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." (Completed November 2018)
- PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. (Currently ongoing)
- Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. (Currently ongoing)
- Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. (Currently ongoing)
- Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. (Monthly)

5. Who are the department's key stakeholders in Harris County government? Provide a bulleted list.

- Harris County Office of Court Management
- Harris County Universal Services
- Harris County Constable Precinct 4
- Harris County Constable Precinct 5
- Harris County Dispute Resolution Center
- Harris County Sheriff Department
- Harris County Attorney
- Harris County District Attorney
- Harris County Engineer
- Harris County Fire Marshal
- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 3
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department

- Harris County Treasurer

6. Who are the department's key external stakeholders? Provide a bulleted list.

- Defendants/Litigants/Petitioners
- Jurors
- Legal Community – including Lone Star Legal Aid, Houston Volunteer Lawyers Association, and area law schools
- School Districts
- Private Process Servers
- Master Word (interpreter services)
- Witnesses
- Texas Department of Public Safety
- Texas Justice Court Training Center
- Texas Office of Court Administration

Section C: Equity and Diversity Information

Answer the four questions below.

1. Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

- As the courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in outcomes in criminal cases for individuals with less income.

2. What strategies, if any, does your department have in place to remove or address these disparities?

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of

the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

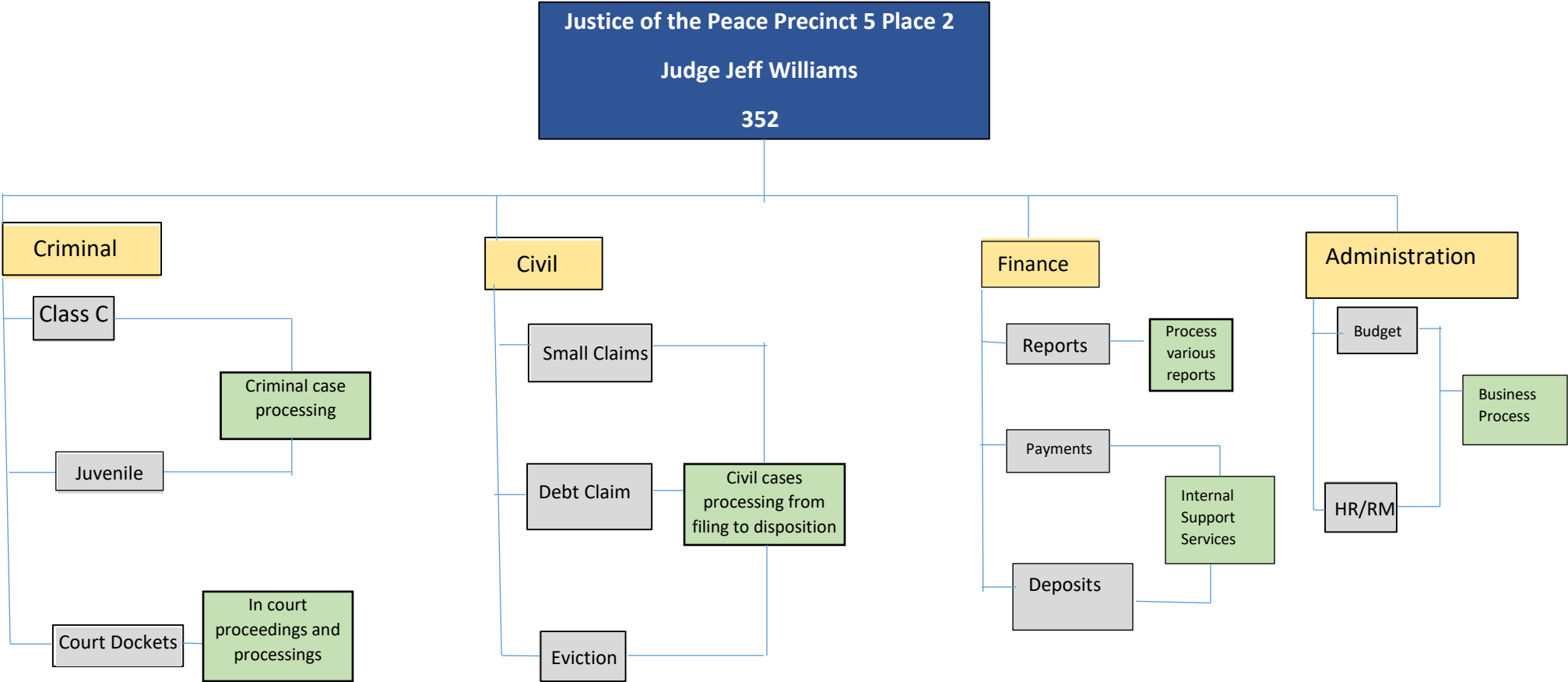
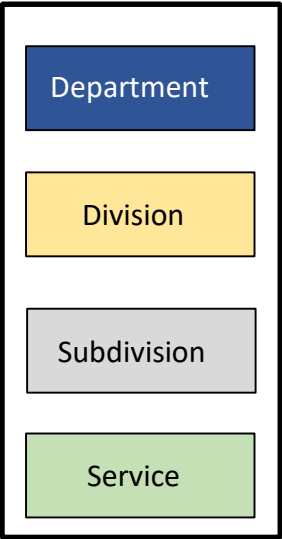
We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]



FORM 3. Goals and Objectives

Instructions

- **Department Goal:** Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- **Other Divisions Involved:** List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- **Other County Departments Involved:** List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- **Other External Stakeholders Involved:** List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	to attract, train, & retain qualified court clerks & staff through opportunities for professional and educational advancement & financial incentives	S01	offer and maintain trainings on policy and procedural functions and to continue trainings and in house "refresher" trainings, to continue to practice procedural functions of the court by doing monthly trainings.	Administration	Criminal, Civil, Finance	Harris County HR	N/A
		S02	offer trainings on human resource topics by quarterly sessions	Administration	Criminal, Civil, Finance	Harris County HR	N/A
		S03	Encourage clerks to seek cerification, advancing skills with yearly opportunities	Administration	Criminal, Civil, Finance	Harris County HR	Texas Justice Court Training Center
G2	To provide a secure, healthy, & welcoming environment for citizens & staff conducting business at the courthouse	S04	We have posted health publications throughout the courthouse for tips on how to ensure safety and health concerns	Administration	Criminal, Civil, Finance	N/A	General public
		S05	Continue to have a monitors placed throughout the courthouse welcoming the public, a general directory of the building, and information	Administration	N/A	N/A	General public
G3	To improve communciation with public through the courts' website & social media presense to provide current legal information, reduce confusion during times of diaster, and encourage continued contact between ligants and court	S06	keep up to date information available on our website, moving forward we will continue to build these options to help streamline more efficient service and reduce confusion	Administration	N/A	Harris County IT	General public
		S07	Promote Zoom and telephonice hearings via correspondence, website, and implementing online dispute resolution	Criminal, Civil	N/A	Harris County IT	Legal community, defendants/litigants/peti tioners
		S08	Activate social media accounts to provide a wider platform of knowledge	Administration	Criminal, Civil	N/A	General public
G4	To examine aged cases for disposition, digization, and/or preparation for destruction (in accordance with records retention policies)	S09	Run reports to include cases that need to be disposed of	Criminal, Civil	Office of Court Administration	N/A	N/A
		S10	Scan aged cases into Odyssey by 65%	Criminal, Civil	N/A	N/A	General public
G5	To resume court dockets and services to pre-pandemic levels so as to reduce the growing backlog of cases, the time to dispose in newly filed caes, and the number of court appreances necessary to achieve resolution of the matter.	S11	Offer services such as zoom and telephonic hearings	Criminal, Civil	Administration	Harris County District Attorney's Office	Attorneys, plaintiffs, litigants,
		S12	Offer more dockets to eliminate backlog of cases	Criminal, Civil	Administration	Harris County District Attorney's Office	Defendants, litigants, attorney, plaintiffs

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Business Process
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$401,722	3

1) Describe the Service and how it supports department goals.
Business process includes managing budget, overseeing contracts, ordering supplies, tending ot building or courtroom needs such as replacing lights, adding more room, etc. The other services for the department are hiring, firing, retiring, payroll, recognizing weaknesses and strengths of the staff developmentally, maintaining employee files, updating/creating policies, conducting disciplinary actions, and creating opportunities for staff to continue education. By maintaning each of these services it supports the court's goals by creating a healthy and welcoming enviornment to the staff while attracting and retaining qualified clerks.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service is court staff. Their expectations are to have a safe, flourishing environment
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. – Government Code § 21.001, Government Code § 27.056

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Criminal Case Processing
Divisions (list all):	Criminal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,126,320	16

1) Describe the Service and how it supports department goals.
Services include filing, docketing, answering phone calls, setting cases for trial, answering correspondence, issuing warrants, referrals, show causes, reports, taking payment in person, processing e-file, scanning old cases. This supports the department goals by providing and improving communication and reducing confusion during time of disaster. It also supports goals by examining old cases for disposition, digitization, and preparation.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service would be defendants, attorneys, and general public. We collect customer feedback by holding monthly meetings and ask clerks what they've received while dealing with the public.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. – Code of Criminal Procedure Arts 4.11 and 4.12, Transportation Code Ch 543, -Code of Criminal Procedure Ch 45; Government Code Ch 62– Code of Criminal Procedure Ch 102; Government Code Ch 51; Local Government Code Ch 133-Code of Criminal Procedure Ch 15; Arts 45.014, 45.045, 23.04– Code of Criminal Procedure Art 103.0031 – Transportation Code § 543.201 – Code of Criminal Procedure Art 4.13 (jurisdiction) and Ch 22; Art 23.05 (procedures)– Code of Criminal Procedure Ch 45; Alcoholic Beverage Code Ch 106

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	In court proceedings and processing
Divisions (list all):	Criminal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$643,595	9

1) Describe the Service and how it supports department goals.
The service includes docketing cases to a maximum number, preparing the courtroom for each docket, instructing defendants on how to access zoom meetings with the district attorney's office, processing paperwork from each docket, bringing in magistrates and processing paperwork.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers include TRIAD, Harris County District Attorney's Office, defendants, attorneys,. Their expectations are to have justice administered in a fair an efficient manner, having easy access to justice. We collect feeback by having monthly meetings to discuss what changes or ideas we need to conduct for a higher, better functioning court.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. Code of Criminal Procedure Art 15.17 et seq (15.18 is out of county arrests), – Code of Criminal Procedure Ch 45; Government Code Ch 62

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Civil processing from filing to disposition
Divisions (list all):	Civil

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$673,473	10

1) Describe the Service and how it supports department goals.
This service includes filing cases via person, efile, mail, docketing, working the courtroom dockets, transferring, reports, and answering phone calls providing information to the public until cases have reached their final disposition. It supports department goals by improving communication with the public and encourage service to defendants, litigants and attorneys in an efficient manner. This service supports the department goals by administering justice in a fair manner while streamlining cases and keeping everyone's safety in mind especially during times of COVID.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers will be defendants, litigants, and attorneys. Their expectations will be to have options and be able to get their cases taken care of. We collect feedback by having open communication and listening to our customers when they have concerns, ideas, or suggestions.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. Texas Rule of Civil Procedure.— Government Code §§ 27.031-27.034 — Government Code Ch 62-Government Code Ch 51; Civil Practice and Remedies Code § 31.007— Civil Practice and Remedies Code Ch 152- Civil Practice and Remedies Code Ch 31,34,61,62,63 – Property Code Ch 52, 24– Civil Practice and Remedies Code Ch 35, Texas Rules of Civil Procedure 500 et seq; 510-Health and Safety Code Ch 822 – Code of Criminal Procedure Ch 47

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Process Various Reports
Divisions (list all):	Finance

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$161,385	2

1) Describe the Service and how it supports department goals.
The finance department runs various report to include a recap of statistical information, financial informaiton for auditing purposes. It supports the department's goals in making sure the court is administering justice in a fair manner and reporting information that is true and correct.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are defendants, petitioners, attorneys, any party paying into the court's registry. Their expectations of this service is to allocate and process and be in compliance with county procedures. The finance department recieves quarterly audit reports.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. — Government Code § 71.035

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Internal Support Services
Divisions (list all):	Finance

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$126,183	2

1) Describe the Service and how it supports department goals.
Finance department processes payment for civil and criminal made in person, online, via e-file, drop off box, and mail services. Other services are depositing monetary collections for both civil and criminal cases. It supports the department's goals by resuming court dockets and services to pre-pandemic levels so as to reduce the growing backlog of cases.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for these services are defendants, plaintiffs, attorneys, and litigants. Their expectations of this court would be to have easy access and services to pay into the court's registry. We collect feedback by running reports to see if financial processing was executed correctly.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. Local Government Code § 112.052-Code of Criminal Procedure Arts 103.003, 103.005, 103.009, 103.010-

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

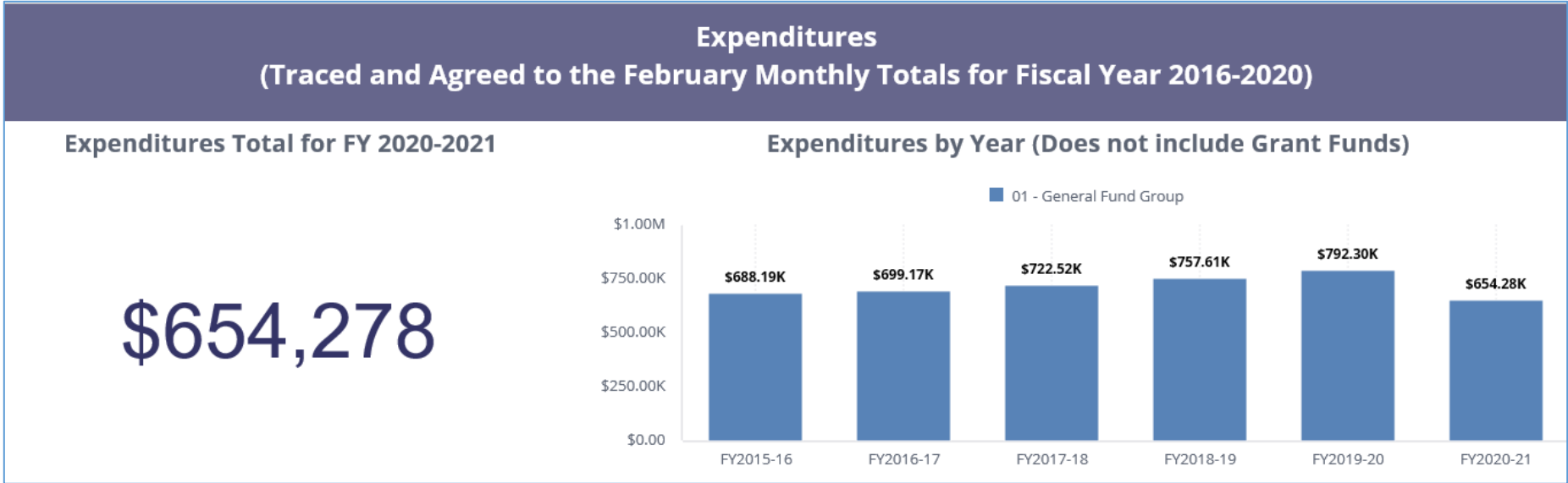
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361 – Justice of the Peace 6.1

Judge Victor Trevino III

361 – Justice of the Peace 6.1

Data as of 12/14/2020



FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
361	Justice of The Peace Pct. 6, Pl. 1

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while ensuring fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. As the part of the Texas justice system to which the majority of citizens have access, the Justice Court strives to enhance public trust and confidence in the justice system and serve the people of Harris County by dispensing efficient, informative, and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

A Harris County Justice Court system that is:

- Fair, impartial, timely, and accessible to the community and those who come before the court;
- Efficient in its adherence to established principles of time standards and caseflow management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the "people's courts."

The Justice Court has jurisdiction over a wide variety of issues, including:

- civil matters (small claims and debt claims cases and enforcement of judgments) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020);*
- eviction and other landlord/tenant matters (including repair and remedy cases, writs of re-entry, restoration of utilities, and property retrieval);*
- suits to enforce certain deed restrictions;*
- criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and*
- various administrative type proceedings (including but not limited to dangerous dog determinations, disposition of cruelly-treated animals after seizure, tow hearings to determine probable cause, driver's license suspension hearings, handgun license denial hearings, and petitions for occupational drivers' licenses).*

The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters.

Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds.

In Harris County, the Justices of the Peace are appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Being a small court, we have only one division – that of the court – and one chain of command – in which all clerks report to the chief clerk and the judge. We have two criminal clerks and two civil clerks, cross-trained as needed, who report to the supervisor clerk, assistant chief clerk, and chief clerk. Our clerks intake and process all criminal and civil case filings, including processing and responding as appropriate to mail, electronically filed submissions, and phone communications; monitoring and processing website payments; conducting window business; and assisting with court dockets. Our supervisor, assistant chief, and chief clerk have responsibility for all HR/administrative issues and financial and reporting tasks

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.
- To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.
- To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.
- To improve and expand the courts' website to educate and encourage the public and attorneys to utilize available online platforms for ease and efficiency.
- To increase our internal use of technology to improve efficiency through the use of document queues and signature pads.
- To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).
- To resume court dockets and services to pre-pandemic levels so as to reduce both the growing backlog of cases, the time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution.
- To utilize and be proficient in technologies such as Zoom to be able to continue to conduct court dockets and jury trials in a safe, efficient manner during the COVID-19 pandemic and beyond.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

- We value our clerks and continually encourage our staff to advance their skills, attend continuing education classes, and seek certification as a court clerk or a licensed interpreter.
- The Office of Court Management recently hired a full-stack software engineer who is in the process of overhauling the justice courts' website to conform with contemporary functionality and usability standards as well as enhance accessibility. Information and forms provided on the website are being consolidated and restructured so as to be more user-friendly, cohesive, and intuitive.
- The court provides the following options for criminal defendants on our website: enter a plea of no contest and pay a citation in full or through partial payments, request and pay fees on a driving safety course for traffic offenses, and pay fees on a deferred disposition. We provide images of court records in cases that are otherwise not confidential, providing interested persons immediate access to filings. We accept electronic filings through the efiletexas.gov platform. Going forward, we will continue to build on these options to reduce the need for in-person court appearances or multiple court appearances as possible.
- We utilize Zoom and telephonic hearings to continue holding dockets that cannot be held in person during this pandemic. Going forward, we will be implementing online dispute resolution as a service in small claims and debt claims cases, and continue to utilize the Zoom platform in jury trials.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve these cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.

- Installation of security equipment such as gated parking, panic buttons, ballistic proof windows or courtroom benches, metal detectors, health screenings, etc;
- Certification of clerks through Texas State University and the Texas Justice Court Training Center or certification of clerks as licensed court interpreters through the Texas Judicial Branch Certification Commission;
- Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearances to litigants;
- Procedural solutions to in-court proceedings to maintain social distancing in the courtrooms, including text messages to litigants when appearing in court and email communications with court staff and the district attorney's office;
- Implementation of electronic signature queues within our case management system to reduce both clerk and judge time and printing and scanning of unnecessary paper;

3. What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.

- Preparation for incoming Justice of the Peace Victor Treviño III, to be sworn in January 1, 2021.
- Case Resolution Docket - Resolving pending cases by making contact with defendant on how to resolve case. Clerk makes calls, email, or mail to make contact with defendant on how to resolve cases pending.
- Enhance staff's technological skills via internal and external training and education
- Implementation of electronic signature queues within our case management system to reduce both clerk and judge time and printing and scanning of unnecessary paper

4. Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.

- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." (Completed November 2018)
- PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. (Currently ongoing)
- Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. (Currently ongoing)
- Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. (Currently ongoing)
- Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. (Monthly)

5. Who are the department's key stakeholders in Harris County government? Provide a bulleted list.

- Harris County Office of Court Management
- Harris County Universal Services
- Harris County Constable Precinct 1

- Harris County Constable Precinct 2
- Harris County Constable Precinct 3
- Harris County Constable Precinct 4
- Harris County Constable Precinct 5
- Harris County Constable Precinct 6
- Harris County Constable Precinct 7
- Harris County Constable Precinct 8
- Harris County Dispute Resolution Center
- Harris County Protective Services
- Harris County Sheriff Department
- Harris County Attorney
- Harris County District Attorney
- Harris County Engineer
- Harris County Fire Marshal
- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department
- Harris County Treasurer
-

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Harris County Sheriff Department
- Harris County Attorney
- Harris County District Attorney
- Harris County Engineer
- Harris County Fire Marshal
- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department
- Harris County Treasurer

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

As the courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in outcomes in criminal cases for individuals with less income.

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

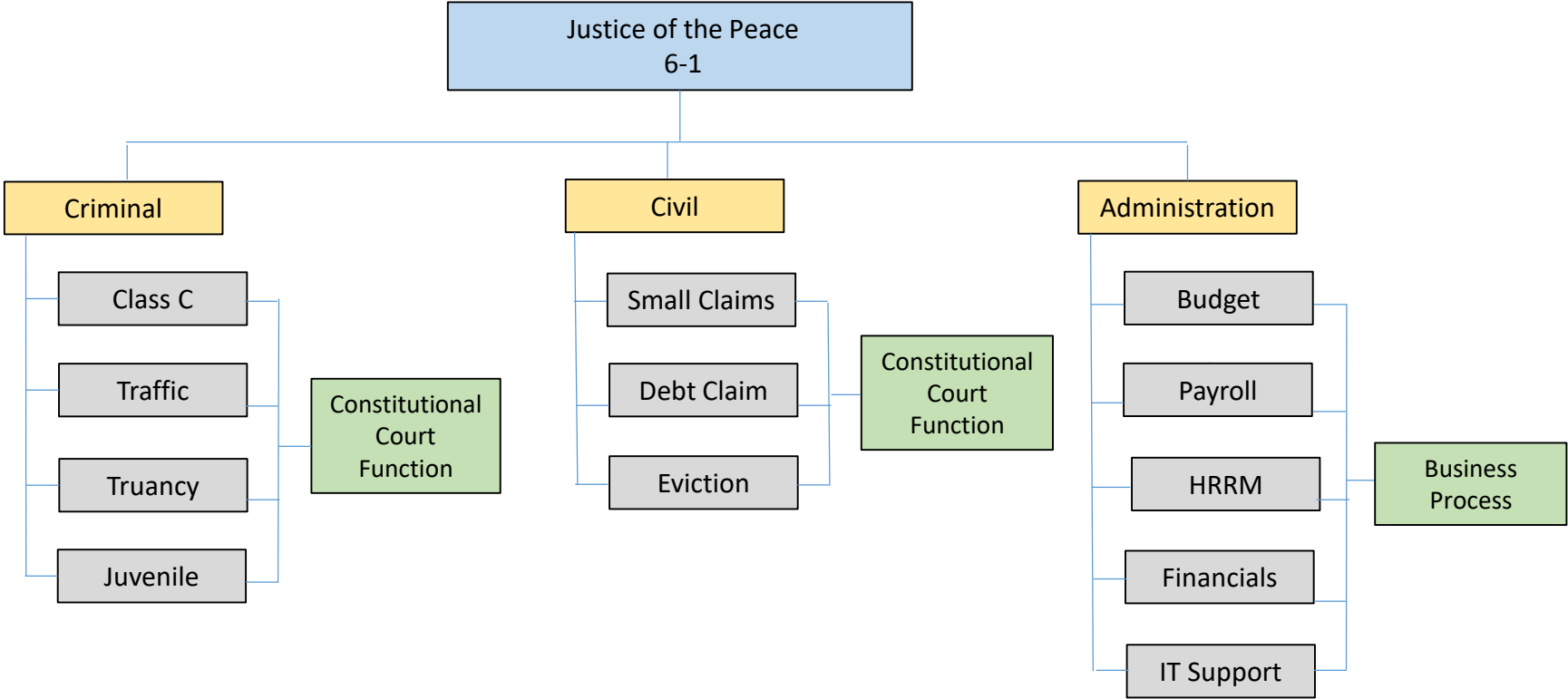
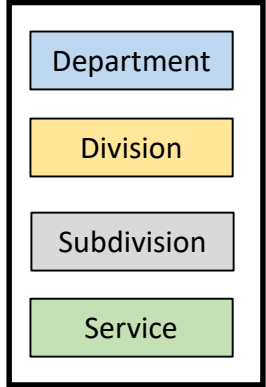
FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]

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FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- Other Divisions Involved: List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Cases Filed
Divisions (list all):	Civil, Criminal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$75,554	5

1) Describe the Service and how it supports department goals.
Number of cases filed and citations received pertaining to the following court services: Traffic, Truancy, Evictions, Small Claims, Debt Claims and deferrals if applicable. The department's goal are met when users use the court services remotely or in person, the cases are resolved and or payments are made.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers are as follows: defendants, plaintiffs, legal community, students, parents and administrators. Expectatons could be that a case has been accepted for due process.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Texas Constitution Art V, Sec 19, Government Code §27.031-27.034, Code of Criminal Procedure Art. 4.11, Civil Practice and Remedies Code (Chapters 31,34,35,61,62,63, Texas Rules of Civil Procedure 500 et seq; 509, Government Code - Ch 62, Ch 51, Property Code Ch202, Health and Safety Code Chs 573 and 574, Family Code Ch 65, Education Code §25.0951

FORM 4a. Department Services - DETAIL (#2)

Note: A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

*"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)*

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Cases Processed
Divisions (list all):	Civil/Criminal
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$75,554	5

1)	Describe the Service and how it supports department goals.
	Fees collected either in person, by efile or remotely. Department goals are met when users use technology to make restitution and cases are resolved.
2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
	Customers would be complainants, defendants and plaintiffs. Expections can be that once fees and filings are collected that dates for hearings or trials can be set.
3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
	Yes, Texas Constitution Art V, Sec 19, Government Code §27.031, Code of Criminal Procedure Art 4.11, Government Code Ch 51, Civil Practice and Remedies Code §31.007

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Case Resolution
Divisions (list all):	Civil, Criminal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$75,554	5

1) Describe the Service and how it supports department goals.
Cases that are set for trial, cases conducted in court and final outcome of case. The utilization of technology and in person proceedings to resolve cases are part of the departments goals for this service.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers are the individuals that have an appearance before the court. An expectation may be that a favorable ruling may be granted.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. Texas Constitution Art V, Sec 19; Government Code §27.031; Code of Criminal Procedure Art 4.11; Government Code §27.056, §411.180; Government Code Ch 62, Ch 51; Civil Practices and Remedies Code §31.007; Civil Practice and Remedies Code Ch 31; Civil Practice and Remedies Code Ch 34, 61, 62, 63; Property Code Ch 52, 24, 94,92, 93; Texas Civil Rules of Procedure 500 et seq; 510; Occupation Code §2308.451 et seq; Health & Safety Code Ch 822, 821, §161.255, Ch 573, Ch 574; Code of Code of Criminal Procedure Ch 47, 55 and Art.45.0216; Alcoholic Beverage Code §106.12; Transportation Code §521.241 et seq; §521.300.

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	General Funds/Annual Budgeting
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$142,742	3

1) Describe the Service and how it supports department goals.
The monitoring and preparation of the department's budget.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The department (JP3-2), Budget Management and Harris County Justice Courts Office of Court Management and the expectation is to operate within the monies allocated for the fiscal year.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Government Code §21.001, Government Code § 27.056

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Time Entry
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$142,742	3

1) Describe the Service and how it supports department goals.
Entering of time into Stars for employees on a biweekly basis.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Employees of the court, HRMM, Payroll. Timely submission of data into the system.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Government Code §21.001, Government Code §27.004, Government Code §27.056

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Human Resources
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$142,742	3

1) Describe the Service and how it supports department goals.
Hiring of personnel, training existing personnel and providing resources for clerk certification. Employee retention is essential for the smooth operation of the department and providing tools and resources for advancement aids longevity of employment.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Department employees, HRMM, Harris County Justice Courts Office of Court Management. Utilization of resources through HRMM and Court Management to provide training, screen candidates for employment and obtain certification.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Government Code §21.001; Government Code §27.056

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Benefits
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$142,742	3

1) Describe the Service and how it supports department goals.
Providing incentives when applicable to employees. Keeping employees abreast of changes to health benefits and ensuring that any changes are filed during the open enrollment process
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Employees, HRMM. Working with HRRM benefits and incentives are processed once all criteria is met by the employee to qualify.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Government Code §21.001, Government Code § 27.056

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Daily Financial Deposits
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$142,742	3

1) Describe the Service and how it supports department goals.
Revenues are collected daily and deposits made into the designated accounts.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Employees, Office of Court Management, Auditors Office. Daily receipts and deposits made to the
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Government Code §27.004, Government Code §27.056

FORM 4a. Department Services - DETAIL (#9)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Purchasing/Accounts Payable
Divisions (list all):	Adminstration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$142,742	3

1) Describe the Service and how it supports department goals.
The processing of purchase orders to maintain the operation of the court. These includes purchasing of staples, postage, equipment purchases and rentals.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Department, Purchasing Department, Auditors Office. To be able to purchase equipment and supplies to assist with court services within the guidelines established by the Purchasing Department and or Auditor's office.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes Government Code §21.001, Government Code § 27.004, Government Code §27.056

FORM 4a. Department Services - DETAIL (#10)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Local Reporting
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$142,742	3

1) Describe the Service and how it supports department goals.
Daily reports are filed for monthly reporting requirements.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Auditors Office, County Office of Court Management. Expectations are for reports to be filed on a timely basis.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Government Code §21.001, Government Code 27.004, Government Code §27.056

FORM 4a. Department Services - DETAIL (#11)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	State Reporting
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$142,742	3

1) Describe the Service and how it supports department goals.
Monthly reporting requirement of the Office of Court Administration - Texas Courts (OCA)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
OCA. Reports to be filed timely.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Government Code §71.035, Government Code §21.001, Government Code §27.056

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

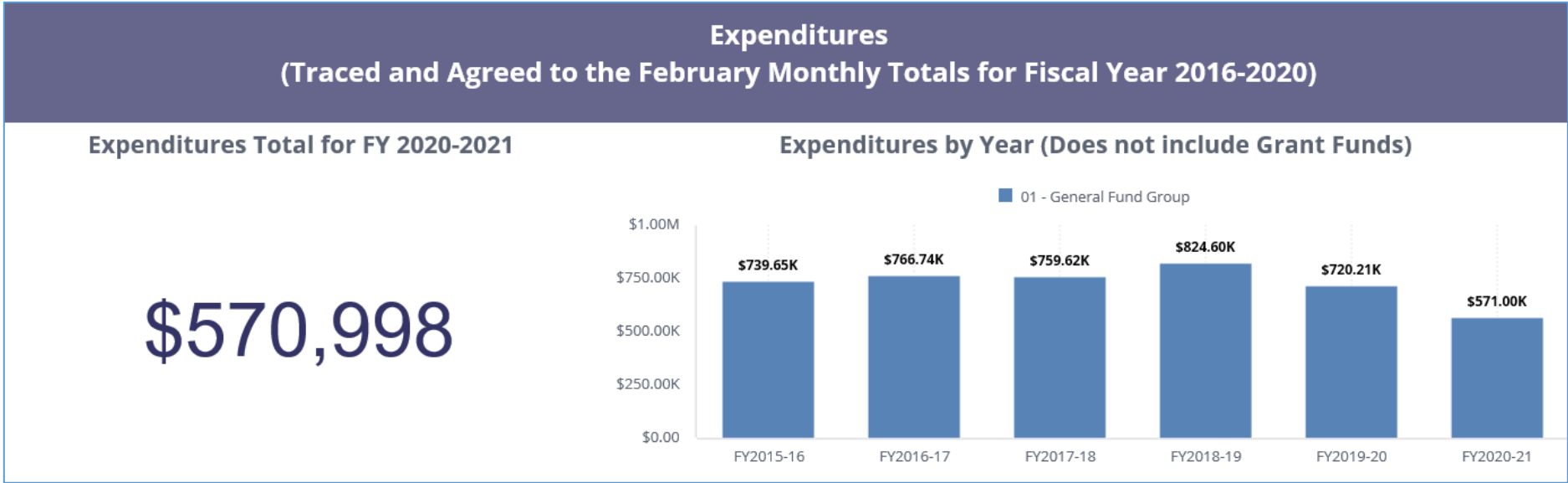
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362 – Justice of the Peace 6.2

Judge Angela Rodriguez

362 – Justice of the Peace 6.2

Data as of 12/14/2020



FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
362	JUSTICE OF THE PEACE PCT 6 PL 2

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while providing fair and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. As the part of the Texas justice system to which the majority of citizens have access, the Justice Court strives to enhance public trust and confidence in the justice system and serve the people of Harris County by dispensing efficient, informative and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

A Harris County Justice Court system that is:

- Fair, impartial, timely and accessible to the community and those who come before the court;
- Efficient in its adherence to established principles of time standards and caseflow management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, Justice Courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system – so much so that we are often referred to as the “people’s courts.”

The Justice Courts has jurisdiction over a wide variety of issues, including:

- civil matters (small claims and debt claim cases and enforcement of judgments) in which the amount in controversy does not exceed \$20, 000.00 (as of September 1, 2020);
- evictions and other landlord/tenant matters (including repair and remedy cases, writs of re-entry, restoration of utilities, and property retrieval);
- suits to enforce certain deed restrictions;
- criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and
- various administrative type proceedings (including but not limited to dangerous dog determinations, dispositions of cruelly-treated animals after seizure, tow hearings to determine probable cause, driver’s license suspension hearings, handgun license denial hearings, and petitions for occupational drivers’ licenses).

The Justice Court also sits as the Truancy Court, with jurisdiction over truant conduct matters.

Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds.

In Harris County, the Justices of the Peace are also appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Civil – Handling of Small Claims, Debt Claim cases, Eviction and other landlord/tenant matters. Also handles various Administrative type cases including but not limited to dangerous dog determinations, tow hearings to determine probable cause and petitions for Occupational Drivers’ Licenses.

Criminal – Handling of criminal cases to include traffic violations, bad check cases, issuing of arrest warrants and capias pro fine warrants. Setting cases for Arraignment dockets, Jude or Jury Trial dockets.

Window/Front Desk – Assisting Defendants/Litigants/Petitioners with filing of documents in Civil Department. Criminal Cases processing payments for fine and costs, deferred disposition or driving safety course.

Administrative – Entering of Payroll, Monthly Audit Reports, Purchasing, Human Resources and handing of building maintenance issues. Oversees all other Court Clerks in regards to assignments.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as “Reduce crime in Harris County” or “Improve employee retention rates.”

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.
- To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.
- To improve communication with the public through the justice courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.
- To improve and expand the justice courts' website to educate and encourage the public and attorneys to utilize available online platforms for ease and efficiency.
- To increase our internal use of technology to improve court efficiency through the use of document queues and signature pads.
- To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).
- To resume court dockets and services to pre-pandemic levels so as to reduce both the growing backlog of cases and time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution of the matter.
- To utilize and be proficient in technologies such as Zoom to be able to continue to conduct court dockets and jury trials in a safe, efficient manner during the COVID-19 pandemic and beyond.

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- To resume court dockets and services to pre-pandemic levels so as to reduce both the growing backlog of cases and time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution of the matter.
- To utilize and be proficient in technologies such as Zoom to be able to continue to conduct court dockets and jury trials in a safe, efficient manner during the COVID-19 pandemic and beyond.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

- We value our clerks and continually encourage our staff to advance their skills, attend continuing education classes, and seek certification as a court clerk or licensed interpreter.
- The Office of Court Management recently hired a full-stack software engineer who is in the process of overhauling the justice courts' website to conform with contemporary functionality and usability standards as well as enhance accessibility. Information and forms provided on the website are being consolidated and restructured so as to be more user-friendly, cohesive, and intuitive.
- The court provides the following options for criminal defendants on our website: enter a plea of no contest and pay a citation in full or through partial payments, request and pay fees on a driving safety course for traffic offenses, and pay fees on a deferred disposition. We provide images of court records in cases that are otherwise not confidential, providing interested persons immediate access to filings. We accept electronic filings through the efiletexas.gov platform. Going forward, we will continue to build on these options to reduce the need for in-person court appearance or multiple court appearances as possible.
- We utilize Zoom and telephonic hearing to continue holding dockets that cannot be held in person during this pandemic. Going forward, we will be implementing online dispute resolution as a service in small claims and debt claims cases, and continue to utilize the Zoom platform in jury trials.

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice court is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, juror, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Cross training of clerks;
- Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearances to litigants;
- Procedural solutions to in-court proceedings to maintain social distancing in the courtrooms, including text messaging to litigants when appearing in court and email communications with court staff and the district attorney's office;
- Digitization of aged case files;
- Resolution of backlogged cases.

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- Resetting and preparing cases from pre-COVID-19 in both Civil and Criminal Department;
- Digitization of aged cases into Odyssey;
- Resolution of backlogged cases.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case proceedings and case management." (Completed November 2018)
- PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. (Currently ongoing)
- Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. (Currently ongoing)
- Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. (Currently ongoing)
- Harris County Auditor's Office Compliance Audit Department examination of monthly collection report under Local Government Code §115.002. (Monthly)

5. Who are the department's key stakeholders in Harris County government? Provide a bulleted list.

- Harris County Office of Court Management
- Harris County Universal Services
- Harris County Constable Precinct 1
- Harris County Constable Precinct 2
- Harris County Constable Precinct 3
- Harris County Constable Precinct 4
- Harris County Constable Precinct 5
- Harris County Constable Precinct 6
- Harris County Constable Precinct 7
- Harris County Constable Precinct 8
- Harris County Dispute Resolution Center
- Harris County Protective Services
- Harris County Sheriff Department
- Harris County Attorney
- Harris County District Attorney
- Harris County Engineer
- Harris County Fire Marshall
- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department
- Harris County Treasurer

6. Who are the department's key external stakeholders? Provide a bulleted list.

- Defendants/Litigants/Petitioners
- Jurors
- Legal Community – including Lone Star Legal Aid, Houston Volunteer Lawyers Association, and area law schools
- School Districts
- Private Process Servers
- Master Word (Interpreter services)
- Witnesses
- Houston Police Department
- Texas Department of Public Safety
- Texas Justice Court Training Center
- Texas Office of Court Administration

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

As the courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in outcomes in criminal cases for individuals with less income.

2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed judges have a wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, sexual orientation, or socioeconomic status.

- 4.** *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

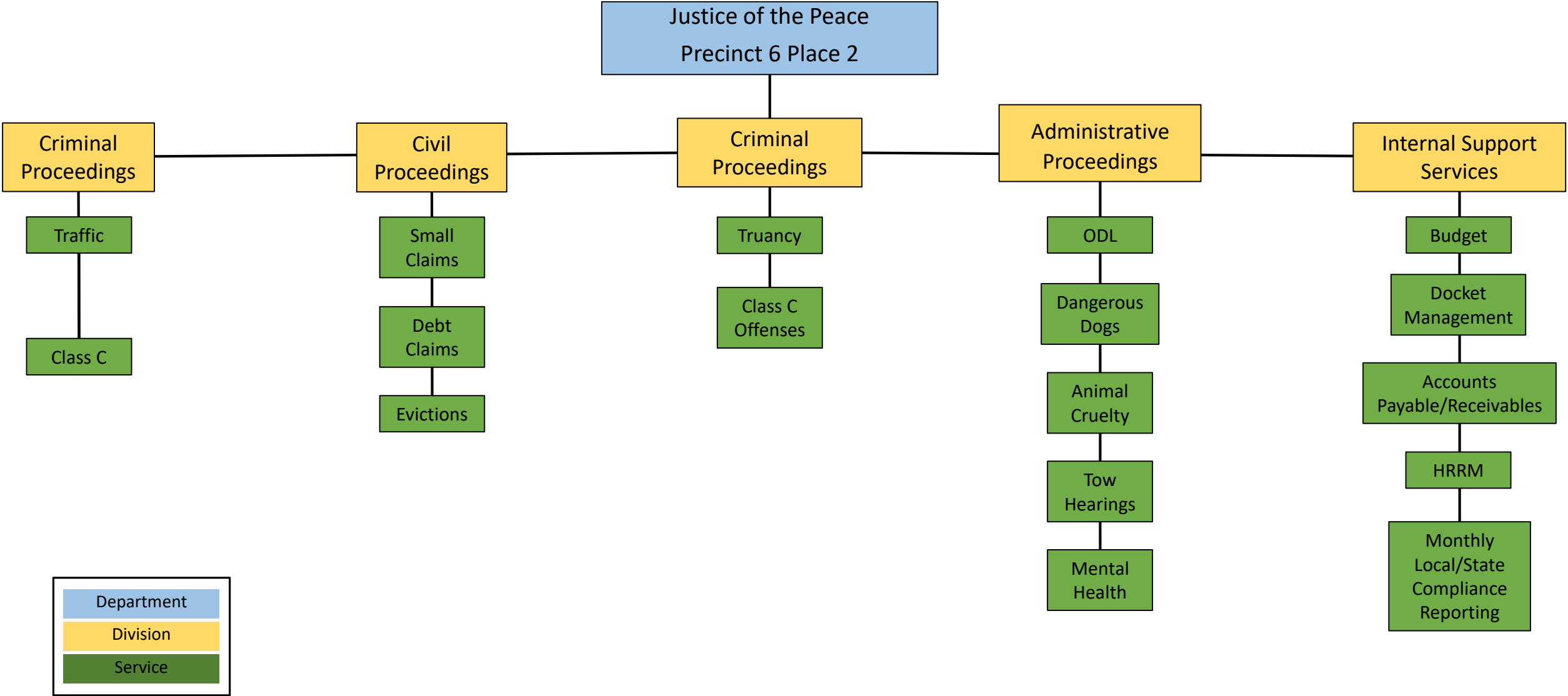
FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]

Organization Chart – Dept. 362



FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- Other Divisions Involved: List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Traffic Offenses
Divisions (list all):	Criminal Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$98,058	1.45

1) Describe the Service and how it supports department goals.
Process Traffic Citations, docketing and post judgment processing. It supports our goals by the court providing acces to justice by in person and online services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers are but not limited to individuals who have received a citation or a criminal complaint, Harris County Dristrict Attorneys Office who prosecute the case, Harris County Sheriff Officers who issue the actual citation and or criminal complaint, Harris County Constable's Office who issue the actual complaint and or criminal complaint and the legal community who assist the individuals with their cases. The expectations are the right to fair, impartial, timely and accessible services from the court.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, this service is statutorially mandated by Code of Criminal Procedure 45, Government Code Ch 51, Local Government Code Ch 133, Code of Criminal Procedure Ch 15, Code of Criminal Procedures Art. 15.17, Government Code §27.056

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Class C Offense
Divisions (list all):	Criminal Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$96,343	1.35

1) Describe the Service and how it supports department goals.
Process Class C offenses, docketing and post judgment processing. It supports our goals by the court providing acces to justice by in person and online services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers are but not limited to individuals who have received a citation or a criminal complaint, Harris County Dristict Attorneys Office who prosecute the case, Harris County Sheriff Officers who issue the actual citation and or criminal complaint, Harris County Constable's Office who issue the actual complaint and or criminal complaint and the legal community who assist the individuals with their cases. The expectations are the right to fair, impartial, timely and accessible services from the court.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, this service is statutorially mandated by Code of Criminal Procedure 45, Government Code Ch 51, Local Government Code Ch 133, Code of Criminal Procedure Ch 15, Code of Criminal Procedures Art. 15.17, Government Code §27.056

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Small Claims
Divisions (list all):	Civil Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$69,314	0.85

1) Describe the Service and how it supports department goals.
A small claims case is a lawsuit brought for the recovery of money damages, civil penalties, personal property, or other relief allowed by law. The claim can be for no more than \$20,000, excluding statutory interest and court costs but including attorney fees, if any. It supports our goals by having parties file filings either in person, electronically and utilize our online services. Also, it supports our goals by having the parties participate in Dispute resolution and settle the case.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are the person filing the lawsuit and the person responding to said lawsuit. Other customers may consist of the Legal Community who may assist either party with the lawsuit. The expectations are the right to fair, impartial, timely and accessible services from the court.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated by Texas Gov. code Ch. 27 and TRCP 500-507

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Debt Claims
Divisions (list all):	Civil Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$87,172	1

1) Describe the Service and how it supports department goals.
A debt claim case is a lawsuit brought to recover a debt by an assignee of a claim, a debt collector or collection agency, a financial institution, or a person or entity primarily engaged in the business of lending money at interest. The claim can be for no more than \$20,000, excluding statutory interest and court costs but including attorney fees, if any. It supports our goals by having parties file filings either in person, electronically and utilize our online services. Also, it supports our goals by having the parties participate in Dispute resolution and settle the case.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are the person or agency filing the lawsuit and the person responding to said lawsuit. Other customers may consist of the Legal Community who may assist either party with the lawsuit. The expectations are the right to fair, impartial, timely and accessible services from the court.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated by Texas Gov. code Ch. 27 and TRCP 500-507 and 508

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Evictions
Divisions (list all):	Civil Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$83,836	0.95

1) Describe the Service and how it supports department goals.
An eviction case is a lawsuit brought to recover possession of real property under Chapter 24 of the Texas Property Code, often by a landlord against a tenant. A claim for rent may be joined with an eviction case if the amount of rent due and unpaid is not more than \$20,000, excluding statutory interest and court costs but including attorney fees, if any. It supports our goals by having parties file filings either in person, electronically and utilize our online services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are the person filing the lawsuit and the person responding to said lawsuit. Other customers may consist of the Legal Community who may assist either party with the lawsuit. The expectations are the right to fair, impartial, timely and accessible services from the court.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated by Property Code Ch 24 and TRCP 500-507 and 510

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Truancy
Divisions (list all):	Criminal Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$21,279	0.25

1) Describe the Service and how it supports department goals.

A truancy case is a civil proceeding filed in a "truancy court" alleging that a child (which for truancy cases is defined as a person who is 12 years of age or older and younger than 19 years of age) engaged in truant conduct by failing to attend school. It supports our goals by the court providing acces to justice by in person and online services.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers consist of the juvenile, parents, school officials, TRIAD, Officers, Harris County District Attorney's Office and the Legal Community that may assist with the case. The expectations are the right to fair, impartial, timely and accessible services from the court.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Family Code §§ 65.001(a), 65.002(1). "Truancy courts" include justice courts. Family Code § 65.004(a)(2).

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Juvenile Class C Offenses
Divisions (list all):	Criminal Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$12,350	0.2

1) Describe the Service and how it supports department goals.
Process Juvenile Class C offenses, docketing and post judgment processing. It supports our goals by the court providing acces to justice by in person and online services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers consist of the juvenile, parents, school officials, TRIAD, Officers, Harris County District Attorney's Office and the Legal Community that may assist with the case. The expectations are the right to fair, impartial, timely and accessible services from the court.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Code of Criminal Procedure Art. 45.0215(d).;Alcoholic Beverage Code §106.02.;Alcoholic BeverageCode § 106.04.;Penal Code § 49.02;Health & Safety Code § 161.252(a);Education Code § 37.141

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Occupational Driver's License
Divisions (list all):	Administrative Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$36,299	0.45

1) Describe the Service and how it supports department goals.
Process and docket any application for an Occupational Driver's License filed by a person whose driver's license has been suspended. It supports our goals by the court providing acces to justice by in person and online services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers consist of the person filing the application and The Texas Department of Public Safety. The expectations are the right to fair, impartial, timely and accessible services from the court.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code §27.056, Code of Criminal Procedure Ch 47, Transportation Code §521.241, Government Code §411.180, Health and Safety Code Ch's 573 and 574, Code of Criminal Procedure Art 4.13

FORM 4a. Department Services - DETAIL (#9)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Dangerous Dog Cases
Divisions (list all):	Administrative Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$31,236	0.35

1) Describe the Service and how it supports department goals.
Processing and docketing any sworn complaint that may be filed with a justice court, county court, or municipal court by any person, including the county attorney, the city attorney, or a peace officer, if a dog causes death or serious bodily injury by attacking, biting, or mauling a person. It supports our goals by the court providing acces to justice by in person and online services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers consists of the Affiant, the owner of the dog listed in the sworn complaint, the Animal Control Officers, Assistnat City Attorney and other Legal Community that may assist in the case. The expectations are the right to fair, impartial, timely and accessible services from the court.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Health and Safety Code § 822.002.

FORM 4a. Department Services - DETAIL (#10)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Animal Cruelty Cases
Divisions (list all):	Administrative Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$31,236	0.35

1) Describe the Service and how it supports department goals.
A Disposition of Cruelly Treated Animal case is initiated by the filing of a request for a warrant by a peace officer or animal control officer. The purpose of this proceeding is to determine if an animal has been cruelly treatged by their owner, and if so, to take the animal away from the owner and remove their ownership rights. It supports our goals by the court providing acces to justice by in person and online services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers consist of the owner of the animal in question, any witnesses, Houston Police Department Major Offenders Animal Cruelty Division, Assitant City Attorney's Office, Animal Control Officers, BARC Officers. The expectations are the right to fair, impartial, timely and accessible services from the court.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Health and Safety Code § 821.021

FORM 4a. Department Services - DETAIL (#11)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Tow Hearing
Divisions (list all):	Administrative Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$62,641	0.8

1) Describe the Service and how it supports department goals.
To process and docket any request for a tow hearing filed by an owner or operator who believes their vehicle was towed or booted without their consent or probable cause. The purpose of the hearing is to determine whether there was probable cause for the vehicle to be towed or booted. It supports our goals by the court providing access to justice by in person and online services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers consist of the person filing the request, the party authorizing the tow, the interested parties such as the tow truck company, the storage company, the Law Enforcement Agency that may have authorized the tow, Assistant City Attorney's Office and the Legal Community that may assist any of the parties involved. The expectations are the right to fair, impartial, timely and accessible services from the court.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Occupations Code Ch. 2308

FORM 4a. Department Services - DETAIL (#12)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Mental Health
Divisions (list all):	Administrative Proceedings

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$19,595	0.2

1) Describe the Service and how it supports department goals.
A justice of the peace, sitting as magistrate, may issue warrants for emergency apprehension and detention of mentally ill persons and chemically-dependent persons. The purpose of these warrants is to keep a person from doing harm to themselves or others and to get them immediately to a facility that can provide the treatment that is needed. It supports our goals by the court providing acces to justice by in person and online services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers consist of any Harris County resident who may file a written application for the emergency detention of another person (who can be an adult or a child), any Law Eforcement Agency involved in the detention of the person who may cause harm to themselves, the Harris County District Attorney's Office, the Legal Community that may assist in the case, the medical facility where the individual is being held. The expectations are the right to fair, impartial, timely and accessible services from the court.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Health & Safety Code § 573.011(a)

FORM 4a. Department Services - DETAIL (#13)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Budget
Divisions (list all):	Internal Support Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$21,731	0.18

1) Describe the Service and how it supports department goals.
The monitoring and preparation of the department's budget. This supports the department goals by complying with the budget adopted by Commissioners Court and reflecting transparency for Couty funds.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Department JP 6-2, Budget Management, Harris County Justice Courts Office of Court Management, Harris County Commissioner's Court and constituents. The expectations is for Department to operate within the monies allocated for the fiscl year.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code §21.001, Government Code §27.056

FORM 4a. Department Services - DETAIL (#14)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Docket Management
Divisions (list all):	Internal Support Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$16,374	0.15

1) Describe the Service and how it supports department goals.

Docket Management consists of making that during normal court operations the courtroom does not exceed capacity and case are being heard in a timely manner. During emergency situation docket management makes sure that all cases are continued or during a pandemic that we only hear essential cases with social distancing. This supports our goal by continually improving the administration and organization of the court.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The Department JP 6-2, Harris County Residents, Law Enforcement Agencies, Harris County District Attorney's Office, the Legal Community. The expectations is for the court to function in an orderly yet expeditious manner. That cases are processed in an accurate and timely manner in.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Government Code §27.056

FORM 4a. Department Services - DETAIL (#15)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Accounts Payable/Accounts Receivables
Divisions (list all):	Internal Support Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$16,374	0.15

1) Describe the Service and how it supports department goals.
Processing various types of payments that justice courts are authorized to receive, and proper disposition of money taken in. Procesing requisitions for supplies and services. Processing payroll for all staff members. Depositing funds collected and disbursing to proper accounts. This supports the department goals by complying with the budget adopted by Commissioners Court and reflecting transparency for Couty funds.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Department JP 6-2, Puchasing Department, Auditor's Office, Employees and Payroll. To be able to purchase equipment and supplies to assist with court services within the guidelines established by the Purchasing Department and or the Auditor's Office. To timely submit all payroll data into the system.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code §21.001, Government Code §27.004, Government Code §27.056, Harris County Auditors Procedures: A.1, A.17-5, C.10, C.2-1,P.4-1,L.3

FORM 4a. Department Services - DETAIL (#16)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	HRRM
Divisions (list all):	Internal Support Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$16,374	0.15

1) Describe the Service and how it supports department goals.

Hire qualified personnel and implement effective workforce management and employee development. To maintain personnel records, managing HR documents such as employment records and onboarding guides and updating internal databases. To prepare and maintain new hire documents and revise company policies and answer employee queries about leaves of absence, sick days, vacation days and work schedules. To assist personnel with Health Benefits.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The Department, Employees, HRRM. The expectations are for employees to be kept up to date and well informed of all queried about leaves of absences, sick days, vacation days and work schedules. HRRM expects all personnel records to be maintained accurately and all data to be updated on a timely manner.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Government Code §21.001, Government Code §27.056

FORM 4a. Department Services - DETAIL (#17)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Monthly Local/State Compliance Reporting
Divisions (list all):	Internal Support Service

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$19,945	0.17

1) Describe the Service and how it supports department goals.
Local Reporting requires daily reports for monthly reporting requirements. State Compliance Reporting requires Monthly reporting of the Office of Court Administration - Texas Courts (OCA). This supports the department goals by complying with the reporting of daily funds adopted reflecting transparency for County funds.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Department, Auditor's Office, County Office of Court Management, Office of Court Administration (OCA). Expectations are for the reports to be filed in a accurate and timely manner.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code § 21.001, Government Code §27.004, Government Code §27.056, Government Code §71.035

Instructions

-Service: List each service for which you have completed Form 4a.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

371 – Justice of the Peace 7.1

Judge Wanda Adams

371 – Justice of the Peace 7.1

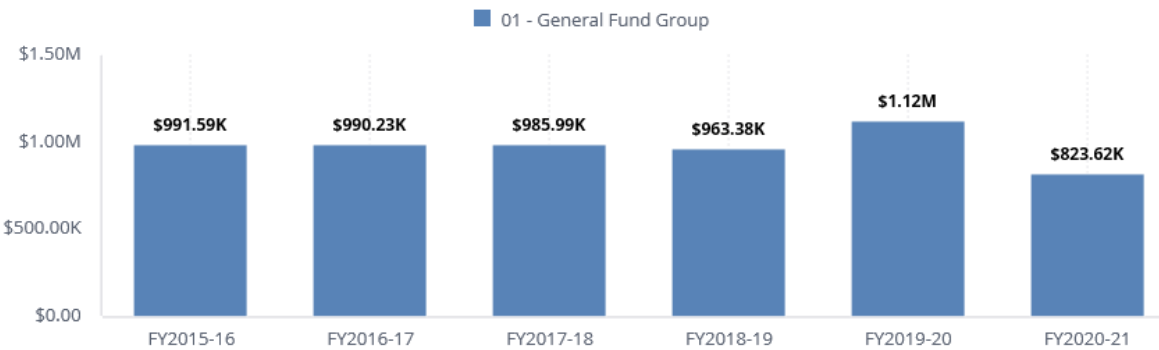
Data as of 12/14/2020

Expenditures (Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$823,621

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$1.31M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
371	Justice Court, Precinct 7, Place 1

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while providing fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. The Court strives to serve the people of Harris County by providing efficient and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

The Justice Courts will serve the public by ensuring justice that is fair, impartial, timely, and accessible to all.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the "people's courts." The Justice Court has jurisdiction over a wide variety of issues, including civil matters (small claims and debt claims cases) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020); eviction and other landlord/tenant matters; criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and various administrative type proceedings (including but not limited to dangerous dog determinations, tow hearings to determine probable cause, and petitions for occupational drivers' licenses). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds. In Harris County, the Justices of the Peace are also appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Civil Department handles all evictions, repair and remedy cases, writs for reentry, restoration of utilities, and property retrieval, occupational license requests, small claims, debt claims, and tow cases, if needed, from original filing to final disposition.

Criminal Department handles all bad checks, criminal, traffic, and truancy cases from original filing to final disposition.

Administrative (Chief Clerk and Asst. Chief Clerk, when added) handles entering and approval of payroll, maintains personnel, orders supplies/items needed, processes purchase order requisitions and pays/approves invoices, maintains court's docket calendar and Judge's appointment calendar, processes requests for in county and out of county travel and reimbursements upon each party's return, and oversees all other requests made by the Judge of this court, auditor's office, budget department and/or treasurer's department.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.
- To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.
- To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.
- To improve and expand the justice courts' website to educate and encourage the public and attorneys to utilize available online platforms for ease and efficiency.
- To increase our internal use of technology to improve efficiency through the use of document queues and signature pads.
- To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).
- To resume court dockets and services to pre-pandemic levels so as to reduce the growing backlog of cases, the time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution of the matter.
- To utilize and be proficient in technologies such as Zoom to be able to continue to conduct court dockets and jury trials in a safe, efficient manner during the COVID-19 pandemic and beyond.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

- We value our clerks and continually encourage our staff to advance their skills, attend continuing education classes, and seek certification as a court clerk or a licensed interpreter.
- The Office of Court Management recently hired a full-stack software engineer who is in the process of overhauling the justice courts' website to conform with contemporary functionality and usability standards as well as enhance accessibility. Information and forms provided on the website are being consolidated and restructured so as to be more user-friendly, cohesive, and intuitive.
- The court provides the following options for criminal defendants on our website: enter a plea of no contest and pay a citation in full or through partial payments, request and pay fees on a driving safety course for traffic offenses, and pay fees on a deferred disposition. We provide images of court records in cases that are otherwise not confidential, providing interested persons immediate access to filings. We accept electronic filings through the efiletexas.gov platform. Going forward, we will continue to build on these options to reduce the need for in-person court appearances or multiple court appearances as possible.
- We utilize Zoom and telephonic hearings to continue holding dockets that cannot be held in person during this pandemic. Going forward, we will be implementing online dispute resolution as a service in small claims and debt claims cases, and continue to utilize the Zoom platform in jury trials.

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve these cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Renovation of unused jail cell into public library and meeting area to be used by the constituents and organizations of Harris County as well as other County departments (DRC, Juvenile Probation, etc.);
- Checking of aged disposed boxes verifying cases are purged from the Odyssey operating system before being transported to county approved company (DSS) for shredding;
- Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearances to litigants;
- Procedural solutions to in-court proceedings to maintain social distancing in the courtrooms, including email communications with court staff and the district attorney's office;
- Digitization and resolution of backlogged case files.

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- Preparation for incoming Justice of the Peace Wanda Adams, to be sworn in January 1, 2021;
- Preparation for renovation of courtroom and public waiting areas to install and implement smart board technology;
- Certification of clerks through Texas State University and the Texas Justice Court Training Center and/or certification of clerks as licensed court interpreters through the Texas Judicial Branch Certification Commission;
- Continued cross training of all clerks;
- Continued digitization and resolution of backlogged cases.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." (Completed November 2018)
- PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. (Currently ongoing)
- Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. (Currently ongoing)
- Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. (Currently ongoing)

- Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. *(Monthly)*

5. Who are the department's key stakeholders in Harris County government? Provide a bulleted list.

- Harris County Office of Court Management
- Harris County Universal Services
- Harris County Constable Precinct 1
- Harris County Constable Precinct 2
- Harris County Constable Precinct 3
- Harris County Constable Precinct 4
- Harris County Constable Precinct 5
- Harris County Constable Precinct 6
- Harris County Constable Precinct 7
- Harris County Constable Precinct 8
- Harris County Dispute Resolution Center
- Harris County Protective Services
- Harris County Sheriff Department
- Harris County Attorney
- Harris County District Attorney
- Harris County Engineer
- Harris County Fire Marshal
- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department
- Harris County Treasurer

6. Who are the department's key external stakeholders? Provide a bulleted list.

- Defendants/Litigants/Petitioners
- Jurors
- Legal Community – including Lone Star Legal Aid, Houston Volunteer Lawyers Association, and area law schools
- School Districts
- Private Process Servers
- Master Word (interpreter services)
- Witnesses
- Texas Department of Public Safety
- Texas Justice Court Training Center
- Texas Office of Court Administration

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

As the courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in outcomes in criminal cases for individuals with less income.

2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

- 4.** *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

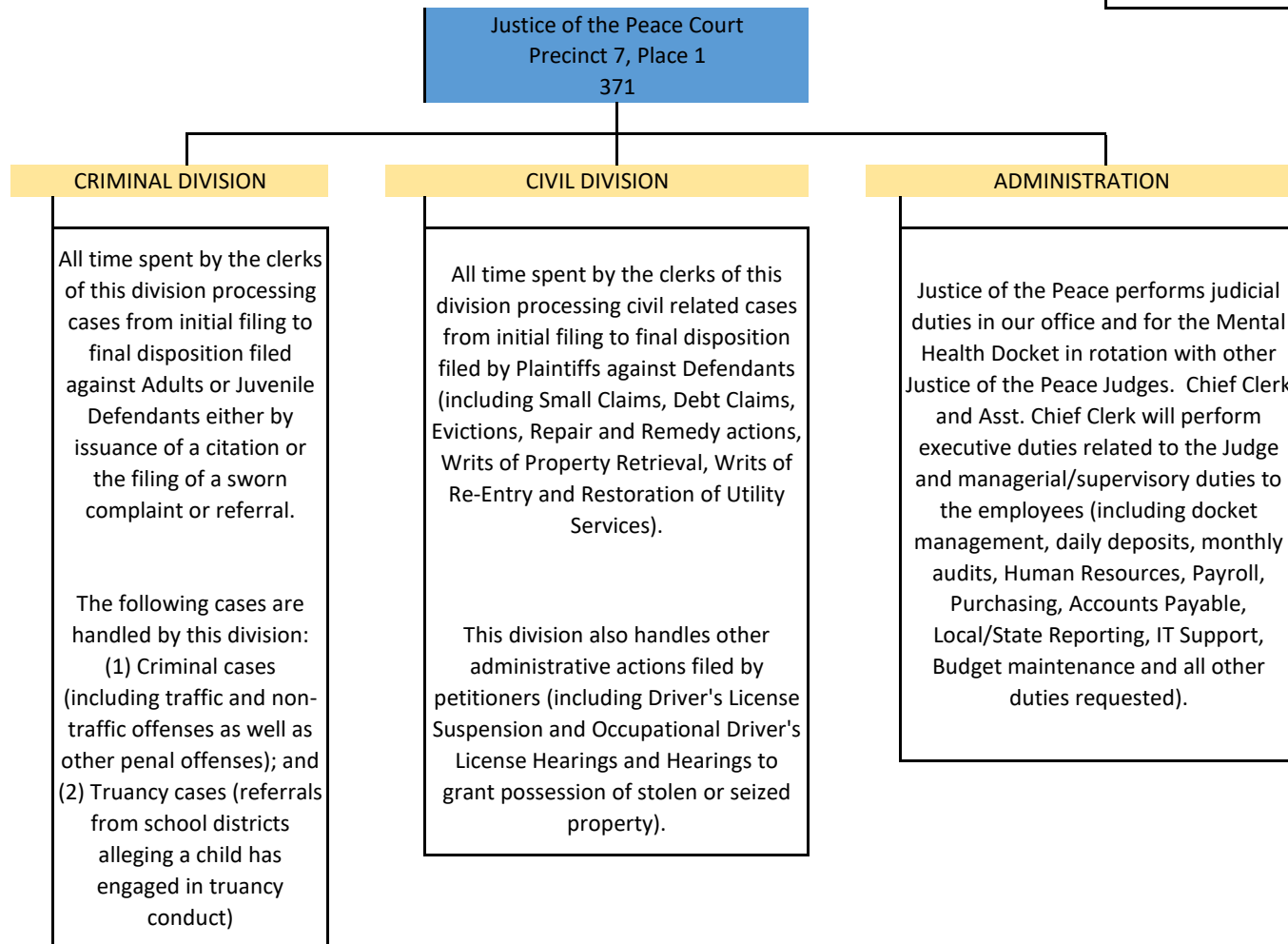
FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]

LEGEND	
	Department
	Divisions
	Services



FORM 3. Goals and Objectives

Instructions

- *Department Goal:* Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- *Strategic Objective:* For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- *Lead Division:* List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- *Other Divisions Involved:* List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- *Other County Departments Involved:* List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	To continually improve the administration and efficiency of the justice court.	SO1	To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.	Administration	n/a	Human Resources and Risk Management (Training Division)	Texas Justice Court Training Center and Texas Judicial Branch Certification Commission
G2	To continually advance the public's perception of and confidence in the justice court.	SO2	To increase our internal use of technology through the use of document queues and signature pads.	Administration	n/a	Harris County Office of Court Management and/or Universal Services	n/a
G3	To safeguard equal access to and procedural fairness in the administration of justice.	SO3	To expand the justice courts' website to provide additional services available online and simultaneously encourage the public and attorneys to utilize the available online platforms.	All	n/a	Harris County Office of Court Management and/or Universal Services	n/a
		SO4	To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).	All	n/a	n/a	County approved shredding company DSS
		SO5	To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.	Administration	n/a	Harris County Office of Court Management and/or Universal Services	
		SO6	To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.	All	n/a	Harris County Facilities and Property Management	County approved contractors
		SO7	To reduce waiting and response time experienced by court users.	All	n/a	n/a	n/a
		SO8	To bring the court and the community closer through implementation of programs to determine and address the needs of the diverse precincts and county.	All	n/a	n/a	n/a
		SO9	To utilize and be proficient in advanced technologies to be able to conduct court dockets and jury trials in a safe, efficient manner.	All	n/a	Harris County Office of Court Management and/or Universal Services	n/a
		S10	To resume court services to pre-pandemic levels so as to reduce the growing backlog of cases, the time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution of the matter.	All	n/a	n/a	n/a
		S11	To increase options for dispute resolution to include online and greater access to mediation in civil cases.	Civil	n/a	Harris County Dispute Resolution Center	Parties, Attorneys and witnesses involved in each case.
		S12	To treat all court users with courtesy, respect, and neutrality.	All	n/a	n/a	n/a

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Services by Management
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$402,022	3

1) Describe the Service and how it supports department goals.
Justice of the Peace performs judicial duties in our office and for the Mental Health Docket in rotation with other Justice of the Peace Judges. Chief Clerk and Asst. Chief Clerk will perform executive duties related to the Judge and managerial/supervisory duties to the employees (including docket management, daily deposits, monthly audits, Human Resources, Payroll, Purchasing, Accounts Payable, Local/State Reporting, IT Support, Budget maintenance and all other duties requested). These services will support all Goals and Strategic Objectives issued by this department and Harris County .
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
All external individuals, groups or organizations that use services provided by this department as well as internal county departments and staff employed by this office.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. Services are statutorily mandated by Health & Safety Code Section 573.011(a), Harris County Auditor's Accounting Procedures, Government Code Chapter 27.056, Local Government Code Section 115.002, etc.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Justice Court, Precinct 7, Place 1
Divisions (list all):	Civil

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$438,550	7

1) Describe the Service and how it supports department goals.
All time spent by the clerks of this division processing civil related cases from initial filing to final disposition filed by Plaintiffs against Defendants (including Small Claims, Debt Claims, Evictions, Repair and Remedy actions, Writs of Property Retrieval, Writs of Re-Entry and Restoration of Utility Services). This division also handles other administrative actions filed by petitioners (including Driver's License Suspension and Occupational Driver's License Hearings and Hearings to grant possession of stolen or seized property). These services will support all Goals and Strategic Objectives issued by this department and Harris County .
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Civil customers are the persons or entities filing the civil case and the persons or entities being sued, as well as witnesses and Attorneys who represent the Plaintiffs and Defendants. The Court strives to serve the people of Harris County by providing efficient and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect. Customer Survey forms are provided by this office to be completed by customers and placed in a locked box that can only be unlocked by the Judge and Chief Clerk.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. Services are statutorily mandated by Government Code Section 27.032-27.034, Civil Practice and Remedies Code, Texas Rules of Civil Procedure 500 et seq, Supreme Court Orders, Property Codes Chapter 24, 92 and 93 in addition to others.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Processing Traffic, Non-traffic and Truancy
Divisions (list all):	Criminal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$438,550	7

1) Describe the Service and how it supports department goals.
All time spent by the clerks of this division processing cases from initial filing to final disposition filed against Adults or Juvenile Defendants either by issuance of a citation or the filing of a sworn complaint or referral. The following cases are handled by this division – (1) Criminal cases (including traffic and non-traffic offenses as well as other penal offenses); and (2) Truancy cases (referrals from school districts alleging a child has engaged in truancy conduct). These services will support all Goals and Strategic Objectives issued by this department and Harris County .
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Criminal customers are the persons or entities who received a citation or was named on a criminal complaint or truancy referral, as well as witnesses, complainants, Peace Officers, Attorneys from the Harris County District Clerk's Office and other Law Offices. All expect to be treated fairly and courteously. Customer Survey forms are provided by this office to be completed by customers and placed in a locked box that can only be unlocked by the Judge and Chief Clerk.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. The Traffic and Non Traffic service is statutorily mandated by Chapter 45 of the Code of Criminal Procedure, and Chapter 545 of the Transportation Code Rules of the Road. Truancy cases are mandated by Family Code Sections 65.001(a), 65.002(1) and 65.004(a)(2).

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Telephone Services
Divisions (list all):	Civil, Criminal and Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,500	17

1) Describe the Service and how it supports department goals.
Allows the use of telephone, fax and internet services for the division of this department.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Any and all persons calling into the office expecting the staff to assist them with answers to their questions regarding their cases or direction to other county departments.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No but needed to connect with internal and external customers.

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Office Supplies
Divisions (list all):	Civil, Criminal and Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$25,000	17

1) Describe the Service and how it supports department goals.
Allows the ordering of office supplies and furniture to be used by this department from the County Approved Supplier
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Staff and all visitors to the building.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No but is needed to perform all duties expected by the department.

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Fees and Services
Divisions (list all):	Civil, Criminal and Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$5,000	17

1) Describe the Service and how it supports department goals.
Services provided by Brinks to pick up cash deposits everyday and transport to Cadence Bank for processing
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County Auditor's Office
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No but is needed to perform all duties expected by the department.

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Rentals and Leases
Divisions (list all):	Civil, Criminal and Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$8,550	17

1) Describe the Service and how it supports department goals.
Use of Copier leased thru and provided by Dahill, postage machine and mail folder/sorter leased thru and provided by Pitney Bowes, and water cooler rented thru and provided by Nestle' Water.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Staff and all parties receiving correspondence in the mail from our department.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No but is needed to perform all duties expected by the department.

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Travel Expenses
Divisions (list all): Civil, Criminal and Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$4,000	17

1) Describe the Service and how it supports department goals.
For the Judge and all staff to attend continuing education courses, certification testing and meeting within and outside of Harris County
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
All staff from this department
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No but is needed to perform all duties expected by this department.

FORM 4a. Department Services - DETAIL (#9)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Postage
Divisions (list all):	Civil, Criminal and Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$5,000	17

1) Describe the Service and how it supports department goals.
To provide postage on all correspondence mailed from this department to parties.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Staff and all parties receiving correspondence in the mail from our department.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Not but is needed to perform all duties expected by the department.

FORM 4a. Department Services - DETAIL (#10)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Building Construction and Renovation
Divisions (list all):	Civil, Criminal and Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$500,000	174

1) Describe the Service and how it supports department goals.
To renovate the courtroom and other areas in the building to make staff, external customers and internal customers more comfortable. To request the outside of the building be power washed and painted/cleaned along with updated landscaping to improve the building's presence in this growing community being updated with modern homes every day.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Staff, external customers, internal customers and agencies performing business in this office building.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No but is needed to perform the duties expected of this department

Instructions

-Service: List each service for which you have completed Form 4a.

*-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.*

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

[illegible]

Instructions
This form summarizes new budget requests, in order of priority.
Enter responses in each of the fields in the table below, **ranked in order of priority**.

Answer the following question:

On the list below, what priority rank would you assign to funding for inflation-level COLA or merit-based salary increases for existing staff?

Priority #

1

Additional Notes

A separate Form 5c is required for each Budget Request listed below.

* **Form 5b** is required if new positions are requested. Requested new positions must be listed on **Form 5b**.

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested*
BR1	Administration	Creation of Assistant Chief Clerk position	Administration	S01 - S12	1	0	1
BR2							
BR3							
BR4							
BR5							
BR6							
BR7							
BR8							
BR9							
BR10							
BR11							
BR12							
BR13							
BR14							
BR15							
BR16							
BR17							
BR18							
BR19							
BR20							
BR21							
BR22							
BR23							
BR24							
BR25							
BR26							
BR27							
BR28							
BR29							
BR30							

FORM 5b. List of All New Positions Needed for Additional Funds Requests

Note: 3441 forms will still be needed in the new year based on projects that get funded.

Instructions

Enter responses in each of the fields in the table below

Budget Request Priority ID, Name of Service, and Division (first three columns) should all match Form 5a

[illegible]

FORM 6. Potential Long-Term (5-Year) Funding Needs

Note: These are large expenses that need to be planned for in the General Fund in the next 3-5 years due to operational, legislative or executive decisions.
A recent example was the state’s mandate to move from paper to electronic filing by a specified future date.

Note: This information is being collected for planning purposes only - Commissioners Court will not be making funding decisions on these items during the current budget cycle.

Instructions
Fill out the table below.

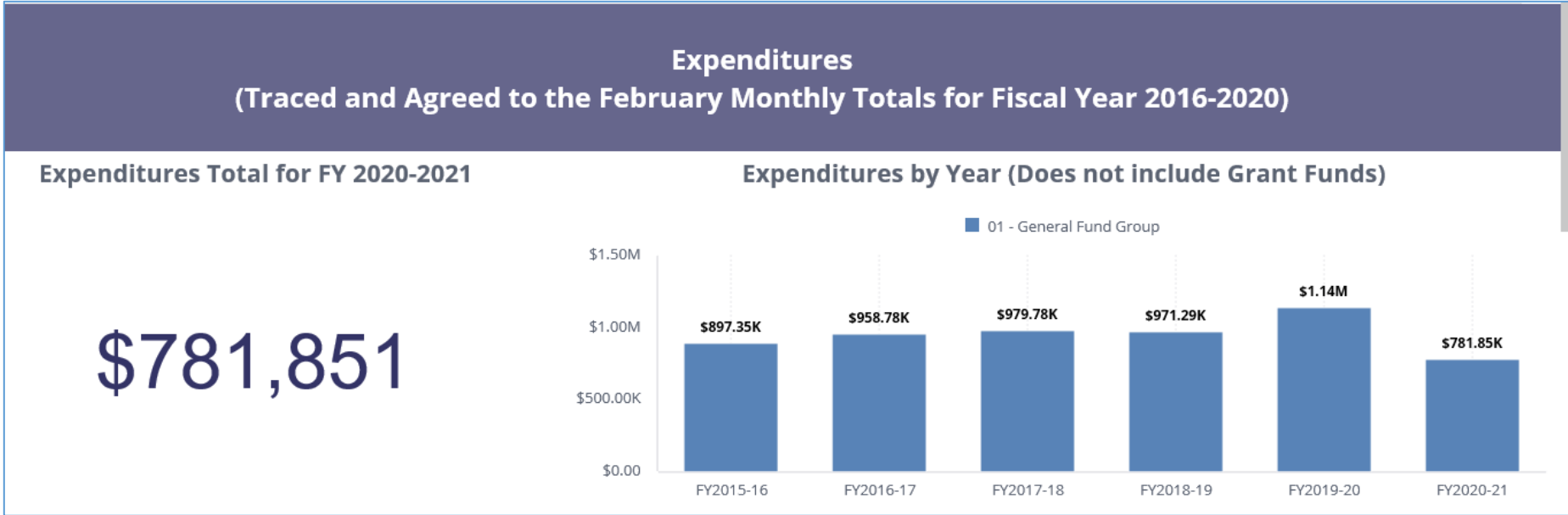
LT Funding Needs ID	Which Strategic Objective does this address? (Enter SO # from Form 3)	Description of Future Funding Needs	# of Positions Needed (if applicable)	Estimated Year 1 Costs (FY 2021-22)	Estimated Year 2 Costs (FY 2022-23)	Estimated Year 3 Costs (FY 2023-24)	Estimated Year 4 Costs (FY 2024-25)	Estimated Year 5 Costs (FY 2025-26)
LTF1	S01 / S06 / S08	Funding for a new building to house the Judge and all staff employed by Justice Court, Precinct 7, Place 1 with additional departments (County Clerks, Tax Assessors, Sheriff's Office, etc.)					\$1,000,000 or more	
LTF2								
LTF3								
LTF4								
LTF5								
LTF6								
LTF7								
LTF8								
LTF9								
LTF10								
LTF11								
LTF12								

372 – Justice of the Peace 7.2

Judge Sharon Burney

372 – Justice of the Peace 7.2

Data as of 12/14/2020



FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
372	JUSTICE OF THE PEACE, PRECINT 7, PLACE 2

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while ensuring fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. As the part of the Texas justice system to which the majority of citizens have access, the Justice Court strives to enhance public trust and confidence in the justice system and serve the people of Harris County by dispensing efficient, informative, and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

A Harris County Justice Court system that is:

- Fair, impartial, timely, and accessible to the community and those who come before the court;
- Efficient in its adherence to established principles of time standards and caseload management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the "people's courts."

The Justice Court has jurisdiction over a wide variety of issues, including:

- civil matters (small claims and debt claims cases and enforcement of judgments) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020);*
- eviction and other landlord/tenant matters (including repair and remedy cases, writs of re-entry, restoration of utilities, and property retrieval);*
- suits to enforce certain deed restrictions;*
- criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and*
- various administrative type proceedings (including but not limited to dangerous dog determinations, disposition of cruelly-treated animals after seizure, tow hearings to determine probable cause, driver's license suspension hearings, handgun license denial hearings, and petitions for occupational drivers' licenses).*

The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters.

Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds.

In Harris County, the Justices of the Peace are appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Civil. From filing to final disposition, processing of all civil justice suits, eviction suits, debt claims, writs of re-entry, occupational driver's licenses, writs of retrievals, repair and remedy suits, and writ of sequestration.

Criminal – Traffic – Non-Traffic – Juvenile – Warrants. The processing of all citations filed with the court from filing to disposition.

Administrative – Human Resources. Process payroll, interview potential candidates for hire, process new hires, review and audit daily deposits, schedule hearings, maintain the courts dockets, maintain the courts calendar, order supplies, court scheduling, approve and pay invoices, authorize payments, authorize reimbursements, schedule clerk training, process purchase orders and handle disputes. Responsible for overseeing all departments and making sure the department head (Judge) is aware of all relevant matters.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

To continually improve the administration and efficiency of the justice court.

- To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.
- To increase our internal use of technology through the use of document queues and signature pads.
- To expand the justice courts' website to provide additional services available online and simultaneously encourage the public and attorneys to utilize the available online platforms.
- To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).

To continually advance the public's perception of and confidence in the justice court.

- To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.
- To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.
- To reduce waiting and response time experienced by court users.
- To bring the court and the community closer through implementation of programs to determine and address the needs of the diverse precincts and county.

To safeguard equal access to and procedural fairness in the administration of justice.

- To utilize and be proficient in advanced technologies to be able to conduct court dockets and jury trials in a safe, efficient manner.
- To increase options for dispute resolution to include online and greater access to mediation in civil cases.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

- Number of clerks who are certified court clerks or court managers through Texas State/TJCTC or NCSC/ICM or as certified interpreters with the state.
- Number of documents sent through judges' or clerks' signature queues (as we expand our capabilities) or signed by signature pad to reduce paper; perhaps as a percentage of total orders/judgments/pleas/agreements/etc. signed.
- Number of cases resolved online (again, perhaps as a percentage of total cases), number of services available (e.g., e-file, guide and file, online criminal pleas and payment in full, online criminal partial payments, online criminal deferred payments, online DSC requests, online DSC payments, and looking forward: online deferred requests, online dispute resolution, online plea bargaining, etc.).
- Disposition rates compared to filing rates; percentage of cases digitized (to cut down on paper case files and allow greater access to documents online for the parties/public).
- Number of hits to website and what visitors are viewing; any reduction in calls to the court with questions that could otherwise be answered online; number of court social media accounts and followers; all tracked to hopefully improve from year to year. Thought: allow parties to send in updated contact info through the web without having to wait for court hours to get ahold of someone by phone.
- This would be mainly progress reports on what we have done or how many security incidents we have faced.
- Length of time between receipt and filing by court; time to prepare citations from filing; time to prepare writs from request; wait times at window; time from filing to disposition; etc.
- This would be mainly progress reports on what we have done.
- Number of cases heard remotely (with various qualifiers), perhaps as a percentage.
- Once we go live with Modria and complete the pilot, we will have plenty of data and metrics to track: number of cases eligible, number of cases in which plaintiff opts in, number of cases in which defendant opts in, number of cases where resolution reached before mediator involvement, number of cases where resolution reached with mediator involvement online, all as a percentage of cases.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve these cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below. N/A*
2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*
 - Cross training clerks; Civil Clerks are able to perform the duties of criminal clerks and criminal clerks are able to perform the duties of civil clerks;
 - Use of remote proceedings, including Zoom, in response to COVID-19 pandemic to provide safe and remote appearance;

- Procedural solutions to in-court proceedings to maintain social distancing in the courtroom, including text messages to litigants when appearing in court and email communications with court staff and the district attorney's office;
 - Digitization of aged case files. 90% of all old/disposed criminal/traffic cases have already been digitalized and we are able to discard paper cases; and
 - Resolution of back logged cases. We have reached out to individuals with outstanding criminal/traffic cases to see if they would like to negotiate their cases. Civil litigation cases have been referred to the Dispute Resolution Center for virtual mediation/resolution of their case.
3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
- Implementation of Smart Board Technology in the Courtroom;
 - Digitalizing all civil/small claims cases;
 - Digitalizing all criminal cases;
 - Having all clerks become certified clerks.
4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below. Yes.*
- National Center for state Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." (Completed November 2018)
 - PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. (Currently ongoing)
 - Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. (Currently ongoing)
 - Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. (Currently ongoing).
 - Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. (Monthly)
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- Harris County Office of Court Management
 - Harris County Universal Services
 - Harris County Constable Precinct 1
 - Harris County Constable Precinct 2
 - Harris County Constable Precinct 3
 - Harris County Constable Precinct 4
 - Harris County Constable Precinct 5
 - Harris County Constable Precinct 6
 - Harris County Constable Precinct 7
 - Harris County Constable Precinct 8
 - Harris County Dispute Resolution Center
 - Harris County Protective Services
 - Harris County Sheriff's Department

- Harris County Attorney
- Harris County District Attorney
- Harris County Engineer
- Harris County Fire Marshall
- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department
- Harris County Treasurer

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Defendants/Litigants/Petitioners
- Jurors
- Legal Community – including Lone Star Legal Aid, Houston Volunteer Lawyers Association, and area law schools
- School Districts
- Private Process Servers
- Master Word (interpreter services)
- Witnesses
- Texas Department of Public Safety
- Texas Justice Court Training Center
- Texas Office of Court Administration

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

As the Courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in criminal cases for individuals with less income.

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

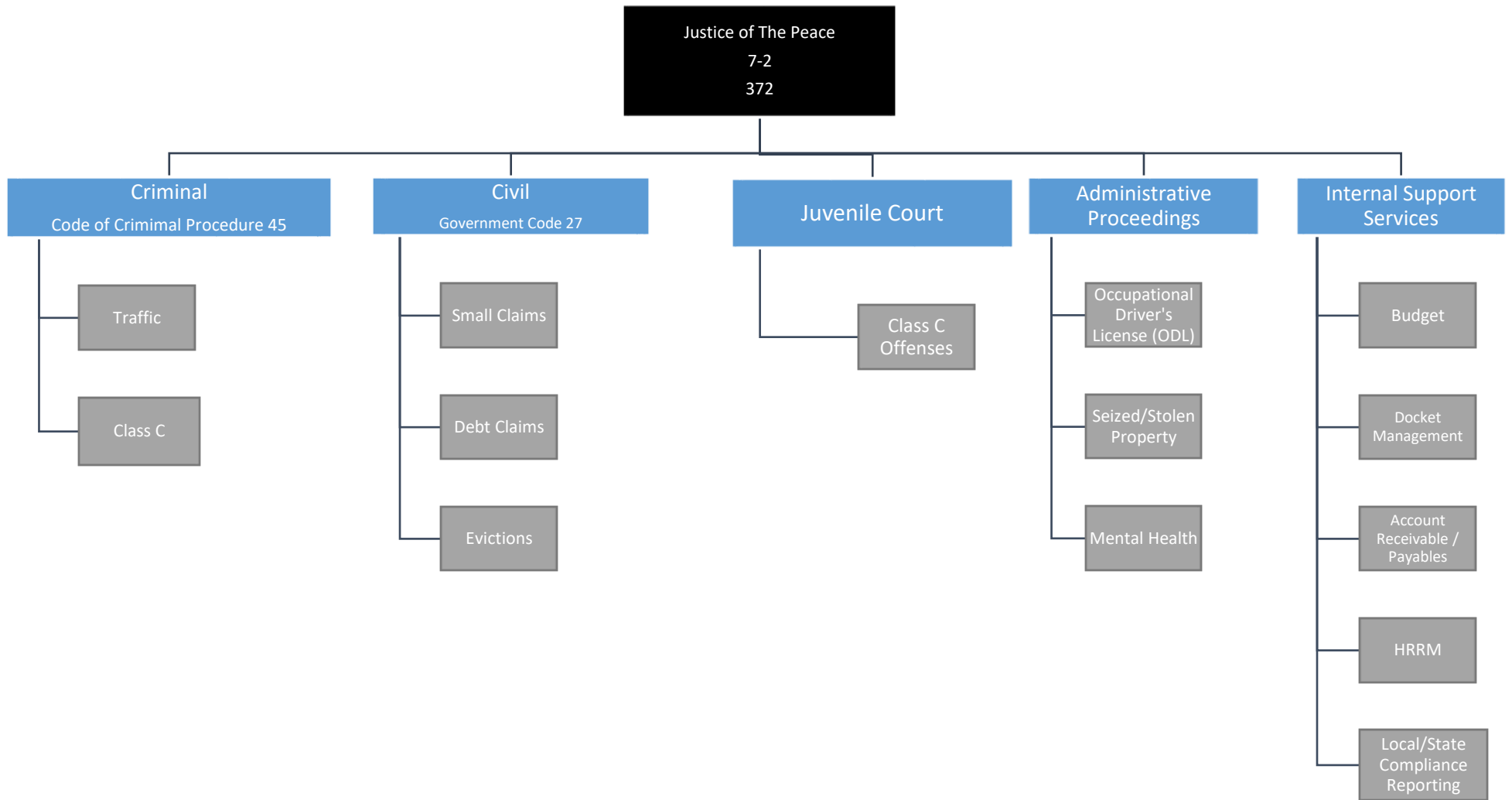
We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]



LEGEND

DEPARTMENT

DIVISION

SERVICE

FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- **Other Divisions Involved:** List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Criminal
Divisions (list all):	Justice of the Peace 7-2

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$488,217	5

1) Describe the Service and how it supports department goals.
Traffic and Class C Offenses
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers are the individuals who have received a citation or a criminal complaint. Their expectations is the right to fair, impartial, timely and accessible services from the court.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
The service is statutorily mandated by Code of Criminal Procedure 45, Government Code Ch 62, Government Code Ch51, Local Government Code Ch133, Code of Criminal Procedure Ch 15, Code of Criminal Procedures Art 15.17, Government Code §27.056

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Civil
Divisions (list all):	Justice of the Peace 7-2

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$153,094	2

1) Describe the Service and how it supports department goals.
Small Claims, Debt Claims and Evictions
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are the persons or entities filing the suit and the persons or entities being sued.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
The services are statutorily mandated by the Government Code 27, Property Code 24, TRCP 500, Government Code § 27.056, Government Code § 27.057, Government Code 62, Government Code 51, Civil Practice and Remedies Code § 31.007, Civil Practice and Remedies Code Ch152, Civil Practice and Remedy Code Ch 31, Civil Practice and Remedy Code § 31.002Civil Practice and Remedy Code Ch 34, Civil Practice and Remedy Code Ch 61, Civil Practice and Remedy Code Ch 62, Civil Practice and Remedy Code Ch 63, Civil Practice and Remedy Code § 31.006, Property Code Ch 52

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Juvenile
Divisions (list all):	Justice of the Peace 7-2

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$28,341	1

1) Describe the Service and how it supports department goals.
Juvenile Class C Offenses
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are the juvenile, parent and filer. Their expectations are to receive fair, impartial, timely and accessible access to justice.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Code of Criminal Procedure Ch 45, Alcohol Beverage Code Ch 106, Health and Safety Code Ch 161, Government Code § 27.056

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Internal Support Services
Divisions (list all):	Justice of the Peace 7-2

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$28,342	1

1) Describe the Service and how it supports department goals.
Occupational Driver's License (ODL), Property Seized/Stolen and Mental Health
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are the filer and the parties.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code § 27.056, Code of Criminal Procedure Ch 47, Transportation Code§ 521.241, Government Code § 411.180, Health and Safety Code Ch's 573 and 574, Code of Criminal Procedure Art 4.13

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Administration
Divisions (list all):	Justice of the Peace 7-2

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$429,006	2

1) Describe the Service and how it supports department goals.
Budget, Docket Management, Account Receivable/Payable, HRRM, Local/State Compliance Reporting
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Department and constituents.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Government Code § 27.056, Government Code § 71.035, Government Code § 21.001, Government Code § 27.004

Instructions

-Service: List each service for which you have completed Form 4a.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

381 – Justice of the Peace 8.1

Judge Holly Williamson

381 – Justice of the Peace 8.1

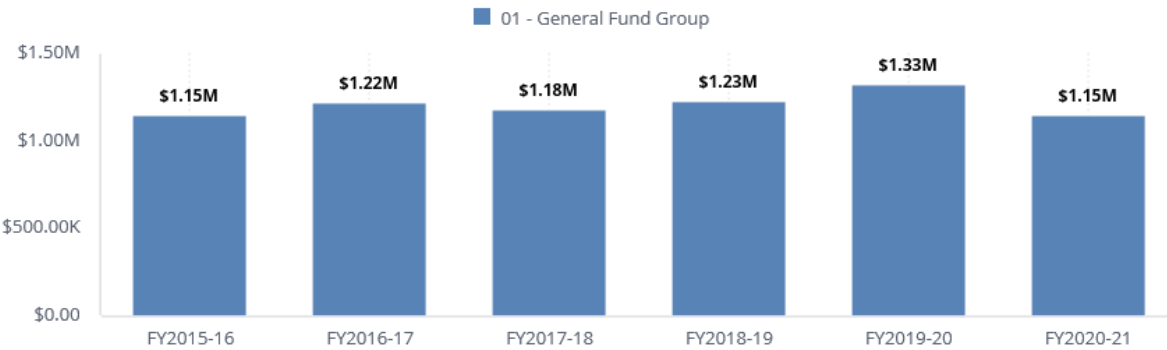
Data as of 12/14/2020

Expenditures (Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$1,149,342

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$1.45M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
381	Holly Williamson, Justice of the Peace, 8-1

Section A: Overview and Goals

1. Mission

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while ensuring fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. As the part of the Texas justice system to which the majority of citizens have access, the Justice Court strives to enhance public trust and confidence in the justice system and serve the people of Harris County by dispensing efficient, informative, and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

A Harris County Justice Court system that is:

- Fair, impartial, timely, and accessible to the community and those who come before the court;
- Efficient in its adherence to established principles of time standards and caseload management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the “people’s courts.”

The Justice Court has jurisdiction over a wide variety of issues, including:

- civil matters (small claims and debt claims cases and enforcement of judgments) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020);
- eviction and other landlord/tenant matters (including repair and remedy cases, writs of re-entry, restoration of utilities, and property retrieval);
- suits to enforce certain deed restrictions;
- criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and
- various administrative type proceedings (including but not limited to dangerous dog determinations, disposition of cruelly-treated animals after seizure, tow hearings to determine probable cause, driver’s license suspension hearings, handgun license denial hearings, and petitions for occupational drivers’ licenses).

The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters.

Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds.

In Harris County, the Justices of the Peace are appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Civil- handles the filing, docketing, collection of fees, and processing of eviction cases and other landlord/tenant or property issues, small claims and debt claims cases, occupational drivers' licenses, and bond forfeitures. Also responsible for intake of calls and correspondence from the public in regards to civil matters through mail, email, fax, in-person requests, and e-file.

Criminal- handles the filing, docketing, and processing of Class C misdemeanors, including traffic citations and other criminal violations, truancy matters, peace bonds, and magistrate hearings. Also responsible for intake of calls and correspondence from the public in regards to criminal/traffic matters through mail, email, fax, in-person requests, and e-file. This division also handles the ongoing collections of outstanding fines and fees through outside collection agencies, and the preparation of court warrants (including arrest warrants and capias pro fines).

Administrative- handles HR related issues, including staffing and professional development, budget, payroll, purchasing, implementation of court policies, preparing daily deposits, and preparing all required reports on caseload and financials. Also responsible for overseeing all other departments and daily court operations.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- To provide service that is fair, impartial, efficient and provides access and promotes procedural fairness resulting in confidence in the court and its process.
- To safeguard equal access to and procedural fairness in the administration of justice.
- Continually improve the administration and organization of the court
- To maintain a functioning work environment for staff while maintaining the daily court operations.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

- Expand and improve the justice courts' website while informing the public and attorneys on current legal resources and self help resources. Increase our internal use of technology to improve court efficiency through the case management system.
- To dispose of the backlog of cases and newly filed cases by increasing court dockets and services necessary to achieve resolution of cases while improving the level of efficient and effective service.
- Continue to be proficient in technology platform such as Zoom to reduce the need for in-person court appearances/multiple court appearances.
- Meeting staff needs and providing personnel services as needed to the court.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve these cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below. N/A*
N/A
2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*
 - Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearances to litigants;
 - Procedural solutions to in-court proceedings to maintain social distancing in the courtrooms, including text messages to litigants when appearing in court and email communications with court staff and the district attorney's office;
 - Implementation of electronic signature queues within our case management system to reduce both clerk and judge time and printing and scanning of unnecessary paper;
 - Cross training of clerks;
 - Installation of security equipment such as gated parking, panic buttons, ballistic proof windows or courtroom benches, metal detectors, health screenings, etc;
3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
 - Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearances to litigants;
 - Procedural solutions to in-court proceedings to maintain social distancing in the courtrooms, including text messages to litigants when appearing in court and email communications with court staff and the district attorney's office;
 - Implementation of electronic signature queues within our case management system to reduce both clerk and judge time and printing and scanning of unnecessary paper;
 - Cross training of clerks;
 - Installation of security equipment such as gated parking, panic buttons, ballistic proof windows or courtroom benches, metal detectors, health screenings, etc;

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*
- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." *(Completed November 2018)*
 - PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. *(Currently ongoing)*
 - Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. *(Currently ongoing)*
 - Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. *(Currently ongoing)*
 - Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. *(Monthly)*
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- Harris County Office of Court Management
 - Harris County Universal Services
 - Harris County Constable Precinct 1
 - Harris County Constable Precinct 2
 - Harris County Constable Precinct 3
 - Harris County Constable Precinct 4
 - Harris County Constable Precinct 5
 - Harris County Constable Precinct 6
 - Harris County Constable Precinct 7
 - Harris County Constable Precinct 8
 - Harris County Dispute Resolution Center
 - Harris County Protective Services
 - Harris County Sheriff Department
 - Harris County Attorney
 - Harris County District Attorney
 - Harris County Engineer
 - Harris County Fire Marshal
 - Harris County Public Health
 - Harris County Auditor
 - Harris County Budget Management Department
 - Harris County Commissioner Precinct 1
 - Harris County Commissioner Precinct 2
 - Harris County Commissioner Precinct 3
 - Harris County Commissioner Precinct 4
 - Harris County Facilities and Property Management
 - Harris County Judge
 - Harris County Justice Administration Department
 - Harris County Treasurer

6. Who are the department's key external stakeholders? Provide a bulleted list.

- Defendants/Litigants/Petitioners
- Jurors
- Legal Community – including Lone Star Legal Aid, Houston Volunteer Lawyers Association, and area law schools
- School Districts
- Private Process Servers
- Master Word (interpreter services)
- Witnesses
- Texas Department of Public Safety
- Texas Justice Court Training Center
- Texas Office of Court Administration

Section C: Equity and Diversity Information

Answer the four questions below.

1. Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3. No

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

As the courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in outcomes in criminal cases for individuals with less income.

2. What strategies, if any, does your department have in place to remove or address these disparities?

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest

prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

- 3.** *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

- 4.** *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

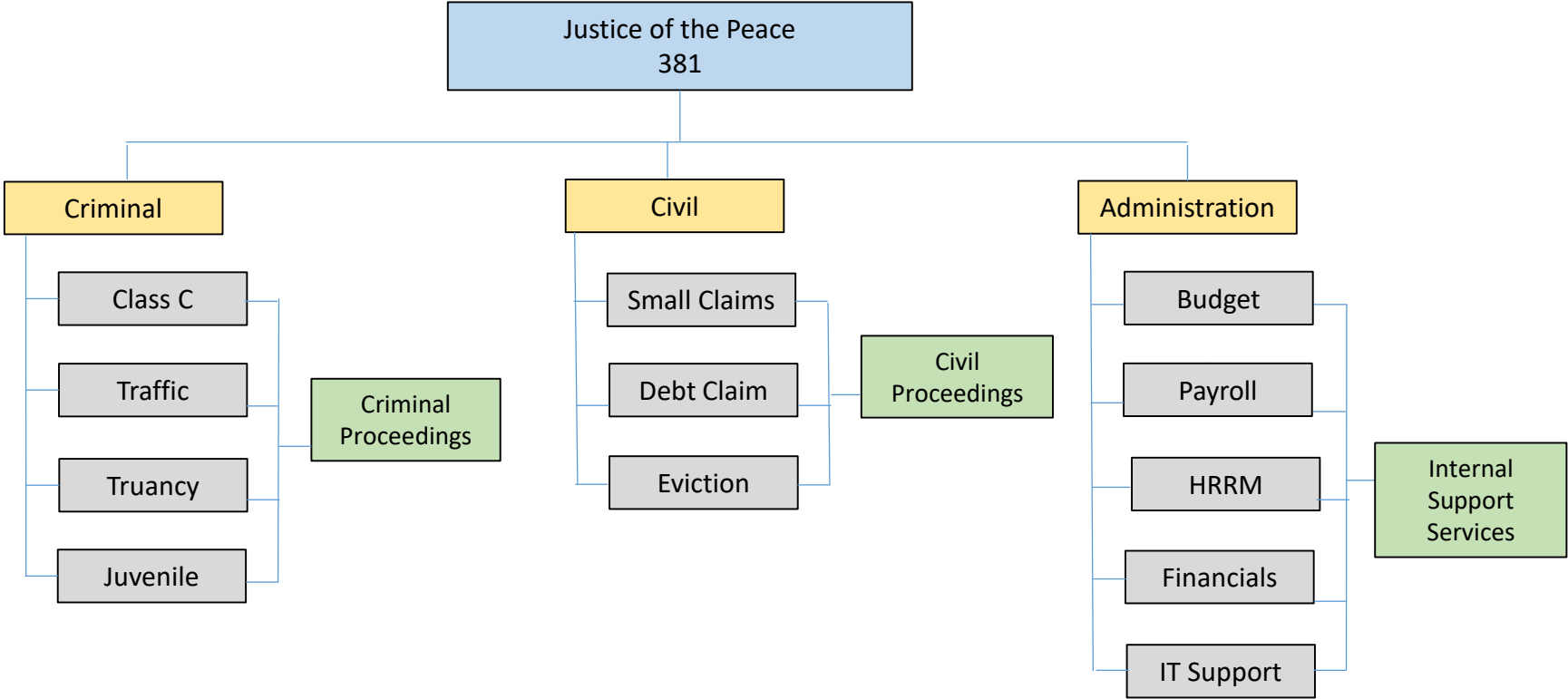
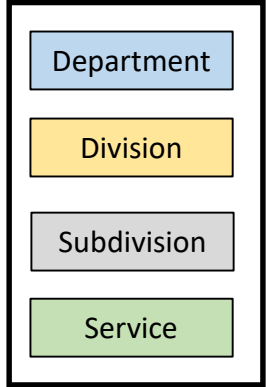
FORM 1. Divisions

Instructions

- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ Amount):* Enter \$ amount from adopted budget for the **division**
- *FY 2020-21 Adjusted Budget (\$ Amount):* Enter \$ amount from adjusted budget for the **division**, inclusive of any enhancements received during fiscal year FY 2020-21
- *Actual Headcount:* Enter most recent data for full-time equivalents (FTE) for the division

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Civil	handles the filing, docketing, collection of fees, and processing of eviction cases and other landlord/tenant or property issues, small claims and debt claims cases, occupational drivers' licenses, bond forfeitures. Also responsible for intake of calls and correspondence from the public in regards to civil matters through mail, email, fax, in-person requests, and e-file.	\$382,149		4
Criminal/Traffic	handles the filing, docketing, and processing of Class C misdemeanors, including traffic citations and other criminal violations, truancy matters, peace bonds, and magistrate hearings. Also responsible for intake of calls and correspondence from the public in regards to criminal/traffic matters through mail, email, fax, in-person requests, and e-file. This division also handles the ongoing collections of outstanding fines and fees through outside collection agencies, and the preparation of court warrants (including arrest warrants and capias pro fines).	\$558,939		6
Administrative/ Financial	handles HR related issues, including staffing and professional development, budget, payroll, purchasing, implementation of court policies, preparing daily deposits, and preparing all required reports on caseload and financials. Also responsible for overseeing all other departments and daily court operations.	\$508,912		4

Organizational Chart - 381



FORM 3. Goals and Objectives

Instructions

- *Department Goal:* Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- *Strategic Objective:* For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- *Lead Division:* List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- *Other Divisions Involved:* List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- *Other County Departments Involved:* List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	To provide service that is fair, impartial, efficient and provides access and promotes procedural fairness resulting in confidence in the court and its process.	SO1	Expand and improve the justice courts' website while informing the public and attorneys on current legal resources and self help resources. Increase our internal use of technology to improve court efficiency through the case management system.	Administrative	Criminal and Civil	Harris County Office of Court Management; Harris County Universal Services; Harris County Constable Pct. 8; Harris County Dispute Resolution Center; Harris County District Attorney; Harris County Probate Courts; Harris County Probably Cause Court/Hearing Officers; TRIAD; Harris County Auditor; Harris County Budget Dept; Harris County Purchasing Dept.; Harris County HRRM; Harris County Facilities and Property Management; Harris County Engineering Dept.; Harris County Sheriff's Office	Defendants; Litigants; Petitioners; Jurors; School Districts; Texas Office of Court Administration; Witnesses; Master Word Interpreter Services; Private Process Servers; LoneStar Legal; Gulf Coast Legal Foundation
G2	To safeguard equal access to and procedural fairness in the administration of justice.	SO2	To dispose of the backlog of cases and newly filed cases by increasing court dockets and services necessary to achieve resolution of cases while improving the level of efficient and effective service.	Administrative	Criminal and Civil	Harris County Office of Court Management; Harris County Universal Services; Harris County Dispute Resolution Center; Harris County District Attorney	Litigants; Attorneys
G3	Continually improve the administration and organization of the court.	SO3	Continue to be proficient in technology platforms such as Zoom to reduce the need for in-person court appearances/multiple court appearances.	Administrative	Criminal and Civil	Harris County Office of Court Management	Litigants; Attorneys

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Criminal Proceedings
Divisions (list all):	Criminal

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$558,939	6

1) Describe the Service and how it supports department goals.
Intake of new case filings, docketing of cases, collection of fees, and processing of cases. Receive and respond to phone calls, emails and faxes from public. Process court dockets including judge trials, jury trials and hearings. Retain court's records following the county's retention policy. Handle the ongoing collection of outstanding fines and fees through assistance from outside collection agencies. Prepare arrest and capias pro fine warrants; Providing service that is fair, impartial, efficient and provides access and promotes procedural fairness resulting in confidence in the court and its process.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Public and community members; Parties expect to be heard and receive a fair and impartial trial;Public submission through court email.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes; Texas Constitution, Texas Penal Code, Government Code, Rules of Evidence, Criminal Code of Procedure, Texas Transportation Code, Occupation Code, Family Code, Texas Parks and Wildlife

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Civil Proceedings
Divisions (list all):	Civil

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$382,149	4

1) Describe the Service and how it supports department goals.
Intake of new case filings, docketing of cases, collection of filing fees, and processing of cases. Receive and respond to phone calls, emails and faxes. Process court dockets including judge trials, jury trials and hearings. Retain court's records following the county's retention policy; Providing service that is fair, impartial, efficient and provides access and promotes procedural fairness resulting in confidence in the court and its process.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Public and community members; Parties expect to be heard and receive a fair and impartial trial; Public submission through court email.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes; Texas Constitution; Texas Civil Practice & Remedies Code; Government Code Chapter 27 and Chapter 75.4; Texas Finance Code, Texas Business Commerce Code, Texas Occupation Code, Texas Rules of Civil Procedure Part V; Black's Common Law

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Internal Support Services
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$508,912	4

1) Describe the Service and how it supports department goals.
Day to day management of the court operations including: overseeing the dept. budget, processing timesheets and payroll, addressing HRRM issues and concerns including scheduling, managing vacation/sick time/FMLA requests, insurance, maintain office supplies, prepare purchase orders, review and approve accounts payable requests. Balance and reconcile daily receipts and tills, prepare daily deposits, run daily, weekly, and monthly reports for both the finance/auditor side and court reporting to the Office of Court Management for the State of Texas. Maintain current and implement new technology and case management needs and troubleshooting issues. Prepare for and attend various meetings, training, continuing education.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Department's employees, Harris County HRRM, Harris County Auditor's Office, Harris County Budget Dept., Harris County Purchasing Dept.;Customer feedback is through deaprtment email.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes; Various Federal & State Laws, Code and Regulations

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

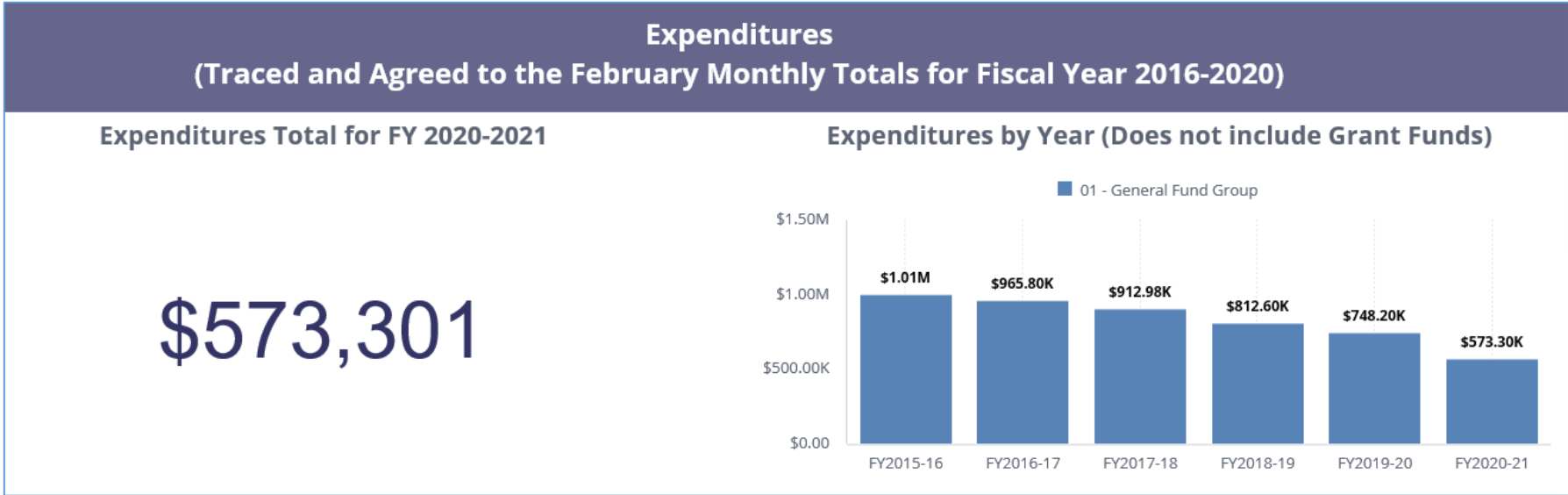
Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Criminal Proceedings	Criminal/Traffic- Time to Disposition, percentage of cases processed from filing to disposition	Currently in use	Odyssey Case Management	SO 1, 2 & 3	30%	35%	Determined target by percentage of cases processed from filing to disposition. Monitoring the length of time it takes a court to process cases will allow for measuring timely justice.
Civil Proceedings	Civil/Small Claims/Debt Claim/Evictions/Other-Time to Disposition, percentage of cases processed from filing to disposition	Currently in use	Odyssey Case Management	SO 1, 2 & 3	46%	48%	Determined target by percentage of cases processed from filing to disposition. Monitoring the length of time it takes a court to process cases will allow for measuring timely justice.
Internal Support Services	Time Entry/Payroll-number of payroll processing transactions completed	Currently in use	STARS/Peoplesoft	SO 4	252	252	The target was determined by the goal of always paying employees on time. To continually pay staff on time per designated schedule.
Internal Support Services	Daily Court Operations- create additional dockets as needed to ensure the amount of cases is completed in a timely manner	Currently in use	Manual Reporting	SO 1, 2, 3 & 4	100%	100%	Once needed, additional dockets are created within 3 business, 90% of the time so cases can be scheduled in a timely manner. *Due to COVID Jury Trials cannot be scheduled.
Internal Support Services	Daily Financial Reports/Deposits are accurate	Currently in use	Odyssey Case Management	SO 4	100% Balanced	100% Balanced	Balancing daily financial reports allows the court to monitor and maintain financial responsibility.
Internal Support Services	HR-Turnover rate (separations all causes)	New	STARS/Peoplesoft	SO 4	7.10%	less than 15%	This will maintain consistency and productivity within the office.
Internal Support Services	Purchasing/Accts. Payable-Number of invoices processed	Currently in use	STARS/Peoplesoft	SO 4	68 invoices	90% or greater	The tracking of invoices to ensure that they are paid in a timely manner.
Internal Support Services	The percentage of IT Help Desk tickets to be resolved within 2 business days	New	Manual Reporting	SO 1 & 4	N/A	90%	This will ensure that office equipment and devices are working properly so the court can operate efficiently.

382 – Justice of the Peace 8.2

Judge Louie Ditta

382 – Justice of the Peace 8.2

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$1.24M

3FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department #	Department
382	Justice of the Peace, Pct. 8-2

Section A: Overview and Goals

1. Mission

The purpose of the Justice Court is to do justice. Thus, the Court strives to provide a forum for the expeditious resolution of civil and criminal matters before the Court, all while ensuring fair notice and meaningful opportunities to be heard. While handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures. As the part of the Texas justice system to which the majority of citizens have access, the Justice Court strives to enhance public trust and confidence in the justice system and serve the people of Harris County by dispensing efficient, informative, and accessible administration of justice and by treating all persons who participate in the judicial process with fairness and respect.

2. Vision

A Harris County Justice Court system that is:

- Fair, impartial, timely, and accessible to the community and those who come before the court;
- Efficient in its adherence to established principles of time standards and caseflow management; and
- Proficient in its ability to carry out its constitutional and statutory duties.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

Created by the Texas Constitution, justice courts are local trial courts of limited jurisdiction and are an indispensable part of the overall judicial branch of government and justice system - so much so that we are often referred to as the “people’s courts.”

The Justice Court has jurisdiction over a wide variety of issues, including:

- *civil matters (small claims and debt claims cases and enforcement of judgments) in which the amount in controversy does not exceed \$20,000 (as of September 1, 2020);*
- *eviction and other landlord/tenant matters (including repair and remedy cases, writs of re-entry, restoration of utilities, and property retrieval);*
- *suits to enforce certain deed restrictions;*
- *criminal cases, including traffic offenses and other penal offenses punishable by fine only, against both juveniles and adults; and*
- *various administrative type proceedings (including but not limited to dangerous dog determinations, disposition of cruelly-treated animals after seizure, tow hearings to determine probable cause, driver’s license suspension hearings, handgun license denial hearings, and petitions for occupational drivers’ licenses).*

The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters.

Additionally, the Justice of the Peace performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights upon arrest, and setting peace bonds.

In Harris County, the Justices of the Peace are appointed to determine probable cause in mental health protective custody cases for Harris County Probate Court 3.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

The divisions within the court include the following:

The Criminal Division includes traffic, juvenile, failure to attend school, magistrate and other class c misdemeanors.

The Civil Division includes Civil Justice, Evictions and miscellaneous administrative hearings.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- To attract, train, and retain qualified court clerks and staff through opportunities for professional and educational advancement and financial incentives.
- To provide a secure, healthy, and welcoming environment for citizens and staff conducting business at the courthouse.
- To improve communication with the public through the courts' website and social media presence to provide current legal information, reduce confusion during times of disaster, and encourage continued contact between litigants and the court.
- To improve and expand the justice courts' website to educate and encourage the public and attorneys to utilize available online platforms for ease and efficiency.
- To increase our internal use of technology to improve efficiency through the use of document queues and signature pads.
- To examine aged cases for disposition, digitization, and/or preparation for destruction (in accordance with records retention policies).
- To resume court dockets and services to pre-pandemic levels so as to reduce the growing backlog of cases, the time to disposition in newly filed cases, and the number of court appearances necessary to achieve resolution of the matter.
- To utilize and be proficient in technologies such as Zoom to be able to continue to conduct court dockets and jury trials in a safe, efficient manner during the COVID-19 pandemic and beyond.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

- We value our clerks and continually encourage our staff to advance their skills, attend continuing education classes, and seek certification as a court clerk or a licensed interpreter.
- The Office of Court Management recently hired a full-stack software engineer who is in the process of overhauling the justice courts' website to conform with contemporary functionality and usability standards as well as enhance accessibility. Information and forms provided on the website are being consolidated and restructured so as to be more user-friendly, cohesive, and intuitive.
- The court provides the following options for criminal defendants on our website: enter a plea of no contest and pay a citation in full or through partial payments, request and pay fees on a driving safety course for traffic offenses, and pay fees on a deferred disposition. We provide images of court records in cases that are otherwise not confidential, providing interested persons immediate access to filings. We accept electronic filings through the efiletexas.gov platform. Going forward, we will continue to build on these options to reduce the need for in-person court appearances or multiple court appearances as possible.
- We utilize Zoom and telephonic hearings to continue holding dockets that cannot be held in person during this pandemic. Going forward, we will be implementing online dispute resolution as a service in small claims and debt claims cases, and continue to utilize the Zoom platform in jury trials.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

The justice courts have faced disasters and obstacles in the form of inclement weather and flooding, the death or removal of judges, security threats, and most recently, a global pandemic. However, we have historically adapted and maintained services without significant interruption to the citizens of Harris County. The COVID-19 pandemic has placed unique challenges on the courts and justice system never before encountered and unknown in duration. We have seen a decrease in disposition rates and are facing a growing backlog of cases due to limitations and prohibitions on holding in-person dockets and jury trials enacted by the Texas Supreme Court and due to various state and federal moratoriums on eviction matters. At the same time, we are seeing a decrease in filings due to these same restrictions and changed priorities for law enforcement during the pandemic. However, this is happening simultaneously with the jurisdiction increase that took effect September 1st doubling the justice courts' amount in controversy jurisdiction, which in "normal" times would have created an increase in filings in our courts. We anticipate that we will eventually see caseloads return to pre-pandemic levels at the same time we will have to address the backlog. In the meantime and despite these challenges, we have continued to provide access to justice to all through the use of remote proceedings, relaxed and revised policies, and creative staffing. The need and desire of the courts to do so echoes the County's vision to build a dynamic and resilient community while being inclusive and equitable.

The very nature of the justice courts is to provide a fair and inexpensive forum for individuals to resolve disputes. Fostering public trust and ensuring that individuals leave the courthouse feeling they were treated fairly and with respect – though they might not agree with the substantive outcome – is the central tenet of procedural justice, and what the courts strive to provide in all civil and criminal cases. The founding principle of promoting justice in individual cases remains as important as ever to those accused of crimes and their right to fair and timely justice, as well as to other litigants, attorneys, witnesses, victims, jurors, the public, and funding authorities. Through the resolution of cases following constitutional, statutory, and administrative laws and procedures – and the use of dispute resolution services in civil matters and diversion or deferral options and individual review of defendants' financial conditions in criminal matters – and by providing safe and secure locations for individuals to resolve these cases, the courts' goals and services correlate with the County's goals for justice and safety.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Installation and implementation of smart board technology in the court room;
- Installation of security equipment such as gated parking, panic buttons, ballistic proof windows or courtroom benches, metal detectors, health screenings, etc;

- Cross training of clerks;
- Certification of clerks through Texas State University and the Texas Justice Court Training Center or certification of clerks as licensed court interpreters through the Texas Judicial Branch Certification Commission;
- Use of remote proceedings, including Zoom, in response to the COVID-19 pandemic to provide safe, remote appearances to litigants;
- Procedural solutions to in-court proceedings to maintain social distancing in the courtrooms, including text messages to litigants when appearing in court and email communications with court staff and the district attorney's office;
- Implementation of electronic signature queues within our case management system to reduce both clerk and judge time and printing and scanning of unnecessary paper;
- Digitization of aged case files;
- Resolution of backlogged cases.

3. What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.

Due to the current pandemic which began at the beginning of the current budget year, no current projects are planned. Projects completed in 2019 include the installation of audio and visual components in the courtroom.

4. Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.

- National Center for State Courts: Harris County, Texas Justice Courts Staff Workload Study that developed staff workload case weights to "provide uniform and comparable measures of workload and help to determine the number of court staff needed to provide effective case processing and case management." (Completed November 2018)
- PFM Criminal Justice System Review expanded to include a look at the processes by which fines and fees are assessed, collected, and sometimes waived by the justice courts. (Currently ongoing)
- Harris County Justice Administration Department Impact of Fines and Fees Study as directed by Commissioners Court on June 9, 2020. (Currently ongoing)
- Harris County Auditor's Office Information Systems Audit relative to the Odyssey application. (Currently ongoing)
- Harris County Auditor's Office Compliance Audit Department examination of monthly collection reports under Local Government Code § 115.002. (Monthly)

5. Who are the department's key stakeholders in Harris County government? Provide a bulleted list.

- Harris County Office of Court Management
- Harris County Universal Services
- Harris County Constable Precinct 1
- Harris County Constable Precinct 2
- Harris County Constable Precinct 3
- Harris County Constable Precinct 4
- Harris County Constable Precinct 5
- Harris County Constable Precinct 6

- Harris County Constable Precinct 7
- Harris County Constable Precinct 8
- Harris County Dispute Resolution Center
- Harris County Protective Services
- Harris County Sheriff Department
- Harris County Attorney
- Harris County District Attorney
- Harris County Engineer
- Harris County Fire Marshal
- Harris County Public Health
- Harris County Auditor
- Harris County Budget Management Department
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Facilities and Property Management
- Harris County Judge
- Harris County Justice Administration Department
- Harris County Treasurer

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Defendants/Litigants/Petitioners
- Jurors
- Legal Community – including Lone Star Legal Aid, Houston Volunteer Lawyers Association, and area law schools
- School Districts
- Private Process Servers
- Master Word (interpreter services)
- Witnesses
- Texas Department of Public Safety
- Texas Justice Court Training Center
- Texas Office of Court Administration

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

As the courts serve the entire population in our individual precinct, the county, and beyond, there are of course potential disparities in outcomes in criminal cases for individuals with less income.

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

Despite this potential, in accordance with statutory laws in the Code of Criminal Procedure, the courts take enormous efforts to address and prevent the manifestation of such disparities. Judges are required to consider a criminal defendant's ability to pay during or immediately after imposing a sentence in open court. In our fine-only misdemeanor cases, the sentence is payment of a fine and court costs/fees. Once imposed, judges have wide discretion to determine how the defendant shall discharge that sentence if the judge finds the defendant is unable to immediately pay all or part of the sentence – be it through deferred payment, installment payments, community service, or if community service would be an undue hardship, waiver of the fines and costs/fees, or some combination thereof. There are also statutory procedures in place for defendants to request reconsideration of how a sentence should be discharged, and protections for defendants to be given an additional opportunity to appear without fear of arrest prior to the court's ability to issue a custodial writ for either a defendant's initial failure to appear or failure to satisfy a judgment. As courts, we must follow these laws.

Furthermore, it is important to note that judges are subject to the Code of Judicial Conduct, which prohibits judges, and by extension court staff, from manifesting bias or prejudice, through words or conduct, based upon race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

We embrace diversity within our staff, but we do not conduct outreach to external organizations for the purpose of improving staff diversity. We strive to hire the most qualified staff without regard to race, age, religion, national origin, disability, age, sexual orientation, or socioeconomic status.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

We make use of training through the Harris County New Hire Orientation and Human Resources training platform. Our staff attorney has provided training on procedural justice with the Center for Court Innovation, and many of our clerks and our judge have attended trainings with the Texas Justice Court Training Center that included topics on implicit bias and procedural justice. We also conduct internal trainings on interacting with the public.

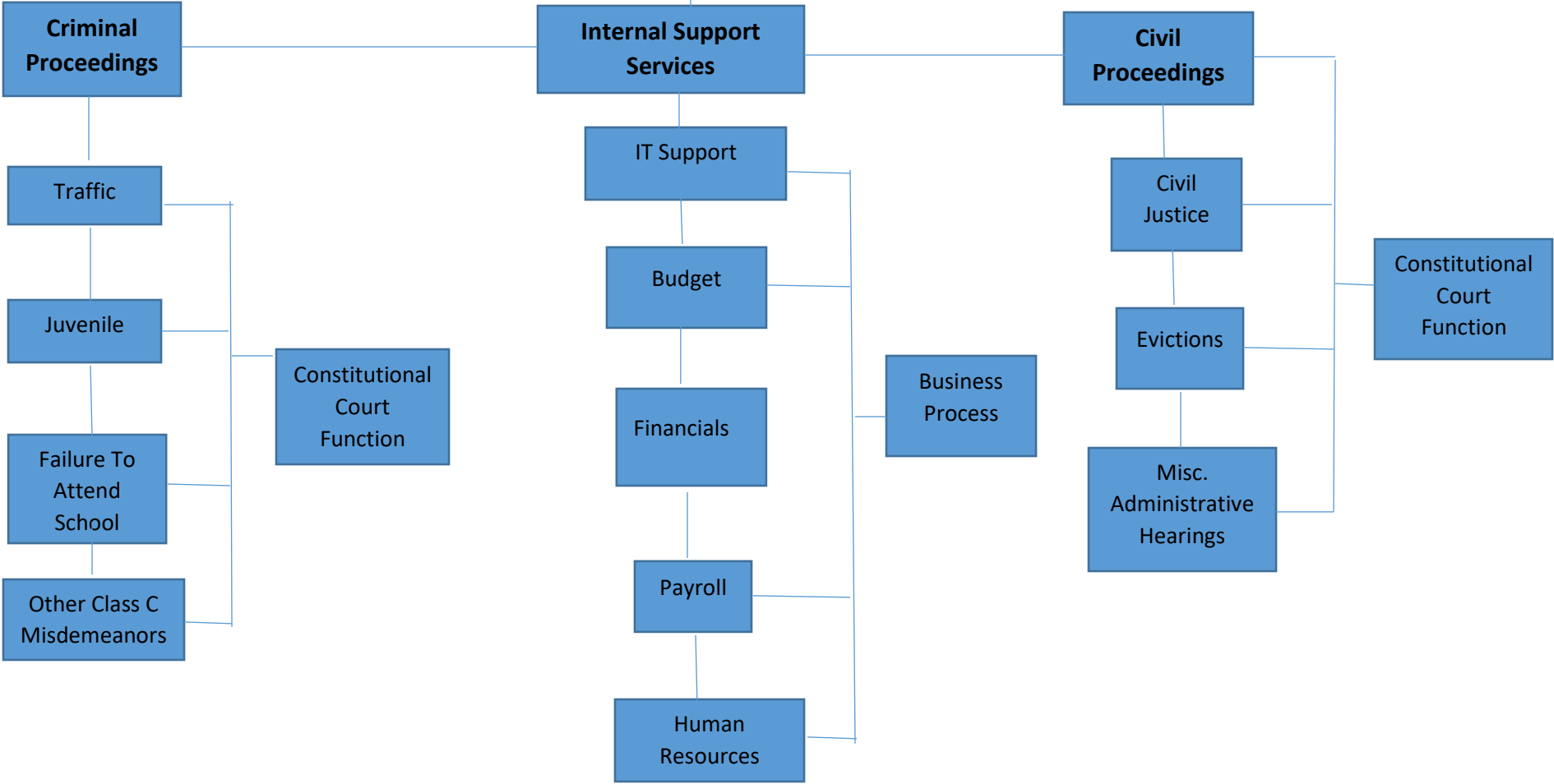
FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Internal Support Services	Internal support services include scheduling Docket, Hearing and Court Sessions. Annual Budgeting and General Funds, daily financials including audit compliance and purchasing. Human Resources including employee benefits and risk management along with time entry and payroll.	\$494,400	n/a	2
Criminal Proceedings	Process Traffic, Criminal, Juvenile, Magistrate and other Class C Misdemeanor Complaint Filings E-Filed and in person along with customer serv.	\$370,800	n/a	3
Civil Proceedings	Proces Civil Justice, Evictions and Misc. Administrative Hearings E-Filed and in person along with customer service.	\$370,800	n/a	2
Total:		\$1,236,000	n/a	7

**Harris County
Justice of the Peace 8-2
Dept. #382**



FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- **Other Divisions Involved:** List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- *Other External Stakeholders Involved:* List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

[illegible]

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Civil Proceedings
Divisions (list all):	Civil Proceedings & Internal Support Services
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$370,800	

1) Describe the Service and how it supports department goals.
Case processing includes all time spent by clerks and staff processing cases from filings to final disposition and satisfaction. The justice courts' website offer accessibility for information, forms, and electronic filing..
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Court strives to serve the people of Harris County by providing efficient and accessible administration of justice and by treating all persons who participate with fairness and respect.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes - Texas Civil Practice and Remedies Code, Government Codes Chapter 27 & 75.4, Texas Financial Code, Texas Business Code, Occupational Code, and Texas Rules of Civil Procedure.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Internal Support Services
Divisions (list all):	Internal Support Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$494,400	3

1) Describe the Service and how it supports department goals.
Administration perform managerial or supervisory work (such as dealing with personnel/HR or budget issues, answering general questions from and providing troubleshooting support to subordinates), reviewing quality assurance on data and docket entry, calendaring hearings/dockets/court sessions, scheduling assistant district attorneys/mediators/interpreters/bailiffs, compiling and submitting required reports (such as the Office of Court Administrative report, DPS conviction report, referral reports), and monitoring financial transactions (i.e. balancing and reconciling daily receipts and tills, making deposits, running financial reports, responding to auditor/treasurer inquiries).
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Department employees, Harris County Risk Management, Harris County Auditors and Harris County Budget Office.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes - Various federal and state laws, codes and regulations.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Criminal Proceedings
Divisions (list all):	Criminal Proceedings & Internal Support Services
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$370,800	3

1) Describe the Service and how it supports department goals.
Case processing includes all time spent by clerks and staff processing cases from filings to final disposition and satisfaction. The justice courts' website offer accessibility for information, forms, electronic filing, and many options available to defendants to resolve their citation.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Court strives to serve the people of Harris County by providing efficient and accessible administration of justice and by treating all persons who participate with fairness and respect.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes - Texas Transportation Code, Texas Parks & Wildlife Code, Family Code, Texas Criminal Code of Procedure, Government Code, Texas Penal Code, Texas Rules of Evidence, Alcoholic Beverage Code, and Health and Safety Code.

Instructions

-Service: List each service for which you have completed Form 4a.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

840 – Juvenile Probation

Henry Gonzales

840 – Juvenile Probation

Data as of 12/14/2020

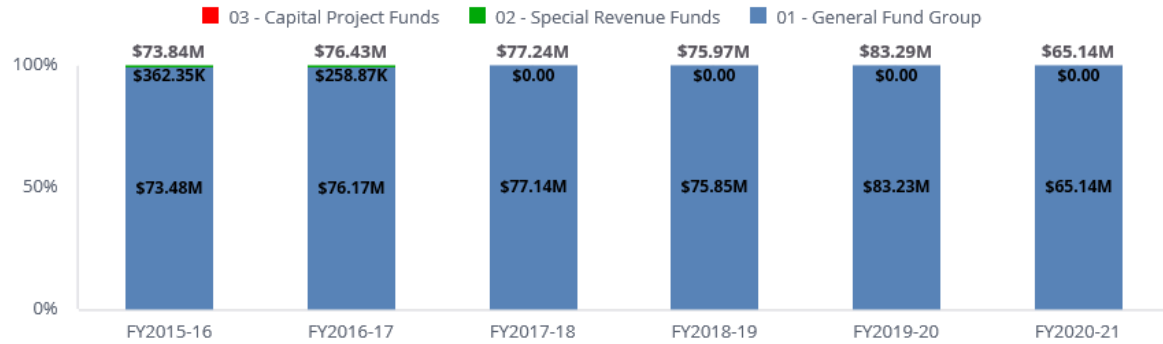
Expenditures

(Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$65,141,508

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$86.49M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
840	Harris County Juvenile Probation Department

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The Harris County Juvenile Probation Department 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.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

The Harris County Juvenile Probation Department will transform the local juvenile justice system into one that focuses on equitable services that are youth and family centered and emphasizes community based interventions that are restorative, evidence based, and data driven.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

- Serve as the entry point for youth referred to the juvenile justice system.
- Provide resources and services to youth and families to minimize involvement in the juvenile justice system.
- Operate a 24 hour detention intake unit for youth and determine the need for secure detention or possible diversion.
- Provide alternatives to detention for eligible youth utilizing community based approaches.
- Provide support for the judicial process with comprehensive profiles of youth and families for use in various court proceedings.
- Provide forensic and psychological assessments to assist dispositional outcomes and treatment recommendations.
- Provide court ordered supervision to adjudicated youth in the community as well as transitional services for youth exiting residential facilities.
- Operate a pre-adjudicated juvenile detention center, and two post-adjudicated facilities that provide treatment and 24 hours a day care and supervision of youth. Ensuring that we meet the educational, recreational, mental health, nutritional, and behavioral needs of the residents.
- Provide medical, psychological care, and specialized treatment programs to youth involved with the department.
- Provide educational services to students enrolled in the Excel Academy Charter School and the Juvenile Justice Alternative Education Program in Harris County while also facilitating advocacy for youth involved in the juvenile justice system.
- Support the functions of TRIAD.
- Continually develop and maintain relationships with community based organizations and services.
- Ongoing collaboration with various local, state, and national organizations in efforts to transform juvenile justice.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

The **Intake/Court Division** serves as the entry point for youth referred to the juvenile justice system through the operation of a 24-hour detention intake unit, determining the need for secure detention or possible diversion. The division also supervises youth who are eligible for release utilizing community based approaches, and supports the judicial process by providing comprehensive profiles and dispositional recommendations for use in court proceedings.

The **Diversion and Intervention Division's** primary goal is to divert youth from further involvement in the Juvenile Justice System by providing informal alternatives to adjudication; these alternatives are strength-based, individualized to youth/families, and least invasive.

The **Field Services Division** provides court ordered supervision to adjudicated youth and connects families to an array of services in the community to meet their identified needs. There are eight community probation offices located throughout Harris County, as well as numerous satellite locations utilized to serve youth at varying levels of supervision.

The **Residential Services Division** operates the Harris County Juvenile Detention Center and the two post-adjudicated facilities for youth placed in the Chief's Custody by the District Courts. The division provides and coordinates rehabilitative and supportive services for the juveniles placed in those facilities to include education, medical, recreation, mental and behavioral health in an effort to help facilitate positive youth development and facilitating safer communities.

The **Health Services Division** of the HCJPD is responsible for the medical, psychological care, and specialized treatment programs within the agency. Additionally, the division provides forensic and psychological assessments to assist in dispositional outcomes and treatment recommendations.

The **Education Services Division** provides educational services to students involved in the juvenile justice system in Harris County through the Excel Academy Charter School or the Juvenile Justice Alternative Education Program (JJAEP). The division also oversees the Education Support Services group, which provides educational advocacy to students who are transitioning from Harris County juvenile facilities back to their communities.

The **Budget Services Division** prepares and monitors department budgets and grants, reviews expenses for compliance and supports the operations of the department by procuring goods and services.

Administrative Services oversees all human resources and quality assurance functions. IT/Research provides data, technology, and research services in support of the department's mission and vision.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

The **Education Service Division** provides educational services to students involved in the juvenile justice system in Harris County through the Excel Academy Charter School or the Juvenile Justice Alternative Education Program (JJAEP). Approximately 70% of the division funds come from the Texas Education Agency (for the charter school) and The Texas Juvenile Justice Department (for the JJAEP), and the remaining 30% from county general funds.

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

(1) Reduce the racial, gender, and economic disparities across the system, ensuring all youth have access to the opportunities, networks, resources, and support they need to thrive. (2) Ensure a continuum of care exists maximizing connections with community and families; resources will be responsive, accessible, and address the determinants of success. (3) Foster public trust through transparency of data and utilization of best practices to demonstrate taxpayer dollars are used judiciously by ongoing review and improvement of our policies, programs, and services. (4) Ensure that youth, families, and communities participate in discussions and decisions to determine that the services provided meet their needs. (5) Maintain residential treatment facilities that are safe, have well-trained staff, and that the length of stay is for the minimal time necessary to ensure a successful transition home. (6) Reduce youth incarceration and continued system involvement using data informed measures and community resources and interventions. (7) Foster a culture of collaboration through outside partnerships and innovative use of funds. (8) Increase utilization of restorative and evidence based strategies that are culturally sensitive, trauma informed, and strategic in nature for all youth. (9) Involve and engage youth as equal partners in the transformation of the local juvenile justice system.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

(1) Establishing an equity team to evaluate all areas of the department through an equity lens. (2) Providing coordinated transition services to youth and families. (3) Creating a data dashboard that makes information readily accessible to the public. (4) Gather feedback on programs and services, and measure youth's progress. (5) Implementing policies and procedures that emphasize youth safety and effective programming. (6) Utilize data informed screening measures to manage detention population, and when possible, use community based resources as alternatives. (7) Work with various partners to transform the juvenile justice system and reduce further system involvement. (8) Utilize restorative and evidence based practices within programs and services.

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

HCJPD goals and services are in alignment with the Harris County goals of *Justice and Safety* and *Governance and Customer Service*. HCJPD commits to provide equitable customer centered services, minimize justice system involvement, utilize best practices, foster public trust through transparency of data, create safe environments by having well trained staff, and ensure youth and families have an opportunity to actively participate in discussions and decisions that directly impact their well-being.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

- Closed a post-adjudicated facility (Burnett Bayland Rehabilitation Center) and reduced the reliance on out of home placement.
- Created a Diversion and Intervention Services division which minimized youth involvement within the system.
- Realigned divisional functions to increase efficiency and make delivery of services more effective.

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Expanded our menu of services by providing additional therapeutic and community programming to include: Multisystemic Therapy (MST), Functional Family Therapy (FFT), Restorative Justice, Serious Offender Program, and Trust Based Relational Intervention (TBRI)
- Minimized deeper system involvement by expanding diversion programs and shortening supervision periods, reducing violations of probation (VOPs), decreasing facility length of stay, reducing the number of youth removed from the home.
- Renovating one of the post-adjudicated facilities (Harris County Youth Village) in an effort to create a less institutional and more therapeutic setting.
- Engagement with the Annie E. Casey Foundation's (AECF) Juvenile Detention Alternatives Initiative focusing on building a better and more equitable youth justice system, to include the establishment of a Harris County stakeholder collaborative, participation in an overall system assessment, and the implementation of initiatives such as Justice for Families and Credible Messengers.
- Effectively managed and adapted to the COVID-19 pandemic by creating practices that ensured the continuance of essential functions and minimized risk by working with local/state/national public health and educational leaders, increasing the use of technology to provide virtual services throughout the system, and establishing medical protocols for youth and staff safety.

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- Involvement with the AECF in efforts to transform the local juvenile probation system and minimize deep-end involvement.
- Creation of a community reinvestment fund that would allocate County resources toward strategic investments into sustainable capacity building of community organizations.
- Continued implementation of restorative and evidence base practices such as TBRI, Restorative Justice, MST and FFT.
- Redesigning facilities and programming to improve positive outcomes, while increasing connections to communities and families through research based interventions.
- Strengthen community connections by expanding contracts with community providers to reduce the over reliance of the juvenile justice system for services.

- The increased use of technology continues to evolve and expand the delivery of services including telehealth, family visits, sharing of information, enhanced electronic medical record system (EPIC), outcome measures, and educational instruction.
- Foster public trust through increased transparency with the creation of the public facing data dashboard and participation in the Equity Intelligence Platform.
- Implementing a formalized population management and case review processes to decrease the number of youth in detention.
- Creation and implementation of the internal equity team to examine agency processes to create strategies to decrease disparities.
- Further development and expansion of diversion programs through continued collaboration with the District Attorney's Office and community partners.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

- Annual TJJD recertification
- Required annual external financial audit of TJJD programs and the Excel Academy
- JJAEP bi-annual audit
- AECF JDAI assessment
- Juvenile Probation Department Tom Brooks (previous Executive Director) Closeout Procedures

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*

- Juvenile Courts
- Harris County District Attorney's Office
- Local Law Enforcement
- District Court Administration
- Harris County Public Defender's Office
- Harris County Protective Services for Children and Adult
- Justice Administration Department

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Families and Youth
- Texas Juvenile Justice Department (TJJD)
- Legislators
- Local School Districts
- The Harris Center
- City of Houston
- Department of Family and Protective Services
- Local Law Enforcement Agencies
- Community-based service providers
- Texas Education Agency
- Advocacy Groups/Community Coalitions

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

Yes. HCJPD is aware that youth of color are over represented throughout the system and that the ethnic breakdown is not an equitable representation of the population of Harris County.

2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*

Through our collaboration with AECF we are identifying key decision points throughout the department that racial disparities may exist and are creating strategies that may address the concerns.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

None at this time.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

Yes. These topics are provided during onboarding as well as via various forms of on-going professional development and trainings.

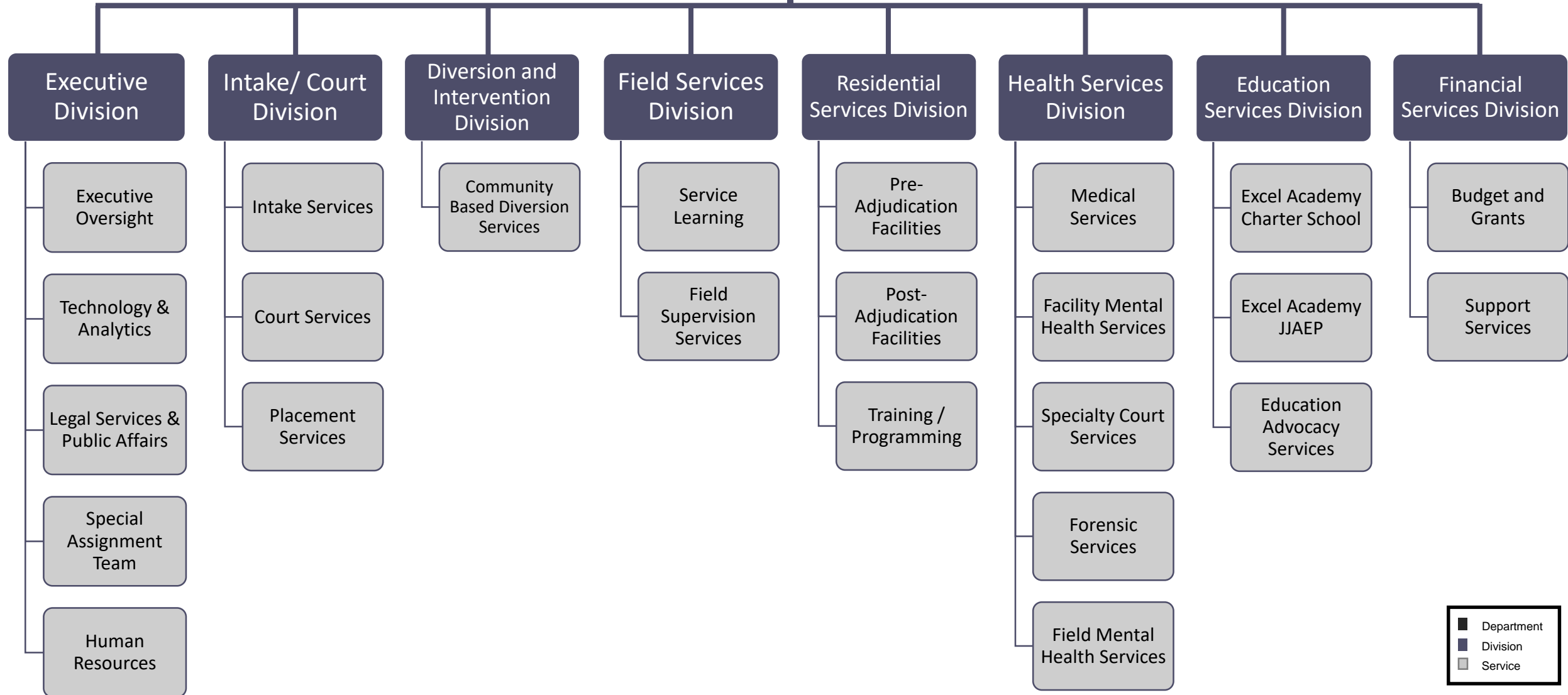
FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]

Harris County Juvenile Probation Department (HCJPD)



FORM 3. Goals and Objectives

Instructions

- **Department Goal:** Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- **Other Divisions Involved:** List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- **Other County Departments Involved:** List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- **Other External Stakeholders Involved:** List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Reduce the racial, gender, and economic disparities across the system, ensuring all youth have access to the opportunities, networks, resources, and support they need to thrive.	SO1	Create and implement an internal team that will analyze all department functions through a racial equity lens.	Executive Division	All divisions	N/A	Annie E. Casey Foundation
		SO2	Increase the number of community based service providers that adequately reflect the diversity of the population we serve.	Executive Division	All divisions	JAD	Community based partners and providers
		SO3	Ensure all youth have equal access to education opportunities and resources to help them thrive.	Education Services Division	Residential Services Division, Field Services Division, Health Services Division, Intake/Court Division, Diversion and Intervention Division	N/A	Disability Rights Texas, Texas Education Agency (TEA), Texas Juvenile Justice Department (TJJD), Break-Free Education
G2	Ensure a continuum of care exists maximizing connections with community and families; resources will be responsive, accessible, and address the determinants of success.	SO4	Establish a transition protocol that will ensure effective community connections for youth.	Residential Services Division	All divisions	The Harris Center for Mental Health and IDD	Community based partners and providers
		SO5	Ensure that all detained youth receive all the medical and psychological/psychiatric services they need	Health Services Division	Residential Services Division, Intake/Court Division	The Harris Center for Mental Health and IDD	UT Health, Center for Success and Independence
G3	Foster public trust through transparency of data and utilization of best practices to demonstrate taxpayer dollars are used judiciously by ongoing review and improvement of our policies, programs, and services.	SO6	Develop/establish a public facing dashboard that displays data regarding referrals and youth currently involved with the department.	Executive Division	All divisions	Universal Services, Justice Administration Department (JAD)	Community groups/coalitions, partners, providers
		SO7	Utilize a Senior Research Analyst to conduct program evaluations and supply data to support departmental decisions.	Executive Division	All divisions	N/A	N/A
		SO8	Support all divisions in ensuring the procurement process is transparent and includes community input.	Financial Services Division	Executive Division	Purchasing Department, County Attorney's Office	Community members
G4	Ensure that youth, families, and communities participate in discussions and decisions to determine that the services provided meet their needs.	SO9	Ensure youth and families participate in their service plan development and discussions of services to meet their individual needs.	All divisions	All divisions	N/A	Annie E. Casey Foundation, Community groups/coalitions, partners, providers
		SO10	Increase equitable community engagement by hosting or participating in various collaboratives.	Executive Division	All divisions	N/A	Community based partners and providers
		SO11	Utilize a Family Navigator system to enhance family engagement throughout the juvenile justice system.	Executive Division	All divisions	N/A	Community based partners and providers

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G5	Maintain residential treatment facilities that are safe, have well-trained staff, and that the length of stay is for the minimal time necessary to ensure a successful transition home.	SO12	Ensuring that the residents feel safe and are supported while in the facilities, Resident Advocates will meet regularly with youth to assess needs and the needs will also be assessed through quality assurance questionnaires.	Residential Services Division	Health Services Division, Education Services Division, Court Services Division, Executive Division	County Attorney's Office, Facilities and Property Management (FPM)	Center for Success and Independence, Facility based vendors
		SO13	Respond promptly to youth concerns.	Residential Services Division	Health Services Division, Education Services Division	N/A	TJJD, Family members
		SO14	Fill open positions expeditiously to maintain preferred staff to youth ratios.	Executive Division	Residential Services Division, Health Services Division, Education Services Division	Human Resources and Risk Management (HRRM)	The general public
		SO15	Utilize a Facility Population Manager to decrease pre-adjudicated youth length of stay.	Intake/Court Division	N/A	District Courts Administration, District Attorney's Office, Public Defender's Office	Private Attorneys, Parents/Guardians, Community based partners and providers
G6	Reduce youth incarceration and continued system involvement using data informed measures and community resources and interventions.	SO16(15	Increase the use of Detention alternatives.	Intake/Court Division	Health Services Division, Education Services Division, Diversion and Intervention Services Division	HCPSCA, The Harris Center for Mental Health and IDD, District Attorney's Office, Harris County Psychiatric Center (HCPC)	Texas Department of Family and Protective Services (DFPS), Harris County Advocate Program (HCAP), The Council on Recovery, Center for Urban Transformation (CUT)
		SO17(16	Utilize a Facility Population Manager to decrease the detention population and expedite district court adjudication hearings.	Intake/Court Division	N/A	District Courts Administration, District Attorney's Office, Public Defender's Office	Private Attorneys, Parents/Guardians, Community based partners and providers
		SO18(17	Increase the use of diversion strategies and services to reduce system involvement	DID	Intake/Court Division	District Attorney's Office	Community based partners and providers
		SO19(18	Utilize alternative strategies to divert youth from returning to court/detention for technical violations.	Field Services Division	Intake/Court Services Division	N/A	Community based partners and providers
		SO20(19	Minimize number of youth committed to TJJD	Intake/Court Division	Health Services Division, Residential Services Division	District Courts Administration, District Attorney's Office, Public Defender's Office	TJJD, Private Attorneys, Parents/Guardians, Community based partners and providers
G7	Foster a culture of collaboration through outside partnerships and innovative use of funds.	SO21(20	Support a community re-investment fund that will help build community capacity to provide services and support.	Executive Division	Financial Services Division	JAD, County Commissioner's Precinct Offices	Community based partners and providers
		SO22(21	Provide cultural and educational experiences for youth in the facilities.	Residential Services Division	Education Services Division	N/A	Community based partners and providers
		SO23(22	Increase efforts to apply for and effectively implement grant opportunities.	Executive Division	All divisions	Budget Management	Grantors

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G8	Increase utilization of restorative and evidence based strategies that are culturally sensitive, trauma informed, and strategic in nature for all youth.	SO24(23	Youth will be actively engaged in both restorative and evidence based programs while involved in the juvenile justice system.	Health Services	All divisions	The Harris Center for Mental Health and IDD	Texas Christian University (TCU), Community based partners and providers
		SO25(24	Provide staff training that relates to restorative and evidence based strategies that are culturally sensitive, trauma informed, and strategic.	Residential Services	Executive Division, Health Services Division, Education Services Division	HRRM	Various qualified topic experts.
		SO26(25	Ensure that all staff are trained in effective strategies for working with youth and their families.	Executive Division	All divisions	N/A	Various qualified topic experts.
G9	Involve and engage youth as equal partners in the transformation of the local juvenile justice system	SO27(26	Utilize youth justice councils for input on transforming the juvenile justice system.	Executive Division	All divisions	N/A	Community groups/coalitions, Partners, providers

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Budget and Grants
Divisions (list all):	Financial Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$729,723	7

1) Describe the Service and how it supports department goals.
Prepare county and state budgets annually, monitor budgets and contracts. Prepare financial and compliance reports for grantors. Procure goods and services required for the different department goals and services. Process payments for goods and services. The division also manages the collection and distribution of restitution fees as well as the collection and expenditures of supervision fees.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are grantors, internal divisions, outside vendors, external County agencies such as the auditors office, purchasing, and budget management. Grantors expect that we utilize funds as specified and intended. Outside vendors expect to receive timely payments for services and goods rendered. External county agencies expect that we comply with the procedures established by the County as it pertains to procurement, budgeting, and audit services. Internal divisions expect that we do all previous mentioned services accurately and timely so that they may have the resources needed to further provide services to youth in our care. Current customer feedback can be collected by annual audits.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Support Services
Divisions (list all):	Financial Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$760,769	9

1) Describe the Service and how it supports department goals.
This service provides administrative support in the mail- room setting, receiving/processing all inter-departmental and external mail. This unit maintains the department's fleet, and operates a bus/van shuttle for employees located at 1200 Congress. This unit also supports all other divisions by performing duties such as furniture delivery/assembly, office movements/ phone installations, office supply orders/deliveries and the review and processing of employee mileage claims. The unit also administers the electronic monitor program used by other department divisions.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are all department divisions and outside County agencies. The expectations are that the support staff complete service requests accurately and timely in order that the operations of the department are not disrupted. At this point, customer feedback is not collected, but the department will implement a process in which a customer satisfaction survey will be attached to a service request upon completion.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Community Based Diversion Services
Divisions (list all):	Diversion and Intervention Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,135,691	23

1) Describe the Service and how it supports department goals.
Through various Diversion Programs and TRIAD Services, provides supervision and resources to youth/families to minimize system involvement. This service supports departmental goals by utilization of robust diversion programs and resources. It also helps to ensure families participate in decisions and discussions that determine the services provided meet their needs.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Youth/families are the customers of this service. The customers expect to be provided with resources to help prevent further system involvement. Customer feedback is received through Vendor Satisfaction Surveys.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes- Texas Administrative Code/Chapter 341-General Standards for Juvenile Probation Departments: Requirements for Juvenile Probation Officers and Case Management, Texas Family Code: 53.03 Deferred Prosecution.

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Service Learning
Divisions (list all):	Field Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$655,872	8.2

1) Describe the Service and how it supports department goals.
Youth participate in Service Learning projects and community service restitution. The nationally recognized Service Learning model supports the Departments goals by equitably engaging youth in global and community problem solving through youth-led service projects (G1, 2, 4, 8). Service learning builds strong character in youth as they learn about the role they play in their community and encourages lifelong civic participation. Participants of Service Learning projects learn real life experiences and workplace skills, which enhances personal development.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are adjudicated youth, families and the community. Youth expect us to treat them fairly, equitably, and provide an open learning environment where they can identify relevant community or global issues and develop problem solving strategies for community awareness while earning court ordered community service hours. On-going feedback is received by the youth through group discussion throughout their project timeframe. Project results are often donated to community organizations or publically displayed for support and awareness within the community and as a result feedback is provided to our department by community partners.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Family Code chapter 54.044 outlines judicial guidelines and exceptions for court ordered community service hours.

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Field Supervision Services
Divisions (list all):	Field Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$7,453,365	53.8

1) Describe the Service and how it supports department goals.
Field Supervision Services supports the departments goals through eight probation offices located within communities of Harris County providing court ordered supervision to adjudicated youth and connecting families to an array of community based services to meet their identified needs (G4, 6). Decisions on varying levels of supervision and services are guided by a validated, evidenced based risk/needs assessment and case planning tool. The youth and family are active participants in the case planning and goal development process ensuring specific needs are met through community based services and connections (G4). Field Supervision Services utilizes best practices that are culturally sensitive, responsive, trauma informed, restorative, strategic and accessible to all youth (G4, 6).
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Adjudicated youth and their family are the customers. Our customers expect us to treat them fairly, equitably, and help them set goals, identify their needs and link them to services in their community to get their needs met. We collect feedback from families via a telephone survey regarding specific community vendors they have received services from to assess whether the vendor is meeting expectations. Feedback is also gathered through our engagement and direct conversation with families to ensure we are meeting their needs.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. Texas Administrative Code, Chapter 341 which sets the general standards for Juvenile Probation Departments; Subchapter D, which sets the requirements for Juvenile Probation Officers and Subchapter E, which sets case management requirements.

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Technology and Analytics
Divisions (list all):	Executive Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$3,144,332	23.6

1) Describe the Service and how it supports department goals.
The Technology and Analytics Department is responsible for the evaluation, installation, maintenance of software and hardware, and the security of data to keep the network functioning properly and records secure. It is also responsible for creating and maintaining a public website, conducting research, database administration, and for developing applications to support all the functions and goals of the department.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers include the Texas Juvenile Justice Department, Commissioners Court, Juvenile Board, as well as community organizations and the public in that they expect transparency as well as accurate and timely data. The HCJPD sends data regarding referrals and services provided to the Texas Juvenile Justice Department on a monthly and yearly basis. TJJD sends feedback to the Department regarding the accuracy of the data on a regular basis.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
TAC 341.600 subchapter F has data and reporting requirements.

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Legal Services & Public Affairs
Divisions (list all):	Executive Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$409,024	4

1) Describe the Service and how it supports department goals.
Legal Services and Public Affairs (LSPA) is the primary point of contact for news media organizations and the public seeking information about the department. LSPA also oversees the administration of contracts and grants, as well as processes agency volunteers, vendors, and community partners. LSPA develops and coordinates the evaluation of the Department's community based youth programs and services. It provides legal guidance and direction to administration.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers include vendors, volunteers, the public, media organizations, county administration and all divisions of the department. Expectations include transparency and that requests are addressed in a timely manner.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
The Texas Government Codes dictates how public information requests should be handled. The Texas Administrative Code (341.292) dictates how vendors and volunteers are processed.

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Special Assignment Team
Divisions (list all):	Executive Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$554,666	5.6

1) Describe the Service and how it supports department goals.
This service focuses on expanding the department's capacity to move forward with transformative and reformative strategies by maximizing community and family connections and community-based resources to meet each of the department's goals.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
For this service, the customer is the family, as the efforts will yield better connections to resources and supports in the communities that use restorative and evidence based strategies, ultimately reducing the depth of young people's involvement in the juvenile justice system. The customer should expect connections to community based services. To ensure this is done effectively, the family's feedback will be vital.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

FORM 4a. Department Services - DETAIL (#9)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Human Resources
Divisions (list all):	Executive Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,189,668	22.8

1) Describe the Service and how it supports department goals.
Human resources services includes all aspects of the recruiting, hiring, training, and quality assurance functions for all divisions of the department. As such, these services support the department's goals insuring that the staff needed to accomplish the goals are hired, on boarded, and trained. In addition, the quality assurance process ensures the fidelity of programs by monitoring and provide ongoing coaching/professional development of staff.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
All HCJPD staff in all divisions. Their expectations are that all Harris County Personnel Regulations are adhered to. Customer feedback is collected via 90-day checks in that take place with newly hired staff. Exit interviews are also conducted on staff that have left the department.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. The Texas Administrative Code Chapter 344 sets the standards for employment, certification, and training for juvenile officers.

FORM 4a. Department Services - DETAIL (#10)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Intake Services
Divisions (list all):	Intake/Court Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$3,095,797	34.4

1) Describe the Service and how it supports department goals.
Intake Services functions as an entry point for youth referred to the juvenile justice system through the operation of a 24-hour detention intake unit, determining the need for secure detention or possible diversion. This service supports the department goals of ensuring a continuum of care exists maximizing connections with community and families and reducing youth incarceration and continued system involvement, through ongoing detention population management, the use of a detention screening instrument, the use of detention alternatives and diversion programs, and by connecting families to services with agencies such as The Harris Center.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service include the youth and families referred to the juvenile justice system, and others involved in the judicial process, (Associate Judge/ Referee, DA, Defense Attorney) who all expect accurate and timely due process of the law, as it relates to the detainment and release of juveniles. Feedback is collected from families through follow-up telephone calls and vendor surveys.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes; Texas Administrative Code, Chapter 341 which sets the general standards for Juvenile Probation Departments; Subchapter C, which sets the requirements for Juvenile Probation Officers and Subchapter E, which sets case management requirements; Texas Family Code Title 3 - Juvenile Justice Code Chapters 51, 53, 43 & 60

FORM 4a. Department Services - DETAIL (#11)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Court Services
Divisions (list all):	Intake/Court Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$4,980,473	44.4

1) Describe the Service and how it supports department goals.
Court Services supports the judicial process by providing comprehensive profiles of youth and families, and dispositional recommendations, for use in court proceedings. In-home, pre-adjudication supervision of higher risk youth, is also provided as in alternative to detention. This service supports the department goals of ensuring a continuum of care exists maximizing connections with community and families; reducing youth incarceration and continued system involvement; and utilization of restorative and evidence based strategies, by determining the least restrictive recommendation that best meets the needs of the youth, family and community.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service include the youth and families referred to the juvenile district courts, and others involved in the judicial process (Judge, DA, Defense Attorney), all who expect accurate and timely submission of reports, services and other documents needed to proceed with court hearings. Feedback is collected through caseload audit calls by managers to parents/guardians.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes; Texas Administrative Code, Chapter 341 which sets the general standards for Juvenile Probation Departments; Subchapter C, which sets the requirements for Juvenile Probation Officers and Subchapter E, which sets case management requirements. Texas Family Code Title 3 - Juvenile Justice Code Chapters 51, 53, 43 & 60

FORM 4a. Department Services - DETAIL (#12)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Placement Services
Divisions (list all):	Intake/Court Division
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$542,962	1.2

1) Describe the Service and how it supports department goals.
Placement Services identifies and provides supervision of youth, who have been determined to be a genuine risk to themselves and/or to the community, and warrant out-of-home-placement. This service supports the department goals of ensuring a continuum of care exists that maximizes connections with community and families, in placement facilities that utilize restorative and evidence based strategies, for the minimum time necessary, in the least restrictive setting, all while meeting the needs of the youth and maintaining family connections.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service include youth ordered to out-of-home placement and their families, as well as the Juvenile Courts, who expect placement in facilities with safe environments, well trained staff, and services that adequately meet the needs of the youth. Feedback is collected through monthly feedback from the youth and the parent/guardian as well as through vendor surveys.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes; Texas Administrative Code, Chapter 341 which sets the general standards for Juvenile Probation Departments; Subchapter C, which sets the requirements for Juvenile Probation Officers and Subchapter E, which sets case management requirements.

FORM 4a. Department Services - DETAIL (#13)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Pre-Adjudication Facilities
Divisions (list all):	Residential Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$24,378,636	316.53

1) Describe the Service and how it supports department goals.
Operates the Harris County Juvenile Detention Center for pre-adjudicated youth who are detained out of home prior to their court decision. This service aims to meet all of the basic needs of the youth who reside in the facility (i.e., food, clothing, safety, supervision, recreation, behavior management, etc.). This service supports G5 – by ensuring that the facilities are safe for all residents and working to ensure that staff members are well-trained and that residents stay for the minimal time necessary to ensure a successful transition home; G8 – by utilizing a trauma informed approach in working with the kids while using restorative based practices while working with the residents; G2 – by working to maintain relationships between kids and their families while connecting them to additional community resources.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Youth who reside in the Detention Center. The youth expect to be safe and treated with dignity and respect. The Detention Center collects feedback about youth concerns through the grievance process. Additionally, Resident Advocates are assigned to the floors in the Detention Center to talk with the youth and to address any of their concerns. The Detention Center also receives performance and standards related feedback from the Texas Juvenile Justices Department through annual audits.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Family Code - Title 3 Chapter 51 addresses places and conditions of detention. Texas Administrative Code 344 addresses housing and safety standards in pre and post-adjudicated facilities.

FORM 4a. Department Services - DETAIL (#14)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4a).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Post-Adjudication Facilities
Divisions (list all):	Residential Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$21,167,708	224.84

1) Describe the Service and how it supports department goals.
Operates the Harris County Juvenile Detention Center for pre-adjudicated youth who are placed in one of the County's residential facilities. This service aims to meet all of the basic needs of the youth who reside in the facility (i.e., food, clothing, safety, supervision, recreation, behavior management, etc.). This service supports G5 – by ensuring that the facilities are safe for all residents and working to ensure that staff members are well-trained and that residents stay for the minimal time necessary to ensure a successful transition home; G8 – by utilizing a trauma informed approach in working with the kids while using restorative based practices while working with the residents; G2 – by working to maintain relationships between kids and their families while connecting them to additional community resources; G9 – by allowing youth to have input regarding the services at the facilities.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Youth who reside in one of the County's post-adjudicated facilities. The youth expect to be safe and treated with dignity and respect. The facilities collect feedback about youth concerns through the grievance process. Additionally, Case Workers are assigned to each youth to talk with the them and to address any of their concerns. The facilities also receive performance and standards related feedback from the Texas Juvenile Justices Department through annual audits.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Family Code - Title 3 Chapter 51 addresses places and conditions of detention. Texas Administrative Code 344 addresses housing and safety standards in pre and post-adjudicated facilities.

FORM 4a. Department Services - DETAIL (#15)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Training/Programming
Divisions (list all):	Residential Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,628,054	16.66

1) Describe the Service and how it supports department goals.
To train and support to residential staff and provides kids in the facilities with appropriate recreational and therapeutic services. This service is responsible for training staff how to interact with the youth and a therapeutic and strategic way that supports the overall goals of the facility. This includes the department's trauma informed, restorative justice, and crisis intervention approaches. This service supports G5 – by training staff how to safely work with youth using therapeutic and strategic approaches that that promotes positive youth development; G8 – by training and coaching staff on Restorative Justice, Trust Based Relational Intervention, and MANDT; G7 – by connecting youth to cultural, educational, and recreational activities that are both developed by internal staff and brought into the facilities by community partners and vendors.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The primary customers for the division's training initiatives are the direct care staff. It is the expectation of all staff that they are adequately trained to interact and intervene with the youth who reside at one of the facilities. We collect feedback through training evaluations. The primary customers for our programing initiatives are youth who reside in the facilities. They expect to be safe and treated with dignity and respect. We collect feedback from youth through the grievance process and staff assigned to address their needs.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Administrative Code 344 addresses the Training and Certification of staff. Texas Administrative Code 344 addresses housing and safety standards in pre and post-adjudicated facilities.

FORM 4a. Department Services - DETAIL (#16)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Medical Services
Divisions (list all):	Health Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$5,355,877	32.43

1) Describe the Service and how it supports department goals.
The medical department's function is to provide effective medical and psychiatric services to youth residing in HCJPD's detention and post-adjudicated facilities. This goal is in line with the agency's goal to maintain safe residential facilities that meet the needs of the youth. In addition, we are committed to using evidence based strategies that are culturally sensitive, trauma informed and strategic in nature. Lastly, our residential facilities believe in youth voice to improve the services that we render.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The youth are the customers for these services. Their expectations are that while in a juvenile facility that they will receive and have access to the medical services that they need for their health. Youth are able to put in a request to see a doctor if they have any medical/psychiatric concerns. In addition, they can use the grievance procedure if they feel that the services rendered, or failed to be rendered, did not meet their needs. Lastly, the residential facilities also receive performance and standards related feedback from the Texas Juvenile Justices Department.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is statutorily mandated. The Texas Administrative Code, Chapter 343, reviews the medical service requirements for secure juvenile pre-adjudication detention and post-adjudicated correctional facilities.

FORM 4a. Department Services - DETAIL (#17)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Facility Mental Health Services
Divisions (list all):	Health Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$5,582,673	10.4

1) Describe the Service and how it supports department goals.
The facility mental health department's function is to provide effective mental health services to youth residing in HCJPD's detention and post-adjudicated facilities. The services include discharge planning to connect youth with mental health and psychiatric services in the community, psychological testing, crisis intervention, and individual, group and family therapy. This goal is in line with the agency's goal to maintain safe residential facilities that meet the needs of the youth. In addition, this goal is related to the agency's goal to provide evidence based strategies that are culturally sensitive, trauma informed, and strategic in nature.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The youth are the customers for these services. Their expectations are that their mental health needs will be addressed while they are in the custody of the Harris County Juvenile Probation Department. Moreover, they expect that they will be linked with the necessary mental health services in the community upon their discharge. The youth complete pre and post-tests in the treatment programs to determine if they felt that they gained skills and are functioning better. In addition, youth can use the grievance procedure if they feel that the services rendered, or failed to be rendered, did not meet their needs. Lastly, the residential facilities also receive performance and standards related feedback from the Texas Juvenile Justices Department.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is statutorily mandated. The Texas Administrative Code, Chapter 343, reviews the standards required for the provision of mental health services with secure juvenile pre-adjudication detention and post-adjudicated correctional facilities.

FORM 4a. Department Services - DETAIL (#18)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Specialty Court Services
Divisions (list all):	Health Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,782,017	18.8

1) Describe the Service and how it supports department goals.

The specialty court programs' function is to help address the underlying youth concerns that make them more vulnerable for involvement in the juvenile justice system, by having specialized court proceedings that directly assist youth and their families to get treatment or support for those concerns. The specialty courts are unique in that youth, families and court personnel sit around a table and collectively work on the issues that are facing the youth. This aligns with the agency's goal to create opportunities for youth, families and communities to participate in discussions and decisions that impact the youth. Additionally, specialty courts are in alignment with the agency's goals by providing services that are responsive to the youth's needs, maximizing the use of community resources, and reduce incarceration for youth whose needs are better met outside of the juvenile justice system.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The youth and their families are the customers for this service. Their expectations are that they will receive more individualized support, than is found in regular court proceedings and probation services, to help them effectively address their particular concerns that may be impeding their probation success.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Yes, several aspects of specialty court operations are statutorily mandated. Texas Administrative Code, Chapter 341 which sets the general standards for Juvenile Probation Departments; Subchapter D, which sets the requirements for Juvenile Probation Officers and Subchapter E, which sets case management requirements.

FORM 4a. Department Services - DETAIL (#19)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Forensic Services
Divisions (list all):	Health Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$461,594	5.4

1) Describe the Service and how it supports department goals.
The goal of the Forensics Unit is to provide quality psychological and psychiatric evaluations of youth for the juvenile court proceedings and treatment program recommendations within the juvenile residential facilities. This goal supports the agency's goal to ensure that the services that we render are responsive to the youth and families' needs. Additionally, the evaluations are useful in ensuring a continuum of care of mental health concerns in our residential facilities and the community. Finally, the Forensics Unit utilizes evidence based strategies that are culturally sensitive and trauma informed.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The youth and families are the customers for these services. The customers expect that they will be afforded the services that will assist them in identifying and understanding the youth's mental health concerns, if any. In addition, they expect the agency will utilize this information to connect the youth and families to effective treatment and probation programs. Formal customer feedback has not been obtained, to date; however youth and families are able to file a complaint if they feel the services rendered did not meet their needs.</p> <p>Secondly, the juvenile courts are also a customer for these services. The court personnel expect that the evaluations provided to them will convey the information they need to make effective judicial decisions and court orders. Customer feedback is obtained through regular meetings with court personnel to review how the court feels the services are going.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes; there are some aspects of the Forensics Unit that are statutorily mandated. The Texas Administrative Code, Chapter 380, subchapter Admission, Placement, Release, and Discharge provides how psychological evaluations are needed for placement of youth into facilities.

FORM 4a. Department Services - DETAIL (#20)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4a).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Field Mental Health Services
Divisions (list all):	Health Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,335,760	7.6

1) Describe the Service and how it supports department goals.
The goal of the Field Mental Health program is to provide quality mental health services to youth and families that reside in the community. This goal is in alignment with the agency's goal, to utilize evidence based strategies that are culturally sensitive, trauma informed, and strategic in nature for all youth. Secondly, the field mental health programs help ensure that a continuum of care exists within the juvenile justice system so that youth may receive services that are responsive to their needs and aids in their overall success.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The youth and families are the customers of this service. Their expectations are that the programs that we offer will effectively meet their needs, and improve the functioning of the youth and family. Customer feedback is provided through pre and post-tests that are administered to monitor treatment progress. In addition, some of the programs have an outside vendor to call the families after program completion to obtain feedback on the services rendered.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is not statutorily mandated.

FORM 4a. Department Services - DETAIL (#21)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4a).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Excel Academy Charter School
Divisions (list all): Education Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,606,107	28.85

1) Describe the Service and how it supports department goals.
Provide operational support to the charter school campuses, such as special populations services, specialized IT support, Public Education Information Management System (PEIMS) services, training services, and specialized library services. Provide education support to students within the juvenile facilities and in the community. This supports the department goals by providing the charter school the service and support they need to effectively educate students, which directly relates to department goals of; (G1) all youth having access to educational opportunities to help them thrive, (G1) Ensuring all youth have access to opportunities.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Teachers, students, and families. To continue the education of students involved in the juvenile justice system. Data on grades and credits earned. Individual learning plans.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Education Code Chapter 12; Texas Administrative Code 343.488 and 343.670 "(a) The facility administrator shall ensure there is an educational program that requires all residents to participate. The educational program shall be administered in accordance with rules adopted by the Texas Education Agency (TEA). (b) The facility administrator shall ensure the education provider has access to residents so that the educational program is afforded to all residents, in accordance with TEA rules."

FORM 4a. Department Services - DETAIL (#22)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Excel Academy JJAEP
Divisions (list all):	Education Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$781,687	6.45

1) Describe the Service and how it supports department goals.
Provide behavioral, emotional, and educational supports, as well as safety and security to the students and staff at the JJAEP. This supports the department goals by providing an education and related supports to students, which directly relates to department goals of; (G1) all youth having access to behavioral and educational opportunities to thrive, (G1) ensuring all youth have access to opportunities.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Texas Juvenile Justice Department (TJJD), local school districts, students, and families. Their expectations are that the students continue to receive their education along with behavior modification while they are expelled from their home school districts. Data and credits earned.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Education Code Chapter 37.011 "(a) The juvenile board of a county with a population greater than 125,000 shall develop a juvenile justice alternative education program, subject to the approval of the Texas Juvenile Justice Department." Texas Administrative Code 348.

FORM 4a. Department Services - DETAIL (#23)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4a).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name: Education Advocacy Services
Divisions (list all): Education Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$500,979	1.1

1) Describe the Service and how it supports department goals.
Provide educational support services or advocacy to students who are involved with Harris County Juvenile Probation Department (HCJPD) or who are transitioning from a juvenile facility to the community. This supports the departments goals by (G1) ensuring that all youth have access to the opportunities, networks, resources, and supports available at their home school districts.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Juvenile and their families. Their expectations are to receive needed support in order to receive the education needed. Data, and annual reports.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

FORM 4a. Department Services - DETAIL (#24)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4a).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Executive Oversight
Divisions (list all):	Executive Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$466,663	3

1) Describe the Service and how it supports department goals.
Responsible for ensuring that the mission of the overall department is carried out using approaches that are aligned with the Harris County mission and that each department goal is delivered as planned, is measured appropriately, and evaluated to ensure that services and operations are effective in adherence to the Texas administrative Code.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The youth and families impacted by the juvenile justice system is the primary customer. The expectations is the department operates according to Juvenile Board approved policies and procedures that meet standards set by statute. Adherence to the standards is measured primarily by various audits.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, The Texas Administrative Code Chapter 341 sets the General Standards for Juvenile Probation Departments.

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Executive Oversight	Number of Equity Team meetings	New	Meeting Minutes	SO1	N/A	6	Meet every other month
Legal Services and Public Affairs	Number of community based service providers	New	Contracts Management database	SO2	12	24	Based on community capacity
Special Assignment Team	Number of new partnerships established	New	Contracts Database	SO2	N/A	12	Based on community capacity
Education Advocacy Services	Number of youth served by education advocacy programs	Currently in use	Disability Rights Texas Annual Report	SO3	316	350	improve referral process
Excel Academy Charter School	Percentage of courses taken versus credits earned (calculated by academic calendar year)	Currently in use	Report cards and PEIMS data	SO3	77%	80%	Sustainable
Excel Academy JJAEP	Percentage of courses taken versus credits earned (calculated by academic calendar year)	Currently in use	Report cards and PEIMS data	SO3	55%	60%	Sustainable
Excel Academy Charter School	Percent of post-adjudication students who have individual learning plans	New	Individual Learning Plans	SO3	N/A	100%	Best practice
Facility Mental Health Services	Percent of youth that attended their first community linkage appointment made by Harris Center Transitional Coordinators	New	Harris Center Admissions Report	SO4	N/A	75%	new initiative
Facility Mental Health Services	Number of youth exiting a facility served by Harris Center transition coordinators	New	JIMS II	SO4	N/A	100	new initiative
Post-Adjudication Facilities	Percent of youth successfully exiting a facility who have a transition planning meeting	New	JIMS II	SO4	N/A	100%	new initiative
Facility Mental Health	Percent of available beds utilized at the Harris County Psychiatric Center	Currently in use	JIMS II	SO4	72%	80%	based on capacity
Forensic Services	Number of forensic evaluations	Currently in use	JIMS II	SO5	434	500	based on facility population
Facility Mental Health Services	Number of non-forensic psychiatric visits	Currently in use	EMR Database	SO5	618	700	based on facility population
Technology and Analytics	Number of public facing dashboards that we contribute data to	New	N/A	SO6	N/A	3	new initiative
Technology and Analytics	Number of metrics provided in the department public facing dashboard	New	JIMS II	SO6	N/A	8	new initiative
Intake Services	Number of referrals	Currently in use	JIMS II	SO6	2205	4500	part of our reform efforts
Field Supervision Services	Monthly average of supervised youth	Currently in use	JIMS II	SO6	852	1000	part of our reform efforts
Community Based Diversion Services	Monthly average of supervised youth	Currently in use	JIMS II	SO6	515	1000	part of our reform efforts
Specialty Courts	Monthly average of supervised youth	Currently in use	JIMS II	SO6	71	100	part of our reform efforts
Specialty Courts	Percent of specialty court successful completion	Currently in use	JIMS II	SO17 & SO18	75%	80%	based on high risk population
Field Supervision Services	Percent of successful completion of probation	Currently in use	JIMS II	SO17 & SO18	86%	90%	based on current trends
Legal Services and Public Affairs	Number of service contracts involving community participation	New	Contracts Management database	SO8	N/A	24	new initiative
Budget and Grants	Percent of invoices paid within 45 days or less	New	AP Report	SO8	N/A	100%	Best practice
Budget and Grants	Percent of procurements completed as scheduled	New	Contracts Management database	SO8	N/A	75%	new initiative
Support Services	Percent of satisfied internal customers	New	Survey	SO8	N/A	100%	new initiative
Court Services	Number of pre-court staffings	Currently in use	JIMS II	SO9	369	450	based on detention population
Community Based Diversion Services	Percent of Diversion Agreements successfully completed	New	JIMS II	SO9	N/A	95%	new initiative
Field Supervision Services	Number of completed case plans for adjudicated youth in the community	Currently in use	JIMS II	SO9	199	750	standards driven

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Executive Oversight	Number of community based forums we host or participate in	New	Attendance	SO10	N/A	10	new initiative
Executive Oversight	Number of CBOs who provide family navigator services	New	Contracts Management database	SO11	N/A	4	Based on community capacity
Executive Oversight	Number of CBOs who complete the Justice 4 Families training	New	Training Attendance	SO11	N/A	10	based on registration
Pre-Adjudication Facilities	Number of Resident Advocates contacts	New	New Database	SO12	N/A	5500	ensuring all youth are connected with a resident advocate
Post-Adjudication Facilities	Number of quality assurance exit interviews completed	New	Survey	SO12	N/A	321	part of the transition process
Pre-Adjudication Facilities	Percent of Youth Grievances responded to within two hours	New	Grievance Database	SO13	N/A	90%	operational barriers may not allow for 100%
Post-Adjudication Facilities	Percent of Youth Grievances responded to within two hours	New	Grievance Database	SO13	N/A	90%	operational barriers may not allow for 100%
Placement Services	Number of youth in private placements	Currently in use	JIMS II	SO13	14	25	Based on current usage
Medical Services	Number of medical visits	Currently in use	EMR Database	SO13	41305	61500	Based on number of youth in detention
Medical Services	Number of dental visits	Currently in use	EMR Database	SO13	135	650	Based on number of youth in detention
Human resources	Average time to fill open positions	New	HR Records	SO14	N/A	<60 days	maintaining staff to youth ratios
Intake Services	Average daily population	Currently in use	JIMS II	SO15	120	100	based on population trend
Intake Services	Number of youth released to a detention alternative program	Currently in use	JIMS II	SO16	293	320	increase access to detention alternatives
Intake Services	Average length of stay in detention	Currently in use	JIMS II	SO15 & SO17	25	20	expedited adjudication process
Community Based Diversion Services	Number of youth assigned to a department diversion program	Currently in use	JIMS II	SO18	4123	5500	based on trend
Community Based Diversion Services	Percent of youth successfully completing diversion programs	Currently in use	JIMS II	SO19	89%	90%	based on trend
Field Supervision Services	Number of community supervision cases submitted for Early Termination	Currently in use	JIMS II	SO19	200	250	based on compliance rate
Field Supervision Services	Number of Technical Violations of Probation submitted	Currently in use	JIMS II	SO19	44	40	based on compliance rate
Executive Oversight	Number of TJJD commitments	Currently in use	Court Action Data	SO20	22	50	part of our reform efforts
Legal Services and Public Affairs	Number of supported innovative initiatives that assist community based organizations to expand capacity to provide services	Currently in use	Contracts Management database	SO21	4	6	based on community capacity
Training & Programming	Number of cultural and educational activities in the facilities	New	New Database	SO22	N/A	12	based on provider capacity
Public and Legal Affairs	Number of grants submitted	Currently in use	Contracts Management database	SO23	9	9	Based on grant available opportunities
Facility Mental Health	Percent of youth that demonstrate significant treatment program improvement through pre and post tests	New	Psychological Measures	SO24	N/A	70%	Based on research
Service Learning	Number of service learning projects	Currently in use	Service Learning Database	SO24	28	50	based on current COVID-19 limitations
Field Mental Health	Percent of successful completion of MultiSystemic Therapy treatment programs	Currently in use	JIMS II	SO24	75%	80%	national average
Field Mental Health	Percent of successful completion of Functional Family Therapy treatment programs	New	JIMS II	SO24	N/A	80%	national average
Field Mental Health	Percent of successful completion of Sex Offender treatment programs	Currently in use	JIMS II	SO24	75%	80%	national average
Training & Programming	Number of trainings provided to direct care staff in restorative and trauma informed strategies	Currently in use	Training Database	SO25	22	30	Direct care staff are trained in TBRI/Rest. Just.
Human Resources	Number of trainings provided related to effective strategies for working with youth and their families.	Currently in use	Training Database	SO26	39	50	Offering no less than 1 per month.
Executive Oversight	Number of youth council meetings	New	Meeting Minutes	SO27	N/A	20	projected number of meetings

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	Senior Data Analyst Position
Division:	Executive Division

Funding Request - Next Fiscal Year:	\$133,628
-------------------------------------	-----------

1) Describe the specific problem, challenge or opportunity (why funding is needed).
As HCJPD continues its efforts towards juvenile justice transformation, it is vital that related data is analyzed at the highest level to inform decisions and to address issues of equity, efficiency, and accountability. With these funds, HCJPD will seek a Senior Research Analyst who can deliver advance analytics.
2) Which department-level goals does this support?
The data produced will support the department's goal of reducing disparities across the system while reducing incarceration and continuing system involvement. In efforts to foster public trust through transparency of data, it is important all data is accurate and relevant to issues at hand and that the data demonstrate taxpayer dollars are used judiciously by ongoing review and evaluation of programs, and services.
3) What do you want to achieve with these additional funds?
By synchronizing multiple sets of data, produce advanced analytics to help drive department decisions and direction. In particular, we want to know what programs are effective, and which interventions are more likely to reduce out of home placement and decrease continued system involvement.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
In order to identify the best individual, upon funding approval, the department will conduct a national search. The Department will collaborate with organization and institutions with a focus on juvenile justice transformation in recruitment efforts. The goal for the hiring process to completed in 90 days. After that, the hope is to have relevant data output within six months.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#2)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR2
Funding Request Description:	Support Excel Academy Charter School
Division:	Education Services Division
Funding Request - Next Fiscal Year:	\$1,990,258

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Funding is needed in order for the Excel Academy Charter School to continue to educate students in the juvenile facilities. As the population in the department's facilities continue to decrease, the revenue generated for the charter school decreases as well. Facility structure and design, as well as educational requirements, limits the charter's ability to align its staffing structure to facility population.
2) Which department-level goals does this support?
Goal 1 - Reduce the racial, gender, and economic disparities across the system, ensuring all youth have access to the opportunities, networks, resources, and support they need to thrive.
3) What do you want to achieve with these additional funds?
Ensure that all students have an opportunity to receive the best education possible while in juvenile facilities.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This will allow the continuance of best practices in juvenile justice education for the remainder of the current school year as well as the 2021-2022 school year. Evidence will be the number of credits earned by students throughout the school year.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

Harris County Juvenile Probation Department
Budget Process FY 2021-2022 – Supplemental Document

The COVID-19 pandemic initially impacted HCJPD on March 23, 2020, with a positive youth COVID-19 case within our detention center. The first staff member who tested positive for COVID-19 was reported a week later, on March 30, 2020.

As positive case numbers began to increase among staff and quarantine measures came into effect, the department adjusted operations in order to minimize the spread of COVID-19 among youth and staff. Reviews were conducted on each of the cases for youth placed within our post-adjudicated facilities (Harris County Leadership Academy & Harris County Youth Village) to determine which youth could be safely released back to their communities. The department collaborated with several community-based organizations in order to provide services to the released youth. The remaining post-adjudicated residents were then consolidated into one facility thus allowing the department the ability to shift staff to the detention center to maintain lower ratios (staff to youth) in each unit while helping maintain social distancing.

In-person interactions were limited as much as possible. Educational instruction shifted to remote learning to maintain the safety of our youth and staff. The appropriate technology was purchased to assist with remote instruction such as chrome books for the residents/teachers and smart TVs for each unit in the facilities. The department also purchased the needed technology to enable virtual visitation between the residents and their family and attorney. To further ensure safety, this technology was also used by the courts for virtual court proceedings.

During the onset of the pandemic, court activity was paused with the exception of Detention hearings; this resulted in less adjudications, which equated to lower community supervision cases. When court activity resumed, remote court processing wielded limitations in operational capacities, such as docket sizes.

When local law enforcement agencies, including the District Attorney's office, modified their practices in response to COVID-19, this resulted in a decreased number of youth referred to our department. Specifically, the use of various diversion programs by the DA's office resulted in a significant decrease in the number of misdemeanor petitions filed.

The department purchased the needed Personal Protective Equipment that allowed direct care staff to safely carry out their functions. Before Facilities and Property Management (FPM) provided the contract health screeners, HCJPD purchased the equipment needed to safely screen staff, youth, and building visitors in all of the department's locations. COVID-19 expenditures totaled \$386,487 – a portion of that amount (\$167,500) has been reimbursed via the CARES Act. An additional \$137,000 in COVID-19 related overtime costs were expended over three pay periods.

COVID-19 forced the Juvenile Justice System to re-evaluate its practices. Many of the implemented changes aligned to the department's system reform efforts and resulted in positive outcomes the department hopes to maintain.

Below you will find a data comparison reflecting the impact of COVID-19. Data from the years 2019 and 2020 are compared (specifically from March through October of both years).

Data	March – October 2019	March – October 2020
Number of court dispositions	2694	984
Average daily population in the Pre-Adjudication Facility	176	154
Average daily population in Post-Adjudication Facilities	162	87
Number of Youth under Community Supervision	1360	852

HCJPD operates the Excel Academy Charter School that provides the education to the residents of the residential facilities. The decrease in student population has had a significant negative impact on the revenues of the school. In order for the school to maintain its level of service, general funds will need to be used to supplement the school's budget.

Data	March – October 2019	March – October 2020
Charter School enrollment revenue	\$ 3,705,682	\$ 2,545,242
Charter School expenditures	\$3,858,869	\$ 4,542,209
JJAEP Revenue	\$ 1,159,088	\$ 522,784
JJAEP Expenditures	\$ 1,226,797	\$ 1,273,597

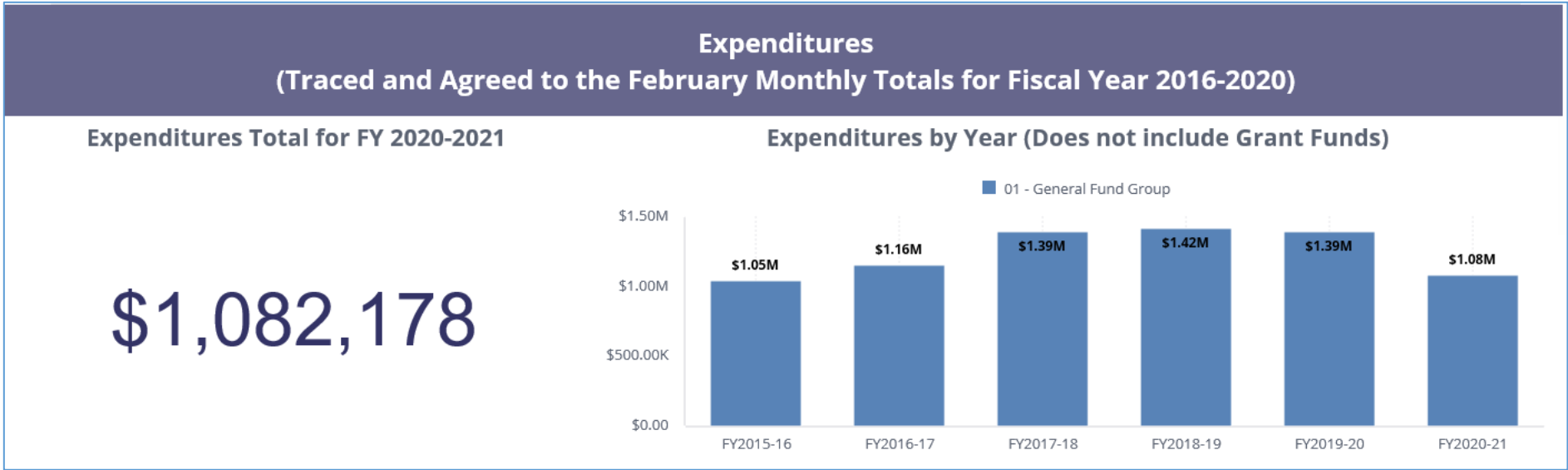
In conclusion, for HCJPD, the current fiscal year was significantly impacted by the COVID-19 pandemic as far as output measures that are not within the control of this department. Whereas less young people referred to the juvenile justice system is an ultimate goal, it is not certain that this will remain the trend post-pandemic. Historically, referrals from school districts accounted for a significant percentage of referrals so with fewer students on campuses during the pandemic, this number decreased. The District Attorney's office diverted a significant number of youth pending court for misdemeanor offenses resulting in these youth being removed from court dockets; this reduction led to a lower number of youth adjudications thus resulting in a decrease of the average caseload for Juvenile Probation Officers. Court dockets remain smaller than usual to be able to practice safe social distancing which in turn decreased the number of dispositions. With these decreased numbers, there was no immediate need to fill many open non-essential positions. For essential positions, a required intensive on-boarding process halted the ability to fill these positions for a significant period. As is the case with many departments, it is unknown as to whether the trend in juvenile justice referrals will return to pre-COVID numbers or if some of the changes in practice will have a permanent impact making it difficult to project the department's actual needs.

842 – TRIAD Program

Henry Gonzales

842 – TRIAD Program

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$1.63M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
842	TRIAD

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

TRIAD is committed to developing a network of social services and community resources for Harris County youth and families such that no child needs to be involved in a system (child welfare or juvenile justice) in order to get the mental health and support services needed to be healthy and successful.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

TRIAD is dedicated to providing strength-based individualized services to youth and families, enhancing communities' supports and resources, and preventing youth from entering the juvenile justice and child welfare system.

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

TRIAD is a consortium of three county agencies (Harris County Protective Services, Harris County Juvenile Probation, The Harris Center for Mental Health and IDD) serving children working together to coordinate the public care resources. TRIAD provides countywide services to intervene with youth and families before involvement with child welfare and juvenile justice systems, and to avoid mental health crises.

TRIAD supports a number of programs across multiple agencies.

- **The Children's Forensic Unit** conducts juvenile forensic psychological and psychiatric assessments for the juvenile justice courts, and for at-risk youth referred to the Youth and Family Resource Services. The Forensic Unit also operates a practicum, pre-doctoral and post-doctoral internship program to assist in training clinicians to be knowledgeable in conducting psychological evaluations, consultation, and therapeutic services.
- **Common Sense Parenting**, a six week evidence-based program that provides family therapy to teach parents methods to reduce stress in crisis situations, as well as provides parents with practical strategies for enhancing parent-child communication and building robust family relationships.
- **TRIAD Mental Health Unit** provides mental health assessments and outpatient mental health counseling services to youth who live with their families in Harris County.
- **Youth & Family Resource Services** serves as the statutorily mandated Community Resource Coordination Group (CRCG), which develops service plans for youth whose complex needs can be best met through interagency coordination and cooperation. Staff from the TRIAD agencies (HCPS, HCJPD and The Harris Center), as well as the Texas Department of Family and Protective Services (TDFPS) and other community partners collaborate to provide comprehensive assessment and case coordination services, while utilizing family-centered Systems of Care principles.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measurable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

TRIAD is committed to providing youth and families interventions and support services that will reduce the likelihood of becoming involved with either the juvenile justice or the child welfare system. TRIAD Programs aim to:

- Promote the well-being of youth with serious complex needs, by providing comprehensive community-based assessment and case coordination services.
- Provide tools and therapeutic strategies to maximize positive behaviors to prevent youth from entering the child welfare or juvenile justice systems.
- Provide assessments to identify the needs and intervention strategies for youth involved in the juvenile justice system.

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

TRIAD funds provide the following services across the various agencies:

- Psychological Screenings and Evaluations
- Psychiatric Evaluations
- Interdisciplinary Staffing
- Information & Referral
- Service Coordination
- Therapeutic Groups
- Family/Individual Counseling

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)?

The program goals align with the county's **Governance and Customer Service** and **Justice and Safety** goals by providing services that are trauma informed, evidence based, child and family centered in order to facilitate family stabilization, and assist in the reduction of further penetration into the child welfare and juvenile justice systems.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Developed telehealth options to provide
 - psychological evaluations
 - therapy
 - multi-disciplinary staffing
 - parenting classes
- The Forensic Unit's post-doctoral fellowship program was granted membership by the Association of Psychology Postdoctoral Internship Centers (APPIC), which requires the highest standards of training.

- Increased short-term residential treatment options for youth with severe mental health problems and substance abuse.
- TRIAD post-doctoral fellow has been providing mindfulness groups to youth placed in the Kinder Emergency Shelter and virtual therapy to child sex trafficking survivors.
- Transitioned the monthly Community Resource Coordination Group to a virtual format, increasing participation among service providers.

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- Utilize the Child Behavioral Checklist software to assist in measuring outcomes from therapy and parenting classes.
- Youth and Family Resource Services is in the process of implementing a tool to better identify autism in youth that are at risk of referral to juvenile justice.
- Youth and Family Resource Services is developing an intensive outpatient program as an alternative to out of home placement.
- Ensure that psychological evaluations are provided in multiple languages for families in the community.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

N/A

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*

- Commissioners Court
- Domestic Relations
- District Courts
- Universal Services
- Harris Center for Mental Health and IDD
- Harris County Sheriff's Office
- County Attorney
- District Attorney's Office
- Harris County Constables
- Children's Assessment Center
- Harris County Protective Services
- Harris County Juvenile Probation

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Community Based Service Providers
- School Districts
- Local Law Enforcement
- Department of Family and Protective Services
- State and Local Public Agencies
- Parent and Family Organizations

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

Yes. TRIAD agencies are aware that youth of color are over represented throughout the juvenile justice and the child welfare systems.

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

- The Harris County Juvenile Probation Department is working with the Annie Casey foundation to identify decision points throughout the department where racial disparities exist and creating strategies to address these concerns.
- Underserved communities of color with at-risk youth tend to lack transportation and easy access to services. TRIAD provides access to services in a variety of locations around the county.
- To decrease language barriers, TRIAD has multiple contracts for phone translation services.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

N/A

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

- TRIAD partner agencies offer on-going professional development and cultural diversity trainings, including implicit bias training. (Please refer to each department's *Agency Background Template* for details.)

FORM 1. Divisions

Instructions

- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division
- FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21
- Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division

[illegible]

TRIAD ORGANIZATIONAL CHART

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graph TD; A[TRIAD ORGANIZATIONAL CHART] --> B[Children's Forensic Unit]; A --> C[TRIAD Mental Health]; A --> D[Common Sense Parenting]; A --> E[Youth and Family Resource Services];
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Children's Forensic
Unit

TRIAD Mental
Health

Common Sense
Parenting

Youth and
Family Resource
Services

FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."
- Strategic Objective: For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals. For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.
- Lead Division: List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.
- Other External Stakeholders Involved: List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Promote the well-being of youth with serious complex needs, by providing comprehensive community-based assessment and case coordination services.	SO1	50% of families enrolled receive a interdisciplinary meeting.	TRIAD	Contracted Services	Harris County Juvenile Probation Department, Harris County Protective Services for Children & Adults	The Harris Center for Mental Health and IDD, Texas Dept of Family & Protective Services, CRCG partner agencies
	Promote the well-being of youth with serious complex needs, by providing comprehensive community-based assessment and case coordination services.	SO2	10% decrease in identified needs as determined by pre-/post-test assessment scores.	TRIAD	Contracted Services	Harris County Juvenile Probation Department, Harris County Protective Services for Children & Adults	The Harris Center for Mental Health and IDD, Texas Dept of Family & Protective Services and other partner agencies.
G2	Provide tools and therapeutic strategies to maximize positive behaviors to prevent youth from entering the child welfare or juvenile justice systems.	SO4	95% of participating families will graduate from therapeutic group classes.	TRIAD	Contracted Services	Harris County Protective Services for Children & Adults	The Harris Center for Mental Health and IDD, Texas Dept of Family & Protective Services and other partner agencies
	Provide tools and therapeutic strategies to maximize positive behaviors to prevent youth from entering the child welfare or juvenile justice systems.	SO5	Total Child Behavior Check List (CBCL) scores will show significant improvement with an average reduction of 15 or more points in total problems between the Pre-test and Post-test CBCL's.	TRIAD	N/A	Harris County Protective Services for Children & Adults	The Harris Center for Mental Health and IDD, Texas Dept of Family & Protective Services and other partner agencies.
G3	Provide assessments to identify the needs and intervention strategies for youth involved or at risk of involvement in the juvenile justice system.	SO6	Increase the number of youth served	TRIAD	Contracted Services	Harris County Juvenile Probation Department, Harris County Protective Services for Children & Adults	The Harris Center for Mental Health and IDD, Texas Dept of Family & Protective Services, CRCG partner agencies
	Provide assessments to identify the needs and intervention strategies for youth involved or at risk of involvement in the juvenile justice system.	SO7	Increase the number of forensic assessments for out of custody youth (community based).	TRIAD	Contracted Services	Harris County Juvenile Probation Department; Harris County Protective Services for Children & Adults	The Harris Center for Mental Health and IDD
	Provide assessments to identify the needs and intervention strategies for youth involved or at risk of involvement in the juvenile justice system.	SO8	Increase the number of mental health evaluations for youth referred to the Youth and Family Resource Services by 10%.	TRIAD	Contracted Services	Harris County Juvenile Probation Department, Harris County Protective Services for Children & Adults; Harris County Juvenile Courts	The Harris Center for Mental Health and IDD

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:

Youth and Family Resource Services

Divisions (list all):

TRIAD

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$331,594	1

1) Describe the Service and how it supports department goals.
The TRIAD Post-Doctoral Fellow is assigned by the Harris County Juvenile Probation Department to provide community based evaluations for families of youth with complex needs with the goals of providing this free service to divert said youth from child welfare or juvenile justice involvement. The program also provides information and referral services, interdisciplinary staffing meetings and case coordination services for this population. These services support department goals by promoting the well-being of youth with serious complex needs by providing comprehensive community-based assessments.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are Harris County youth ages 10-17 and demonstrate complex needs that cannot be met by one agency alone. The youth's legal guardians are also customers in that they must consent to interdisciplinary staffings, assessments or any services recommended by these services. Families expect the evaluation to be helpful in securing services or placement which are guided by the evaluation results. Legal guardians are given confidential feedback forms once the service is completed to be mailed or faxed to the Manager for review.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. CRCG is a statutorily mandated service according to Texas state law; however, no State funds are appropriated for these specific purposes. CRCG approval for admission to Waco Center for Youth is listed in Texas Administrative Code (TAC) 306.174. CRCG review of permanency placement for youth with an Intellectual Disability is listed in TAC 19.805. CRCG review of youth returning to the community from Texas Juvenile Justice Department (TJJD) is listed in TAC 380.8779. CRCG review of youth under 12 referred to the juvenile justice system is listed in Texas Family Code (TFC), sections 53.01 and 53.011. CRCG review of use of non-educational funds is listed in Texas Education Code 29.013 and referenced by Texas Education Agency at https://tea.texas.gov/academics/special-student-populations/special-education/non-educational-community-based-support-services .

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Common Sense Parenting
Divisions (list all):	TRIAD

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)

1) Describe the Service and how it supports department goals.
Common Sense Parenting (CSP) is designed to equip parents with logical methods for changing their children's behaviors through teaching positive behaviors, social skills, and methods to reduce stress in crisis situations and to provide parents with practical strategies for enhancing parent-child communication and building robust family relationships. Parents and youth meet concurrently for six weeks. After the classes, families are invited to participate in family therapy (coaching) to sharpen the skills they learned in class. This program supports the department's goal by providing tools and therapeutic strategies to maximize positive behaviors to prevent youth from entering the child welfare or juvenile justice systems. This program is provided by staff from the Harris County Juvenile Probation Department and Harris County Youth Services. TRIAD pays for licensing, supplies costs (parent books), and any staff training required. Licensing and supplies are sometimes purchased for multiple years.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers - Youth 10-17 yrs (whose behavior presents challenges their parents' ability to function) and their parents/guardians. Expectations - The expectation is that at the end of the program the family will have less conflict and better relationships. Customer Feedback - Feedback is collected through the use of satisfaction surveys and pre-/post-test scores from group participants.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	TRIAD Mental Health
Divisions (list all):	TRIAD

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$392,374	

1) Describe the Service and how it supports department goals.
TRIAD Mental Health (TMH) staff utilize a family-centered approach to provide free counseling and therapy to youth and families identified with serious mental health issues. This program supports the department's goal by providing tools and therapeutic strategies to maximize positive behaviors to prevent youth from entering the child welfare or juvenile justice systems.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers - Youth (ages 10-17) and their parents who are experiencing serious mental health issues. The expectation is that at the end of the services, youth and families will experience less symptoms related to their mental health issues, and are able to function better in school and/or the community. Feedback is collected through the use of satisfaction surveys and client pre-/post-test scores that assess needs before and after service completion.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Children's Forensic Unit
Divisions (list all):	TRIAD

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,034,129	

1) Describe the Service and how it supports department goals.
The Forensic Unit provides forensic and mental health assessments to assist dispositional outcomes in court and make treatment recommendations. The unit operates a practicum pre-doctoral and post-doctoral internship program to assess in training clinicians to be knowledgeable in conducting psychological evaluations, consultation, and therapeutic services. Through a collaboration with TRIAD MH services, the Forensic Unit provides psychological evaluations, mental health consultation to various staffings, as well as therapeutic interventions. The Forensic Unit supports TRIAD goals by identifying the needs and intervention strategies for youth involved in the juvenile justice system.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers include the juvenile courts, as well as youth and families. The customers expect that they will be afforded the services that will assist them in identifying and understanding the youth's mental health concerns, if any. In addition, they expect the agency will utilize this information to connect the youth and families to effective treatment and probation programs.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, there are some aspects of the Forensic Unit that are statutorily mandated. The Texas Administrative Code, Chapter 380, Subchapter Admission, Placement, Release, and Discharge establishes the need for psychological evaluations as it relates to youth in placement.

[illegible]

FORM 5a. Prioritized Budget Request Summary for Additional Funds

Instructions

This form summarizes new budget requests, in order of priority.

Enter responses in each of the fields in the table below, ranked in order of priority.

Answer the following question:

On the list below, what priority rank would you assign to funding for inflation-level COLA or merit-based salary increases for existing staff?

Priority #

1

Additional Notes

A separate **Form 5c** is required for each Budget Request listed below.

* **Form 5b** is required if new positions are requested. Requested new positions must be listed on **Form 5b**.

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested*
BR1	TRIAD mental health	increase in contract amount for FY22	TRIAD				
BR2	Forensic Unit	increase in contract amount for FY22	TRIAD				
BR3	Youth and Family Resource Svcs	increase in CPS services: CRCG, and contract/residential funds; 1.5% increase to post doc position	TRIAD		1	1	
BR4							
BR5							
BR6							
BR7							
BR8							
BR9							
BR10							
BR11							
BR12							
BR13							
BR14							
BR15							
BR16							
BR17							
BR18							
BR19							
BR20							
BR21							
BR22							
BR23							
BR24							
BR25							
BR26							
BR27							
BR28							
BR29							
BR30							

[illegible][illegible]

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	increase in contract amount
Division:	TRIAD
Funding Request - Next Fiscal Year:	\$8,281

1) Describe the specific problem, challenge or opportunity (why funding is needed).
This service is provided via a contract with the Harris Center for Mental Health and IDD. The contract amount will increase for FY22
2) Which department-level goals does this support?
Promote the well-being of youth with serious complex needs, by providing comprehensive community-based assessment and case coordination services.
3) What do you want to achieve with these additional funds?
To continue to provide the same support and services.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
N/A Contracted services
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
N/A continuation of existing services
Fill in Table Below

[illegible]

FORM 5c. Budget Request - DETAIL (#2)

Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:	BR2
Funding Request Description:	increase in contract amount for FY22
Division:	TRIAD
Funding Request - Next Fiscal Year:	\$32,846

1) Describe the specific problem, challenge or opportunity (why funding is needed).
This service is provided via a contract with the Harris Center for Mental Health and IDD. The contract amount will increase for FY22
2) Which department-level goals does this support?
Provide assessments to identify the needs and intervention strategies for youth involved or at risk of involvement in the juvenile justice system.
3) What do you want to achieve with these additional funds?
To continue to provide the same support and services.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
N/A Contracted services
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
Fill in Table Below

[illegible]

FORM 5c. Budget Request - DETAIL (#3)

*Note: A separate Form 5c is required for each budget request listed on Form 5a.
This should be entered in the separate file entitled: Budget Forms (5c).xlsx*

Instructions
Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.
Then answer the five questions that follow.

Budget Request Priority ID:	BR3
Funding Request Description:	increase in CPS services: CRCG, and contract/residential funds
Division:	TRIAD
Funding Request - Next Fiscal Year:	\$197,259

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Increase of 1.5% in salary to post doc intern. Increases in salaries for the Community System of Care staff (via budget transfer to HCPS) and increase in flex funds that are used for contracted services that provide residential treatment, respite and mentoring services.
2) Which department-level goals does this support?
Promote the well-being of youth with serious complex needs, by providing comprehensive community-based assessment and case coordination services.
3) What do you want to achieve with these additional funds?
Continue to maintain the same level of support and services. This funding currently supports two FTE employed by HCPS and pays for contractual services to be provided as needed (residential treatment, respite and mentoring services).
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
N/A Contracted services
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

286 – Domestic Relations

David Simpson

286 – Domestic Relations

Data as of 12/14/2020

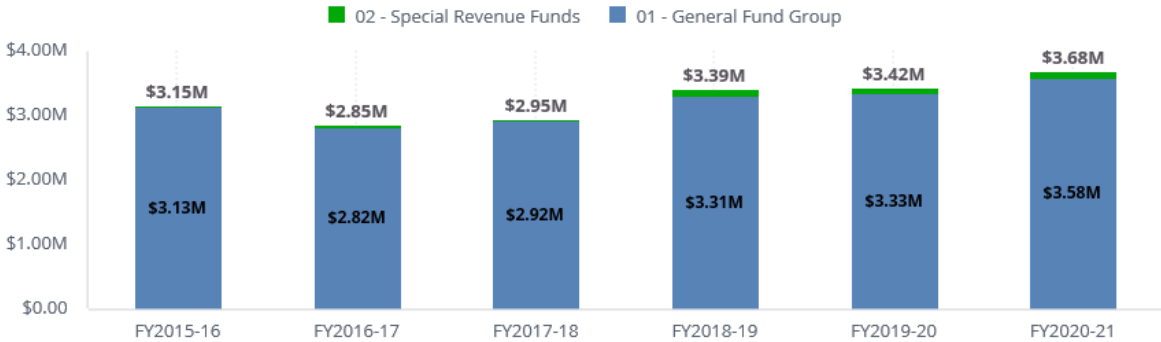
Expenditures

(Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$3,675,070

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$3.87M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
286	Domestic Relations Office

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The Harris County Domestic Relations Office provides 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.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

To offer personalized support within a compassionate and caring environment, deliver experienced quick intervention and appropriate services to clients.

3. Department Overview

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

- Possession/Access Services – Parents can apply to establish, enforce and in some cases, modify possession and access to their child.
- Family Mediation – Parents with cases pending in the Harris County Family District Courts may attend mediation at no charge with a certified mediator to resolve their pending lawsuit.
- Parent Conferences – Parents with difficulty communicating or working through rights/duties, responsibilities or possession/access may meet with a mental health professional to work towards a solution.
- Community Supervision – Parents placed on community supervision for violating a child-related order report monthly for a term assessed by the court in lieu of serving their jail sentence.
- Child Support Services – Parents can apply to establish, enforce, or terminate their court order.
- FOCAS Program – A partnership with the Texas Attorney General and the Family District Courts to provide early intervention, monitoring, enforcement, modification and termination of child support.
- Child Custody Evaluation – Mental health professional provide forensic evaluation reports pursuant to a court order to assist in child custody court decisions.
- Adoption Evaluation – Mental health professionals provide recommendations and forensic evaluation reports for all non-agency adoptions in Harris County.
- Supervised Group Visitation – Provide a forum for noncustodial parents to have access to their children in a supervised setting when a court has determined that parent should not visit with their child due to domestic violence, substance abuse, mental health issues, lengthy absence or other negative behaviors.
- Issue Based Investigations – Mental Health professionals provide the court with single-issue investigations to assist with child custody or possession decisions.
- Parenting Coordination – Mental Health Professionals provide counseling and education to high-conflict parents embroiled in repeated litigation.
- Paternity Establishment – Parents can apply to establish the paternity of children born outside the marriage relationship, along with other orders pertaining to children.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

- Administration – Administers the office by providing human resource, financial, budgetary, IT, support and other services to support staff.
- Family Court Services Division – Mental health professionals provide a variety of services by court orders to assist in child custody, possession or adoption matters. Supervised visitation provided for noncustodial parents who a court has deemed to be unable to have unsupervised access.
- Alternative Dispute Resolution Division – Certified mediators provide mediations and parent conference to resolve pre-litigation, litigation and post-litigation family law matters.
- Legal Services Division – Provides legal services to establish, enforce, modify and terminate child support and or possession/access.
- Community Supervision Unit – Monitors parents in the IV-D and Family Courts on probation for violating a court order pertaining to a child.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

While the office receives numerous grant and contracts, all are general fund divisions.

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

- Promote and encourage timely and peaceful resolution of litigation in Harris County Family Courts.
- Reduce detrimental impacts to children arising from protracted and contentious custody litigation.
- Promote improved co-parenting and communication between parents.
- Support and encourage stability in families.
- Promote healthy parent-child relationships through ensuring continued contact between parents and children.
- Reduce incarceration rate for community supervision clients.
- Reduce child support related court dockets for both the Family Courts and IV-D Courts.
- Ensure children have financial support from both parents.
- Expand employment information resources.
- Provide restorative justice between Harris County children and their parents

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the goals (further details requested in form 4a in the Budget Forms).

1. Alternative Dispute Resolution (Family Mediation) Program
2. Child custody evaluations aid the Harris County Family Courts in reducing detrimental impact to children by providing detailed information and analysis identifying the problems within the family, which have led to the dispute, assessing the relative abilities of the parents, and making detailed recommendations to address the specific concerns identified.
3. Parenting coordination services target “high conflict” families identified by the Harris County Family Courts with co-parenting education and support.
4. Adoption evaluations provided at low cost support stability in families by encouraging adoption of children whose natural parents have become absent from their lives.
5. The DRO Visitation Center provides a means for children to remain connected to parents despite personal challenges faced by the visiting parents. Establish and enforce possession/access order for Harris County parents.
6. Monitors parents placed on community supervision by the Courts for violating of a court order regarding children thus creating a valuable alternative for those failing to comply with their court order and holds the individual accountable.
7. Placing parents on DRO probation reduces the court dockets by eliminating compliance hearings and revocation considerations.
8. Establish, monitor, enforce, modify and terminate child support for Harris County families.
9. Provide referrals that are not only employment related, but referrals that address obstacles for securing and maintaining employment. Research and distribute weekly the current employment information that is available in the Harris County and surroundings areas to CSU clients and partners. Refer clients to agencies, such as, the Texas Workforce Solutions. Also, provide employment-related websites, community sources, and job fair information.
10. Create a venue for children to have access to their parents, even those who have substance abuse, mental health, domestic violence or absence issues.

How do the goals and services (i.e., answers to the previous two questions) align with the County vision and goals (See Appendix A)? \

The goals and services align with the county's vision and goals of Justice and Public Safety, Public Health and Governance and Customer Service as follows:

The DRO is inclusive and transparent. Services are provided to all Harris County residents regardless of age, ancestry, citizenship, colour, creed, criminal record, disability, ethnic origin, family status, gender expression, race, creed, income or other factor.

Providing services at no or sliding scale cost is equitable to the community.

The DRO promotes Justice and Safety by providing community supervision services in lieu of incarceration, which allow parents to remain in their community and connected to their families, employment, friends and their support.

The DRO promotes restorative justice for children who have been emotionally harmed by their parent by providing a forum for them to reunited with their parent and engage in counseling.

The DRO provides justice to parents by providing enforcement of court-ordered rights and duties.

Ensuring that children receive both financial and emotional support from both parents is a public health strategy that addresses some of the social determinants of health.

Ensuring that children are in a safe environment through adoption evaluations and child custody evaluations ensures children are safe, healthy and stable thereby improving the overall health and quality of life for those children.

Providing alternative means of resolving litigation to families at no cost serves multiple goals and our vision, including fostering public trust, reducing economic disparities, and can improve health d

The DRO exemplifies good governance and customer services by: employing experienced, knowledgeable and empowered staff; focusing on our mission; working from our hearts with a genuine concern; maintaining an excellent reputation in the community; ensuring agency financial security by pursuing general fund, grants and contracts monies; having a good management/staff ratio 6:1; ensuring a positive work environment; high retention rates; receipt of awards and recognition at the state and national level and ability to offer services at no/low cost.

We have a talented and diverse work force with many employees over 10 years resulting high retention rates and our diversity is reflected in our staffing which is: 51.39 % Hispanic; 23.61 % African American; 23.61 % Caucasian; and 1.39 % Asian

Outstanding customer services is provided through our call center, website presence, two intake offices, bilingual staff and policies that ensure customer service is a priority.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write "N/A" below.*

N/A

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Successfully adapted to the use of more technology in order to continue providing services under challenging circumstances for EVERY service provided above using online applications, Zoom, Teams, Web Site, E-mail, Facebook, VPN phones and other tools. Adapted to a hybrid model combining working from home with delivery of services in the field.
- Maintained a child support caseload of over 17,000 cases, collecting \$173 million child support (state FY 2020) while maintaining exceptional standard on ICSS contract
- Scheduled 585 (YTD) parenting time consultations and assisted 46 (YTD) accounting/termination applicants
- Opened 4 new visitation sites to provide access for families Harris and the contiguous counties.
- Processed over 1200 mediations which positively impacted families and the family court dockets.

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- Purchase and implement a case management system for Family Court Services, Alternative Dispute Resolution and Legal Services to improve efficiency, client communication, applications, working remote, and data retention.
- Search and employ a Data Analyst/Grant Writer.
- Expand our partnership with the Office of the Texas Attorney General beyond the FOCAS Program, since the federal waiver expires in August 2021.
- Secure three additional leases in various County quadrants for The Visitation Center.
- Enhance the community supervision unit by implementing Kiosk machines for CSU clients that will allow for paperless in-person check-in for clients and convert in-person monthly orientation to on-line orientation.
- Expand Legal Services to assist more assist families in Harris County through possession modifications and pro se assistance.
- Implementing the use of additional technology to automate online mediation scheduling and online signatures of agreements through DocuSign.
- Reorganization the court intake office to simplify and streamline processes and speed delivery of services.
- Implement both on-line and in person parenting classes taught by a mental health specialist in all four quadrants of Harris County
- Begin offering supervised drop-off and pick-up options at various locations in Harris County.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

- *PFM completed an Operations Review in August 2020.*
- *The Office of the Attorney General completed fiscal year end reviews for its grants and contracts in August 2020.*
- *Texas Department of Public Safety completed a database review.*

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*

- Harris County Commissioners Court
- Family District Courts
- IV-D Courts
- Harris County District Clerk
- Harris County Constables
- Harris County Youth & Family Services Division

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Parents
- Society
- Office of the Texas Attorney General
- Local Family Law Bar
- Office of the Texas Attorney General
- 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)
- Texas Workforce Commission
- Texas AgriLife (budget management classes for probationers)
- Houston Bar Association
- Texas Association of Domestic Relations Offices

Section C: Equity and Diversity Information

In line with the County's vision and goals, we are collecting information on the strategies and resources utilized by departments to increase equity and diversity.

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

- The Office is aware of income disparities for parents accessing our services.
- The Community Supervision Unit is aware of the disparity for parents placed on probation for failure to pay child support- the ethnic and gender breakdown of these probationers is not an equitable representation of the population of Harris County.
- The Office is aware of challenges bilingual customers experience interacting with technology using online forms (even though the forms are in Spanish).

2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*

- The Office charges no fee because of grant, general fund or contract funding or charges for services based on a sliding scale.
- The Judiciary determines who is placed on probation for nonpayment of child support. CSU offers employment assistance.
- Staff provide telephone assistance in completing the applications and monitor on-line applications for possible improvements.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

- Management and staff are already ethnically and racially diverse, with little staff turnover to seek new staff.

51.39 %	Hispanic
23.61 %	African American
23.61 %	Caucasian
1.39 %	Asian

- Achieving gender diversity can be challenging considering the stringent educational and experience levels required for professional-level positions, but efforts to recruit qualified candidates is an ongoing process.
- Outreach is done to educational institutions and professional groups when a position becomes available to seek out a diverse array of candidates for consideration.

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*

- Each staff member is required to attend 3 professional development trainings offered by HRRM which are included on a staff member's annual merit evaluation. This requirement is found in the DRO Employee Handbook. Classes offered Diversity Awareness, Embracing Diversity in the Workplace and Generational Differences.
- The Office hosts an Annual Staff Meeting where professionals are brought in to speak on various topics. In 2019 a presentation on customer services included information regarding diversity and racism.
- A Licensed mental health professional staff are required by their professional licensing boards to attend continuing education courses every two years, which include training on implicit bias and diversity awareness, in order to maintain licensure as social workers and licensed professional counselors.
- Professionals within the office have membership in various organizations. Attorneys are required to maintain 15 continuing legal education hours each year. Training on equity, unconscious bias, diversity and inclusion are trainings offered.
- Training on diversity and implicit bias is provided by sending staff to outside training opportunities, such as training provided by the Association of Family and Conciliation Courts
- The Visitation Center staff uses the tools/trainings provided by the Supervised Visitation Network (SVN), which we are active members of to train new staff such as Caseworkers, Site Supervisor and Visitation Monitors via an interactive library full of webinars on racism.

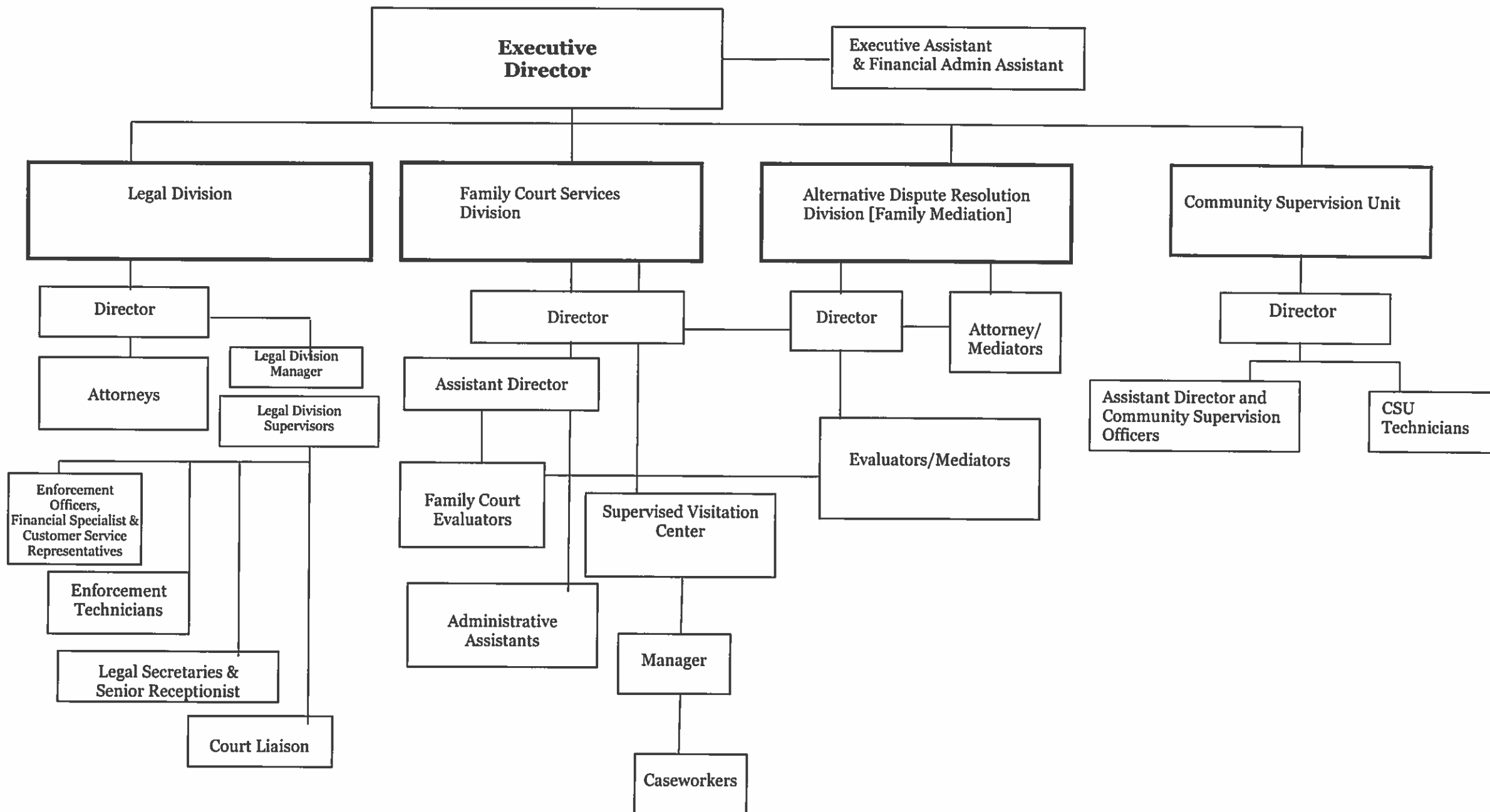
FORM 1. Divisions

Instructions

- *Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head*
- *Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail*
- *FY 2020-21 Adopted Budget (\$ Amount): Enter \$ amount from adopted budget for the division*
- *FY 2020-21 Adjusted Budget (\$ Amount): Enter \$ amount from adjusted budget for the division, inclusive of any enhancements received during fiscal year FY 2020-21*
- *Actual Headcount: Enter most recent data for full-time equivalents (FTE) for the division*

[illegible]

ORGANIZATION CHART FOR HARRIS COUNTY DOMESTIC RELATIONS OFFICE 2021-2022



FORM 3. Goals and Objectives

Instructions

- **Department Goal:** Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."

- **Strategic Objective:** For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals.

For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.

- **Lead Division:** List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.

- **Other Divisions Involved:** List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.

- **Other County Departments Involved:** List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.

- **Other External Stakeholders Involved:** List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Promote and encourage timely peaceful resolution of litigation in Harris County Family Courts.	S01	Resolve Pending Family Litigation with 83% mediation resolution rate.	Alternative Dispute Resolution	Legal Services and Family Court Services	Family District Courts, District Clerk	Office of the Attorney General, Houston Galveston Institute
G2	Reduce detrimental impacts to children arising from protracted and contentious custody litigation.	S02	Reduce Child Custody Trials. Remove children from the middle of high conflict. Identify problems/concerns within families and resulting solutions. Assess the relative abilities of parents to raise healthy and emotionally stable children.	Family Court Services	Alternative Dispute Resolution	Family District Courts, District Clerk	Houston Galveston Institute, DePelchin Children's Center, Texas Department of Public Safety, Educators, Medical Providers
G3	Promote improved co-parenting and communication between parents	S03	Reduce the number of parents filing parent-child modifications. Provide educational resources for parents. Improve parent's communication skills.	Family Court Services	Alternative Dispute Resolution, Legal Services	Family District Courts	Houston Galveston Institute, DePelchin Children's Center
G4	Support and encourage stability in families	S04	Ensure children with absent parents are adopted in a loving home. Encourage the adoption of children.	Family Court Services		Family District Courts	Texas Department of Family & Protective Services
G5	Promote healthy parent-child relationships through ensuring continued contact between parents and children	S05	Ensure children have parenting time with both parents. Provide possession/access services to 500 families per year.	Legal Services	Alternative Dispute Resolution	Family District Courts,	Houston Gavleston Institute, DePelchin Children's Center, Office of the Texas Attorney General
G6	Reduce incarceration rate for community supervision clients.	S06	Eliminate incarceration for 3000 parents each year who fail to follow child-related court orders.	Community Supervision Unit	Legal Services	Harris County Sheriff, Family District Courts	Office of the Texas Attorney General
G7	Reduce child support related court dockets for both the Family Courts and IV-D Courts.	S07	Eliminate compliance hearings for 2500 parents each year.	Community Supervision Unit	Legal Services	Family District Courts, IV-D Courts	Office of the Texas Attorney General
G8	Ensure children have financial support from both parents.	S08	Ensure that 83% of all children in our caseload receive child support.	Legal Services		Family District Courts	Office of the Texas Attorney General
G9	Expand employment information resources.	S09	Produce weekly job fair resources for parents and the courts.	Community Supervision Unit			Texas Workforce Commission
G10	Provide restorative justice between Harris County children and their parents.	S10	Provide supervised visitation services for over 300 famlies. Ensure all children have emotionally safe time with both parents.	Family Court Services		Family District Courts	The Council on Alcohol/Drugs Houston, Aid to Victims of Domestic Abuse, Houston Gavleston Institute, DePelchin Children's Center, Houston Area Churches, Office of the Governor, Houston Galveston Area Council
G11	Provide high quality services to clients	S11	Maintain high level of client satisfaction			Administration	
G12	Provide a pleasant, engaging and fulfilling work environment.	S12	Maintain high quality staff and high level of staff satisfaction			Administration	

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Possession and Access Service
Divisions (list all):	Legal Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$286,753	3.55

1) Describe the Service and how it supports department goals.
The DRO assists parents who are being denied access to their children. During the attorney consultation, the attorney reviews and explains the court order and advises of the next steps. Litigation may be pursued to enforce, clarify, or sometimes modify the current court order. This valuable service supports the DRO mission of ensuring children receive emotional support from each parent and are afforded quality time in a safe environment with both parents.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris county residents who have a final Harris County possession and access order may apply for this service. Most applicants are non-custodial parents who are being refused access to their children by a custodial parent, although a custodial parent may also apply for assistance in understanding the court order and resolving parental conflict. Non-custodial parents hope to increase parenting time with their children. Feedback is recieved through direct communication with the customers.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However it is authorized by TFC 203.004

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Parent Conferences
Divisions (list all):	Alternative Dispute Resolution

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$36,943	0.33

1) Describe the Service and how it supports department goals.
Alternative dispute resolution services are provided to families engaged in litigation in the Harris County Family Courts. Cases are referred to the DRO either by direct referral from the District Court, or by the published policies of the various District Courts requiring mediation as a prerequisite to hearings or trials before the Court. Mediation services are available only in cases where children are the subject of the suit, and the family must meet income standards. Cases are screened for domestic violence to ensure the safety of the participants and staff. This service supports department goals by promoting and encouraging timely and peaceful resolution of family litigation, ensuring that children are provided access to both of their parents in order to promote family stability. and by securing financial support for the children.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are families engaged in litigation in the Harris County Family Courts. Their expectations are that they will receive timely and professional assistance in the form of mediation by trained neutral facilitators to aid in resolving their pending family law disputes, which goal is supported by scheduling six mediations each business day. Mediation services are provided by mediators and mental health professionals, all of whom have completed basic and advanced family mediation training. Customer feedback is collected by customer surveys distributed to the participants and their attorneys at the conclusion of the mediation.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However, it is authorized by Chapter 203, Texas Family Code.

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the **separate Excel** file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Community Supervision Monitoring
Divisions (list all):	Community Supervision Unit

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,128,296	12.66

1) Describe the Service and how it supports department goals.
<p>DRO Community Supervision Unit provides services to both Harris County Family Courts and the IV-D Courts. Our supervised probation is a monitoring program for those who are placed on probation for non-payment of child support, violation of a possession and access order, or violation of court-order injunctions. These services support our department goals based on the following:</p> <ul style="list-style-type: none">• Community Supervision is a viable substitute to incarceration with an option for early release once terms are met• This service can minimize excessive court reset dates and decrease docket volume• Most individuals are more likely than not to comply with court-orders when being supervised with a partnering agency of the courts.• Those individuals that are placed on supervised community supervision are exposed to different resources and information that can assist with leads for gainful employment.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The customers for this service are individuals who have been found in contempt of a court-order whose jail sentence was suspended for failure to pay child support, violation of a possession and accession order, or violation of a court injunction.</p> <p>Their expectation of these services is to be held accountable for compliance of the Order, be provided with resources or information that can assist with barriers for gainful employment, and information on how to successfully succeed in this program.</p> <p>Some feedback is gathered through client interviews during their monthly check-in and customer service comment cards are available for customers to complete and to be placed in survey boxes.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>No, but authorized in Chapter 203, Texas Family Code</p>

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Supervised Visitation (The Visitation Center)
Divisions (list all):	Family Court Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$5,333	4.6

1) Describe the Service and how it supports department goals.
The Visitation Center provides supervised group visitation for parent who the court has deemed unable to visit with their children without supervision due to mental health, domestic violence, substance abuse, absence or some other reason. Visits are provided on the Saturday following the 1st, 3rd and 5th Fridays of each month. It supports the department's goals by providing restorative justice between children and their parents, as well as promoting healthy parent-child relationships through ensuring contact between children and parents.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County residents with a court order providing for this service. Their expectations are to consistently visit with their children pursuant to our schedule. Customer satisfaction surveys are collected quarterly.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However, it is authorized under Chapter 203, Texas Family Code.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	State Case Registry
Divisions (list all):	Legal Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$50,392	0.89

1) Describe the Service and how it supports department goals.
The Mission of the Domestic Relations office is to ensure 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 all while providing excellent customer service including courteous, professional and effective communication with the public we serve. The State Case Registry service supports the Domestic Relations's goal by providing timely access to child support payments. In the State Case Registry program, qualifying staff opens cases for parents to have access to pay and collect child support.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for the State Registry service are both custodial and non-custodial parents. Customers expect to have their cases setup in the State Disbursement Unit Portal and timely have access to make and collect child support. We collect feedback by minimizing the amount of inquiries for the service. We open Registry Only cases the same day they are available on our reporting system avoiding service lapse.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However the DRO is authorized to provide this service per TFC 203.004.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Child Support Customer Service
Divisions (list all):	Legal Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$38,346	0.48

1) Describe the Service and how it supports department goals.
The Mission of the Domestic Relations office is to ensure 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 all while providing excellent customer service. The Customer Service department supports the goal of the Domestic Relations office by providing accurate and timely Child Support information to all customers via telephone or in person.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are both custodial and non-custodial parents. The expectations are to receive answers to questions regarding their Full Service or Registry Only cases and provide case updates to our representatives. We collect customer feedback by conducting introductory calls and providing contact information for future questions.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However the DRO is authorized to provide this service per TFC 203.004.

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Child Support Services
Divisions (list all):	Legal Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$106,836	1.22

1) Describe the Service and how it supports department goals.
The DRO works with parents to help children receive the financial support they need and deserve. Every child needs financial and emotional support and has the right to this support from both parents. The DRO provides service for: enforcing child support if a parent is not paying court-ordered child support; establishing parentage, support, and possession/access of a child if the child's parents are not married to each other; terminating wage withholding, if appropriate, if a child has turned 18 and graduated high school; and child support accounting if a parent requests a calculation of support due, support paid, and any interest accrued.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris county residents who have a final Harris County support order may apply for enforcing child support, terminating wage withholding and child support accounting services. Harris county residents may apply for establishing parentage services. These services are available if Harris County courts have jurisdiction to hear and rule on the case, if the parent has contact information for the other parent, and if the child support cannot be assigned to the Texas Attorney General. The expectation for the customer is to receive qualify administrative or judicial case service. Feedback is received through direct communication with the customers or through online written comments.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However the DRO is authorized to provide this service per TFC 203.004.

FORM 4a. Department Services - DETAIL (#5)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	FOCAS Program
Divisions (list all):	Legal Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$98,368	30.07

1) Describe the Service and how it supports department goals.
The OAG contracted with the DRO under the Integrated Child Support System (ICSS) contract -which is better known as the FOCAS Program (Focus on Collections and Services). FOCAS covers services for monitoring and enforcing support orders, collecting information, initiating withholding orders, modifying support orders, terminating withholding orders and initiating other collection remedies for families in Harris County who have court-ordered child support and/or medical support. The program focuses on assisting customers in achieving compliance and minimizing the need for punitive solutions.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Parents whose divorce or support order is finalized in Harris County are automatically enrolled in the FOCAS Program if their case is not actively assigned with the OAG or previously obligated with the OAG. The customer's expectation is to timely receive the court ordered financial support they need and deserve. They also expect exceptional customer service. Feedback is received through direct communication with the customers.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However the DRO is authorized under TFC 203.004 and 231.0011.

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Family Mediation
Divisions (list all):	Alternative Dispute Resolution

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$715,411	5.61

1) Describe the Service and how it supports department goals.
Alternative dispute resolution services are provided to families engaged in litigation in the Harris County Family Courts. Cases are referred to the DRO either by direct referral from the District Court, or by the published policies of the various District Courts requiring mediation as a prerequisite to hearings or trials before the Court. Mediation services are available only in cases where children are the subject of the suit, and the family must meet income standards. Cases are screened for domestic violence to ensure the safety of the participants and staff. This service supports department goals by promoting and encouraging timely and peaceful resolution of family litigation, ensuring that children are provided access to both of their parents in order to promote family stability. and by securing financial support for the children.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are families engaged in litigation in the Harris County Family Courts. Their expectations are that they will receive timely and professional assistance in the form of mediation by trained neutral facilitators to aid in resolving their pending family law disputes, which goal is supported by scheduling six mediations each business day. Mediation services are provided by mediators and mental health professionals, all of whom have completed basic and advanced family mediation training. Customer feedback is collected by customer surveys distributed to the participants and their attorneys at the conclusion of the mediation.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However, the DRO is authorized under Chapter 203, Texas Family Code

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the **separate Excel** file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Child Custody Evaluations
Divisions (list all):	Family Court Services
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,054,037	9.35

1) Describe the Service and how it supports department goals.
The Harris County Family Courts order child custody evaluations, which are authorized by Chapter 107 of the Texas Family Code, in family law cases in which the parents are unable to agree on which parent will establish/maintain the child's domicile, and includes disputes concerning the appropriate possession schedule for the children. These disputes, which are often ongoing for months or years, are extremely damaging to children and contribute to difficulties with their physical safety, their mental health, and create or exacerbate difficulties with behavior which disrupt their ability to learn in school. Child custody evaluations provide a significant aid to the Family Courts in identifying the problems within the family which have led to the dispute, assessing the relative abilities of the parents to appropriately parent their children, and make detailed recommendations to the Court to address the specific concerns identified, and to support and encourage positive change for the best interest of their children. This service supports the department goal of ensuring that children are afforded quality time in a safe environment, with access to both available parents by providing a low-cost service which aids the parties in attempting settlement in their cases, and failing the parents' ability to reach agreement, provides the Court with specific and detailed information and analysis of the family's circumstances to aid the Courts in their decision-making.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are parties engaged in litigation in the Harris County Family Courts in which the custody of children is at issue. Their expectations are that their circumstances, the needs of the children, and their relative ability to properly provide for those needs will be objectively assessed, and that an impartial recommendation will be made to the Court. Custody evaluations services are provided by mental health professionals, all of whom have masters' degrees or higher in a human services-related field, are qualified as required by Chapter 107 of the Texas Family Code, and have received extensive in-house training. Customer feedback is collected by retrospectively reviewing case outcomes to assess whether or to what extent the final outcome of a case was consistent with the recommendations of the evaluator, including whether the case was settled by agreement prior to trial.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However, the DRO is authorized to provide the service under Chapter 203, Texas Family Code

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Adoption Evaluations
Divisions (list all):	Family Court Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$526,097	4.92

1) Describe the Service and how it supports department goals.
The Harris County Family Courts order adoption evaluations, as are required by Chapter 162 of the Texas Family Code, in non-agency adoption cases for adoptive families residing within Harris County, Texas. The purpose of the evaluation is to provide the Court with a recommendation as to whether the requested adoption should be granted. Many of the adoption cases referred to the DRO involve the adoption of children by stepparents, grandparents, or other family members, as well as adoptions of children whose natural parents have placed them with other families. This service supports the department goal of assuring that all children have safe, loving homes where they are valued in which to grow and thrive, and encourages families to adopt children by providing a high quality, low cost service to make adoption more affordable.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are parties who have filed petitions for adoption of minor children in the Harris County Family Courts. They expect that their circumstances, the needs of the adoptive children, and the adoptive parents' capabilities will be objectively assessed, and that an impartial recommendation will be made to the Court. Adoption evaluation services are provided by mental health professionals, all of whom have masters' degrees or higher, are qualified as required by Chapter 107 of the Texas Family Code, and have received extensive in-house training. Given that virtually all adoptions are recommended and is generally a positive experience for the participants, customer feedback is received in letters of thanks, and positive comment from attorneys and attorneys ad litem regarding the value and timeliness of the work. Other issues, to the extent they occur, are addressed by management on an individual basis.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However, the DRO is authorized to provide the service under Chapter 203, Texas Family Code.

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:

Parenting Coordination

Divisions (list all):

Family Court Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$79,672	0.78

1) Describe the Service and how it supports department goals.

The Harris County Family Courts order parenting coordination, which is authorized by Chapter 153 of the Texas Family Code, for cases which have been identified by the Court as "high conflict" cases. "High conflict" cases are characterized by frequent or repetitive litigation of issues between divorced or separated parents, extremely dysfunctional communication, and claims of parental alienation and interference with child custody and parents' exercise of court-ordered parenting time. Parenting coordination is a process by which the parents are guided through a course of instruction by a mental health professional with specialized training in parenting coordination techniques. This service provides a series of six sessions at low cost as determined by a sliding scale, and supports the department goal of assuring that children are afforded quality time in a safe environment with both available parents by teaching high conflict parents better co-parenting and communication skills

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are parents who have been identified by the Harris County Family Courts as "high conflict." The Courts order the parents to attend and participate in parenting coordination as a means of diverting the family from future litigation arising from ongoing conflict in the co-parenting relationship. The expectations of the customers are that their problems should be improved by the intervention provided by the parenting coordinator, although their expectations are often low at the outset due to their deeply-entrenched conflict with the other party. However, as the process continues and progress is made, hope of long-term improvement begins to appear. Customer feedback is received on a case-by-case basis, depending on the parties' success in moving in a positive direction.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No. However, it is authorized under Chapter 203, Texas Family Code.

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: Budget Forms (4c).xlsx

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Issue Based Investigation
Divisions (list all):	Family Court Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$41,242	0.41

1) Describe the Service and how it supports department goals.
The Harris County Family Courts order issue based investigations in family law cases in which the parents are unable to agree on which parent will establish/maintain the child's domicile, and includes disputes concerning the appropriate possession schedule for the children. These disputes, which are often ongoing for months or years, are extremely damaging to children and contribute to difficulties with their physical safety, their mental health, and create or exacerbate difficulties with behavior which disrupt their ability to learn in school. Issue Based Investigations provide an aid to the Family Courts by providing information on a single issue needed for the court to issue temporary orders. This service supports the department goal of ensuring that children are afforded quality time in a safe environment, with access to both available parents by providing a low-cost service which aids the parties in attempting settlement in their cases, and failing the parents' ability to reach agreement, provides the Court with specific and detailed information and analysis of the family's circumstances to aid the Courts in their decision-making.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service are parties engaged in litigation in the Harris County Family Courts in which the custody of children is at issue. Issue Based Investigation are provided by mental health professionals, all of whom have masters' degrees or higher in a human services-related field, are qualified as required by Chapter 107 of the Texas Family Code, and have received extensive in-house training. Customer feedback is collected by retrospectively reviewing case outcomes to assess whether or to what extent the final outcome of a case was consistent with the information provided by the report, including whether the case was settled by agreement prior to trial.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However, it is authorized by Chapter 203, Texas Family Code.

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department currently uses to measure and monitor performance and any planned new performance metrics for the coming year. Please list all performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metrics	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Possession and Access Services	Number of parents assisted seeking possession/access services	Currently in Use	Demographic Worksheet keep for every applicant.	SO5	438	500	Post COVID Goals. Provide quality customer service in accordance with the Possession /Access contract MYU28610. Increase previous year baseline total.
Possession and Access Services	Percent of applicants who received parenting time with their child	Currently in Use	Demographic Worksheet keep for every applicant.	SO5	65%	70%	Post COVID Goals. Provide quality customer service in accordance with the Possession /Access contract MYU28610. Increase previous year baseline total.
Family Mediation	Number of mediations scheduled	Currently in Use	Statistical Data from Mediation Closing Forms.	SO1	917	1,350	2019 metric accomplishments
Family Mediation	Resolution rate	Currently in Use	Statistical Data from Mediation Closing Forms.	SO1	81%	83%	2019 metric accomplishments
Parent Conferences	Number of parent conferences scheduled	Currently in Use	Demographic Worksheet keep for every applicant.	SO3	153	235	2019 metric accomplishments
Parent Conferences	Resolution rate	Currently in Use	Demographic Worksheet keep for every applicant.	SO3	81%	83%	2019 metric accomplishments
Community Supervision Monitoring	Number of parents provided an alternative to incarceration	Currently in Use	Office of the Attorney General Reports	SO6	3,284	3,000	Dockets and requests for COVID will reduce these numbers as court dockets are not being held.
Child Support Services	% of applications reviewed and processed within 5 (five) business days or receiving	Currently in Use	Legal Services Monthly Report.	SO7	97	98	In accordance to DRO program policies and procedures.
FOCAS Program	Child support collected	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG tranning group. Customer service data is collected directly from customer feedback.	SO8	28,580,529.34 YTD OAG Fiscal year 9/1/20 - 10/31/20	166,503,504 Total Child Support Collection Goal for OAG fiscal year 21 9/1/20 - 8/31/20	ICSS- Harris County Contract 17-C0091;
FOCAS Program	Medical support collected	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG tranning group. Customer service data is collected directly from customer feedback.	SO8	861,916.21 YTD OAG Fiscal year 9/1/20 - 10/31/20	4,552,528 Total Medical Support Collection Goal for OAG fiscal year 21 9/1/20 - 8/31/20	ICSS- Harris County Contract 17-C0091;

Service	Performance Metrics	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
FOCAS Program	Dental support collected	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG training group. Customer service data is collected directly from customer feedback.	SO8	16,782	N/A	ICSS- Harris County Contract 17-C0091;
FOCAS Program	Total support collected	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG training group. Customer service data is collected directly from customer feedback.	SO8	134,988,476	N/A	ICSS- Harris County Contract 17-C0091;
FOCAS Program	Percent of current support collected	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG training group. Customer service data is collected directly from customer feedback.	SO8	N/A	68%	ICSS- Harris County Contract 17-C0091;
FOCAS Program	Percent of arrears collected	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG training group. Customer service data is collected directly from customer feedback.	SO8	N/A	65%	ICSS- Harris County Contract 17-C0091;
FOCAS Program	Percent of cases transferred (Case Transfer rate)	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG training group. Customer service data is collected directly from customer feedback.	SO8	N/A	91%	ICSS- Harris County Contract 17-C0091;

Service	Performance Metrics	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
FOCAS Program	Percent of cases closed (Case Closure rate)	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG training group. Customer service data is collected directly from customer feedback.	SO8	100%	97%	ICSS- Harris County Contract 17-C0091;
FOCAS Program	Percent of cases located (Locate rate)	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG training group. Customer service data is collected directly from customer feedback.	SO8	98%	97%	ICSS- Harris County Contract 17-C0091;
FOCAS Program	Percent of cases reviewed and adjusted (Review and Adjustment rate)	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG training group. Customer service data is collected directly from customer feedback.	SO8	100%	97%	ICSS- Harris County Contract 17-C0091;
FOCAS Program	Enforcement rate Administrative Enforcement action taken within thirty (30) calendar days of delinquency date or verified locate, whichever is later. OR Service completed (or unsuccessful service attempts documented to show diligent effort) within 60 calendar days of delinquency date or verified locate, whichever is later.	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG training group. Customer service data is collected directly from customer feedback.	SO8	N/A	97%	ICSS- Harris County Contract 17-C0091;
FOCAS Program	Expedited Process (6 months) rate Legal actions completed within six months from the time of successful service on all parties.	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG training group. Customer service data is collected directly from customer feedback.	SO8	97%	97%	ICSS- Harris County Contract 17-C0091;

Service	Performance Metrics	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
FOCAS Program	After Court rate All subsequent orders entered into the OAG Case Management System within seven (7) days of the resolved date (as entered on the OAG Case Management System).	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG traning group. Customer service data is collected directly from customer feedback.	SO8	94%	90%	ICSS- Harris County Contract 17-C0091;
FOCAS Program	Expedited Process (6 months) rate Legal actions completed within six months from the time of successful service on all parties.	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG traning group. Customer service data is collected directly from customer feedback.	SO8	93%	80%	ICSS- Harris County Contract 17-C0091;
FOCAS Program	Expedited Process (12 months) rate Legal actions completed within twelve months from the time of successful service on all parties.	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG traning group. Customer service data is collected directly from customer feedback.	SO8	100%	92%	ICSS- Harris County Contract 17-C0091;
FOCAS Program	Successful Disposition rate Legal filings successfully disposed within one (1) year of filing. "Successful disposition" for this purpose is defined as a final, temporary or interim order obtained or a capias issued. A nonsuit or dismissal without prejudice is not considered a successful disposition.	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG traning group. Customer service data is collected directly from customer feedback.	SO8	87%	80%	ICSS- Harris County Contract 17-C0091;
FOCAS Program	Service Rate Successful service of process on all parties within six (6) months of filing. Successful service can be via personal service, substitute service, waiver of service, publication or personal appearance.	Currently in Use	ICSS Monthly Quality and Efficiency Report; OAG IDEAS reporting system: Office created tracking logs.Training is tracked via OAG LMS system and automated notifications from OAG traning group. Customer service data is collected directly from customer feedback.	SO8	82%	80%	ICSS- Harris County Contract 17-C0091;
Child Custody Evaluations	Percent of child custody evaluations completed within 90 days of assignment	Currently in Use	Annual Statistical Data.	SO2	75%	90%	Post-COVID goals. COVID caused multiple delays.
Adoption Evaluations	Percent of adoption evaluations completed within 60 days of assignment	Currently in Use	Annual Statistical Data.	SO4	90%	98%	Post-COVID goals. COVID caused multiple delays.
Supervised Visitation (The Visitation Center)	Number of new families enrolled (YTD)	Currently in Use	In-House Monthly Reports	S10	129	150	Program in growing stages and should begin to level out next year.

Service	Performance Metrics	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Supervised Visitation (The Visitation Center)	Number of participating families in each session	Currently in Use	In-House Monthly Reports	S10	156	165	Program in growing stages and should begin to level out next year.
Supervised Visitation (The Visitation Center)	Number of children that received restorative justice	Currently in Use	In-House Monthly Reports	S10	190	200	Program in growing stages and should begin to level out next year.
Supervised Visitation (The Visitation Center)	Number of individuals referred to counseling, intervention, and assistance	Currently in Use	In-House Monthly Reports	S10	363	390	Program in growing stages and should begin to level out next year.
Supervised Visitation (The Visitation Center)	Average number of families enrolled per month	Currently in Use	In-House Monthly Reports	S10	N/A	3	Program in growing stages and should begin to level out next year.
Issue Based investigation	Percent of written reports completed and sent to the Court within the timeframe set in the order	Currently in Use	Monthly Reports from FCS Case Manager.	SO2	100%	100%	Same
Parenting Coordination	Percent of parents registered for the six sessions required for parenting coordination	Currently in Use	Monthly Reports From Case Manager.	SO3	100%	100%	Same
State Case Registry	Number of registry only cases opened within 5 business days of notification	Currently in Use	Deeds Reporting System	SO8	837	1,000	State Case Registry and Local Customer Service Cooperative Agreement Contract No. 18-C0009
State Case Registry	Percent of registry only cases opened within 5 business days of notification	Currently in Use	Deeds Reporting System	SO8	95%	100%	State Case Registry and Local Customer Service Cooperative Agreement Contract No. 18-C0009
Child Support Customer Service	Number of customer service calls answered within 20 seconds	Currently in Use	CMS Supervisor Reporting System	SO8	36,075	43,000	Baseline target exceeds previous yearly totals. Provide quality customer service in accordance with the State Case Registry and Local Customer Service Cooperative Agreement Contract No. 18-C0009
Child Support Customer Service	Percent of customer service calls answered within 20 seconds	Currently in Use	CMS Supervisor Reporting System	SO8	79%	80%	Baseline target exceeds previous yearly totals. Provide quality customer service in accordance with the State Case Registry and Local Customer Service Cooperative Agreement Contract No. 18-C0009
Parenting Coordination	Number of parents filing parent-child modifications After Engaging In Parenting Coordination	New	Deeds Reporting System	SO3		80%	Newly created metric will determine effectiveness.
Community Supervision Monitoring	Number of job fair resource communications to parents and the courts.	Currently in Use	In-House Monthly Reports	SO9	160 monthly	200 monthly	Resource communications are distributed weekly to clients, court personnel, and community partners. Communications are also published on DRO website.
Community Supervision Monitoring	Number of Community Supervision clients who achieve or increase employment while in the program	New	In-House Monthly Reports	SO9		30000%	Results will vary based on the clients skills, participation, and current job market
Community Supervision Monitoring	% of Community Supervision clients who are incarcerated for lack of compliance	New	In-House Monthly Reports	SO6		10%	Recommendation to revoke a client's probation is submitted to filing agency or private counsel to determine if filing is appropriate. If so, the matter is brought before Court for the Judge to determine sentencing or disposition
Child Custody Evaluations	% cases where judge accepted custody recommendation		In-House Monthly Reports and Deeds Reporting	SO2	92%	92%	There are many factors outside our control. Cases where a child custody evaluation have been completed may not be finalized because they are dismissed by the court or nonsuited by a party.
Adoption Evaluations	% adoptions completed following evaluation	Currently in Use	In-House Monthly Reports and Deeds Reporting	SO4	86.5	86.50%	There are many factors outside our control. Cases where a adoption evaluation have been completed may not be finalized because they are dismissed by the court or nonsuited by a party.
Supervised Visitation (The Visitation Center)	% of parents who participated in services based on referrals (counseling, intervention, assistance)	Currently in Use	Invoices From Providers	S10	5%	5%	We have no ability to compel individuals to participate. We can only provide the service for free, discuss the benefits and encourage same.
All	% of clients that complete a client feedback survey for supervised visitation and mediation services	Currently in Use for Mediation and Supervised Visitation.	Satisfaction Surveys	S11	25%	25%	All clients are ordered by the court to use our services. Clients do not voluntarily come to our office.
All	% of clients completing client satisfaction survey who report being very satisfied with supervised visitation and mediation services.	Currently in Use for Mediation and Supervised Visitation.		S11	85%	85%	
Administration	Staff turnover rate	Currently In Use	Stars Reporting System	S12	4.16%	10%	This number includes retirements.
Administration	% of employees who report being very satisfied	New although occasionally a survey is sent.	Employee satisfaction survey	S12	n/a		

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	Hire a Certified Parenting Educator
Division:	Family Court Services
Funding Request - Next Fiscal Year:	\$106,354

1) Describe the specific problem, challenge or opportunity (why funding is needed).
<p>Parents in high-conflict litigations need additional educational opportunities. Parents are busy and stressed and need assistance in bringing out the best parent. Classes are needed to help them become a better parent, help parents solve the problem early, help them become a more responsible parent, appropriate discipline methods, understand wholesome activities, gain new insights, and parenting style which can benefit their family.</p> <p>5. Develop a closer bond with your partner</p> <p>Nothing can be more rewarding than attending parenting classes with your husband or wife. Aside from learning about being good parents, you also develop a stronger bond as you learn together. You become familiar with each other's unique parenting styles and accept your differences.</p> <p>Attending parenting classes is an excellent investment. You'll definitely get your money's worth as you become better parents and role models to your children.</p>
2) Which department-level goals does this support?
G2 and G3
3) What do you want to achieve with these additional funds?
The Office will hire a certified parenting facilitator who can develop both on-line and in person parenting classes for parents to attend who have been identified by the Courts as needing parent education.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Post and hire qualified staff member - 4/30/21. Create parenting curriculum with input from the family judiciary - 5/30/21. Create court orders, processes and procedures - 5/30/21. Launch on-line parenting classes -65/15/21. Launch in-person parenting classes. - TBD
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#2)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR2
Funding Request Description:	Hire an Employment Specialists
Division:	Community Supervision Unit
Funding Request - Next Fiscal Year:	\$86,288

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Community supervision's goal is to ensure child support is paid. Securing employment for probationers will in turn result in withholding from earnings for support and reduce incarceration.
2) Which department-level goals does this support?
Community Supervision Unit
3) What do you want to achieve with these additional funds?
Employment for probationers
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Hire an employment specialists - 4/30/21. Develop protocols for use 5/30/21. Begin referring probationers to the specialists for employment 6/15/21.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

270 – Institute of Forensic Sciences

Luis A. Sanchez

270 – Institute of Forensic Sciences

Data as of 12/14/2020

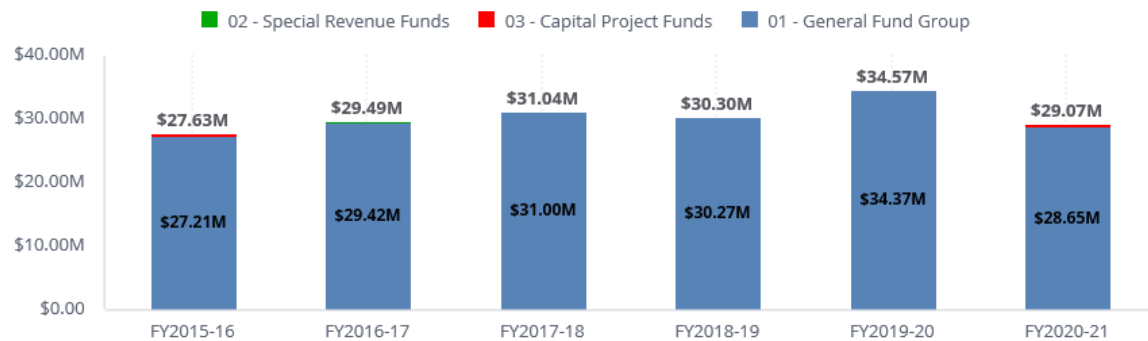
Expenditures

(Traced and Agreed to the February Monthly Totals for Fiscal Year 2016-2020)

Expenditures Total for FY 2020-2021

\$29,066,767

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$36.67M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

Department # (3-digit code)	Department ¹ Name
270	Institute of Forensic Sciences

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The mission of the Harris County Institute of Forensic Sciences is to provide medical examiner and crime laboratory services of the highest quality in an unbiased manner with uncompromised integrity.

2. Vision

Enter the vision statement in the box below. If there is no formal vision statement, write "N/A."

- To provide consistent, quality death investigation and laboratory analysis for the benefit of the entire Harris County community.
- To create a technological strongpoint for legal agencies to facilitate justice in criminal and civil proceedings.
- To establish an academic environment for training in medical examination and forensic sciences.

3. Department Overview

¹ For the purpose of all forms related to the budget request, all references to department are intended to include departments, agencies and offices funded by County government.

*Provide a high-level overview of the services provided by the department. The length of the overview may vary according to the size and complexity of the organization. This section, however, is designed to provide a **brief, high-level summary** of operations. All responses should be one page or less.*

The Harris County Institute of Forensic Sciences (HCIFS or “Institute”), a member institution of the Texas Medical Center, is an independent, science-based organization that provides medical examiner and crime laboratory services.

Medical Examiner Service

Investigates sudden and unexpected deaths, and deaths resulting from physical or chemical injury in order to determine cause and manner of death and to document and preserve evidence. The service encompasses the fields of:

1. Forensic Investigations
2. Forensic Pathology
3. Morgue Services
4. Forensic Anthropology
5. Forensic Imaging
6. Histology

Crime Laboratory Service

Provides forensic testing and analysis of submitted evidence for 84 local agencies, both inside and outside Harris County. The service includes the following five disciplines:

1. Drug Chemistry
2. Firearms Identification
3. Forensic Genetics (Serology/DNA)
4. Forensic Toxicology
5. Trace Evidence

While each service has its own distinct objectives, all disciplines work collaboratively and are jointly dedicated to serving the needs of both the Harris County community and justice system. The agency’s Evidence Intake, Operations, Quality Management, Emergency Management, Information Technology, and Finance & Administration Divisions support both services.

4. General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

Medical Examiner Service: Determines the cause and manner of death; documents and preserves evidence relating to the decedent in cases of sudden and unexpected death, whether natural or unnatural, and contributes to public health and surveillance. All within the framework of the applicable Texas medical examiner statute (Article 49.25 of the Texas Code of Criminal Procedure).

Crime Laboratory: Provides the justice system with science-based forensic analysis of submitted evidence, using state of the art technologies that are valid and reliable.

Quality Management: Ensures that HCIFS provides the highest quality services to the community and the justice system by implementing quality assurance and control activities, maintaining accreditation, and continually improving work processes.

Operations/Finance & Administration: Supports the forensic disciplines by providing resources in the areas of finance, information technology, communications, records management, and facility infrastructure, in addition to materials and supplies necessary for each operation.

5. Non-General Fund Division Summaries

List each division. For the purposes of this process, a division is any sub-unit of the department, office or agency that has a head who reports to the head of the organization. Include a description of each division, no longer than two sentences.

N/A

6. Goals

Answer the questions in each of the three boxes that follow. While the length of responses may vary according to the size and complexity of the department, all responses should fit within the text boxes below.

What are your department goals? Goals are desired results expressed as high-level, measureable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

Generate a list of clear and concise goals. Present up to 10 goals; a list of fewer, more focused goals is preferred.

1. Comply with applicable statutory, regulatory, safety, and accreditation requirements, including international standards
2. Provide reliable results and services that meet customer expectations
3. Ensure validity and reliability of scientific testimony
4. Continue backlog reduction initiatives
5. Maintain industry-accepted professional practices
6. Ensure the accessibility of public records

What does the department do to accomplish the goals listed above? List the services and activities that are done to achieve the accomplishments (further details requested in form 4a in the Budget Form).

1. By maintaining a documented quality management program that meets all accreditation and regulatory requirements, we ensure program compliance with these requirements and standards. We regularly conduct internal audits against those requirements and frequently organize external assessments to routinely and objectively check for compliance.
2. By establishing key performance indicators for each discipline, such as turnaround time goals, customers can expect high service levels from HCIFS. We collect feedback from our customers / stakeholders year-round and address concerns as they arise. Corrective actions or changes to protocols may be implemented in response to customer feedback.
3. By continually educating our scientific experts on their professional roles within the justice system, we promote awareness of the requirement to remain unbiased. Our training program includes general knowledge of forensic science; the application of ethical practices in forensic sciences; criminal law, civil law, and testimony; and criteria for acceptable performance. Laboratory analysts and technicians are directly observed at court by a supervisor each year and are provided feedback on their abilities to clearly communicate and how to improve.
4. By emphasizing process improvement within each service, and by monitoring productivity we work to optimize operational flow to reduce turnaround times as much as possible. Regular management reviews of activities and statistics in each division allows for evaluation and effective planning to steadily improve.
5. By monitoring the continued use of best practices established within the forensic community, we stay abreast of new advances. Attendance at professional conferences and group discussion on articles from peer-reviewed journals are key to our continuing education and evidence of our commitment to lifelong learning.
6. By establishing multiple layers of quality checks of what is entered into a case record, we ensure our autopsy records, which are subject to the Texas Public Information Act, are accurate, reliable, and accessible. Each discipline has a peer review system of the records they produce to verify that all HCIFS records are complete, correct, current, and generated in accordance with approved standard operating procedures.

How do the goals and services (i.e., answers to the previous two questions) align with the County mission and goals (See Appendix A)?

The goals and services of the HCIFS are in sync with the vision and goals of Harris County. Most notably:

Justice and Safety – The county is committed to the fair administration of justice, which can only be achieved by truthful and reliable investigations, as well as unbiased and science-based forensic testing and testimony. The work carried out by the skilled and trained professionals at the HCIFS is a crucial part of the county’s justice system. The HCIFS goals to provide reliable results and records, in accordance with statutory guidelines and industry-accepted professional standards, as well as to provide objective testimony, assist the county not only with increasing public safety and the fair administration of justice, but also foster the public’s trust in the criminal justice system.

Public Health – The county is committed to addressing disparities in health care and gaps in community health programs. The work carried out at HCIFS funnels directly into those public health goals. The data we collect year-round reveals important trends in both criminal activity and mortality throughout the county, all of which is provided to local public health agencies and law enforcement as a means of ensuring a full picture of Harris County residents health.

Governance and Customer Service – Just as the county is committed to “high-quality, transparent, and accountable government by using data and best practices to invest taxpayer dollars wisely; by continually reviewing and improving the effectiveness of our policies, programs, and services; by recruiting and retaining a talented and diverse workforce; and by engaging with, and providing outstanding customer service to, all of our communities”, so, too, is the HCIFS. Our goal of providing reliable services that meet customer expectations, including adhering to reasonable turnaround times, speaks to our desire to serve the community well. Furthermore, the term “high quality” is in our mission statement and is a concept that is embedded in everything we do. As described in section 6, we practice transparency when responding to discovery requests and public information requests, we continuously seek to improve quality with improvement initiatives, and our decision-making with respect to how we operate is always data-driven and evidence-based.

The HCIFS supports the county’s vision to build a more dynamic, vibrant, and resilient community by promoting justice, safety, and public health. Furthermore, the value we see in promoting diversity and inclusion is evident by our comments in Section C below.

Section B: Supplemental Operational Information

Answer the six questions below.

1. *Has the organization undergone any recent mergers, internal reorganizations, or functional reassignments? If so, provide a bulleted list and briefly describe. If not applicable, write “N/A” below.*

The internal organizational chart was recently reorganized (September 2020) to further clarify roles and reporting structure. Management and analyst titles were changed to match corresponding titles in other county departments and similar agencies in other jurisdictions as a means to facilitate fair comparisons when determining employee compensation plans.

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*

- Rapid COVID-19 response: We developed and implemented measures to prevent the spread of Coronavirus while in the facility, as well as out in the public, to allow for safe continuity of operations.
- Maintained key performance indicators: Despite the ongoing pandemic and periods of dramatic caseload increases in the medical examiner's office, we revised and approved protocols as necessary to meet expected turnaround times, safely, and with the level of high quality our customers deserve.
- DNA backlog reduction: The DNA backlog for sexual assault cases has been reduced by approximately 50% in the span of a year, the average sexual assault case turnaround time is now at or below 90 days.
- Improved DUI turnaround time: Since February of this year, 90% of alcohol testing in suspected DUI cases is completed within 30 days.
- Validated a new method for THC determination: After the Texas legislature legalized the sale and distribution of hemp, effectively changing the ability to prosecute marijuana possession cases, the Drug Chemistry Laboratory validated and implemented an instrumental analysis method for distinguishing a significant level of THC in suspected marijuana plant samples.

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*

- The Medical Examiner Service is working with a selected vendor to build and implement a new electronic case management system to improve service integration and workflow, and reduce paper waste.
- Emergency Management is developing, in conjunction with other county departments, guidance plans on active shooter situations, to include implementing an agency employee alerting system for emergencies.
- Forensic Anthropology has been working on building an Infant Injury Database to be used as a tool by those investigating potential child abuse cases.
- Forensic Genetics is focusing on property crime backlog reduction, mainly through outsourcing and training additional interpretation analysts.
- The Firearms Identification Laboratory is validating the TopMatch 3D Imaging System, which uses virtual comparison microscopy, and is a first step in applying quantitative results to firearms evidence.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*

- ANSI National Accreditation Board (Forensic Anthropology) - June 2018
- ANSI National Accreditation Board (Crime Laboratory) - September 2018

- National Association of Medical Examiners (Medical Examiner Service) – October 2018
- Lloyd's Register Quality Assurance (entire agency) – November 2018
- Texas Forensic Science Commission (Crime Laboratory) – January 2019
- Lloyd's Register Quality Assurance (entire agency) - April 2019
- ANSI National Accreditation Board (Forensic Anthropology) - June 2019
- ANSI National Accreditation Board (Crime Laboratory) - September 2019
- National Association of Medical Examiners (Medical Examiner Service) – October 2019
- Bureau of Alcohol, Tobacco, Firearms and Explosives (Firearms Identification) – December 2019
- Accreditation Council for Graduate Medical Education (Forensic Pathology) – January 2020
- Lloyd's Register Quality Assurance (entire agency) - April 2020
- ANSI National Accreditation Board (Forensic Anthropology) - July 2020
- ANSI National Accreditation Board (Crime Laboratory) - September 2020

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*

- Harris County Commissioners Court
- Harris County District of Attorney's Office
- Harris County Public Defender's Office
- Harris County Sheriff's Office, Constables Offices, and other local law enforcement agencies
- Others within the Administration of Justice branch
- Public Health Services

6. *Who are the department's key external stakeholders? Provide a bulleted list.*

- Families of deceased
- Complainants, victims, suspects, defendants, and their families
- Law enforcement officers
- Attorneys and judges
- Harris County residents/general public
- Residents of outside counties served by the Harris County Medical Examiner
- Public and private health institutions
- Partnering educational institutions
- Accrediting bodies
- Local funeral homes
- Local, state, national and industry media outlets

Section C: Equity and Diversity Information

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*

For the purposes of this question, disparities are defined as differences or inequalities in outcomes for a population group or groups when compared to others. Disparities can be based on characteristics such as age, race, income level, disabilities or gender.

Examples: 1) The Public Health Department is aware of the following health disparities for minority and low-income residents of Harris County – rates of chronic disease, private medical insurance coverage, and infant mortality rates. 2) The District Clerk's Office is aware of disparities in participating jurors – the ethnic and gender breakdown of jurors is not an equitable representation of the population of Harris County.

The services provided by the HCIFS are applied uniformly across our jurisdiction, as we follow established standard operating procedures regardless of which group or demographic is involved. However, the data we collect from casework and report on an annual basis often provides key information to our stakeholders on the groups or demographics that are disproportionately affected by certain health and public safety concerns within our community.

2. *What strategies, if any, does your department have in place to remove or address these disparities?*

We view our role as “data providers,” which ultimately assists the decision-makers and those who have the power to address disparities in healthcare and public safety. For example, our 2019 annual report revealed that 82% of homicides were caused by firearms, and 52% of those decedents were African American, even though African Americans made up only 29% of total medicolegal cases. Another example from our 2019 annual report is the drug death trends within the county; that is, the increase of heroin and amphetamine/methamphetamine deaths in 2019. Our database includes information on location of death; therefore, we can discern which zip codes or precincts have a higher prevalence of these types of drug deaths. Our report further shows the growing problem of hypertensive cardiovascular disease as the main cause of natural deaths in the county, with diabetes and obesity significantly affecting the population. The obesity rate of decedents coming through our office in 2019 was 31%. Of the younger decedents (13 to 18 years old) in the past four years who were considered obese, 47% of the decedents were Hispanic. These are just a few examples of the type of data we can provide regarding health and safety disparities in Harris County that may warrant government strategies or intervention.

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

- Hiring practices: Managers never interview applicants by themselves; a hiring panel of multiple staff is utilized to assist with interviewing potential hires. This safeguards against unfair bias or dismissal of candidates based on factors not related to their qualifications. Managers also use standardized questions during interviews for each potential hire in order to objectively evaluate the candidates. A future objective we have is to set up a system of blind review as an initial screening of applications. This will further ensure applicants are selected purely on their qualifications and experience, in addition to increasing the chance of a more diverse hiring pool.
- Training program outreach: The Institute offers several levels of training for those interested in pursuing a career in the forensic sciences. We partner with several medical institutions within the Texas Medical Center, who send residents, nurses, fellows, and medical students from different backgrounds to rotate through our office and observe casework. Moreover, our internship program is an inclusive program, geared mainly toward college-level students, which brings in a diverse group of interns each year. We have participated in the Precinct 1 L.E.E. Internship Program for the

past 18 years. And we advertise our internship program in both traditional and non-traditional forums, including community organizations that often reach out to those in underserved populations. For example, our Training and Development Manager recently spoke at a Jobs Mentoring Session for 100 Black Men of Metropolitan Houston, which included job preparation and mock interview sessions for young men of color.

- Inclusion evaluation: We aim to ensure each staff member receives equal treatment at work and the same opportunity to maintain their skill levels. We are especially aware of training or administrative practices that may affect employees differently. A checklist is used when planning training events within the agency, which includes best practices for planning an accessible event, providing the opportunity for full audience participation. Regarding daily operations, accommodations are made for those with special needs. One example is for those staff members that are hearing-impaired; providing written instructions or written meeting minutes during a training or a section meeting is something we do routinely, to ensure everyone is included in the conversation and receives the necessary information to successfully carry out their work responsibilities.
4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*
- New employee orientation: All new employees and trainees (including fellows and interns) receive an extensive orientation on agency policies, values, and culture. This includes our zero-tolerance policy on discrimination and harassment. During this orientation, our agency's Code of Ethics and Guiding Principles for Interpersonal and Online Interactions is discussed, also emphasizing professional interactions and mutual respect for all individuals associated with our office.
 - Professional development for managers and supervisors: The management team has received training through Human Resources & Risk Management on diversity awareness and harassment prevention. One of the trainings was recorded and is distributed to new supervisors who join the team. This training can also be re-distributed to managers and supervisors as a refresher course, as needed.
 - Human factors and cognitive bias training: The Institute has been working directly with accomplished cognitive neuroscientists and consultants throughout the past five years to educate staff on human factors in decision-making while at work. Most recently, a two-day workshop was given onsite in December 2018, to train on implicit bias, with consultation on some of the protocols put in place to assist with maintaining objectivity in casework and human interaction. We scheduled another workshop for March 2020; however, this has been postponed due to the COVID pandemic (rescheduled for late 2021).
 - Ethics workshops: All forensic disciplines receive regular ethics training through the Quality Management Division, either annually or every two years, covering various topics, ranging from professionalism to fair treatment of co-workers. The management team is scheduled to receive a special ethics workshop in the upcoming year aimed to address fair hiring practices and working to promote a diverse and inclusive workforce.

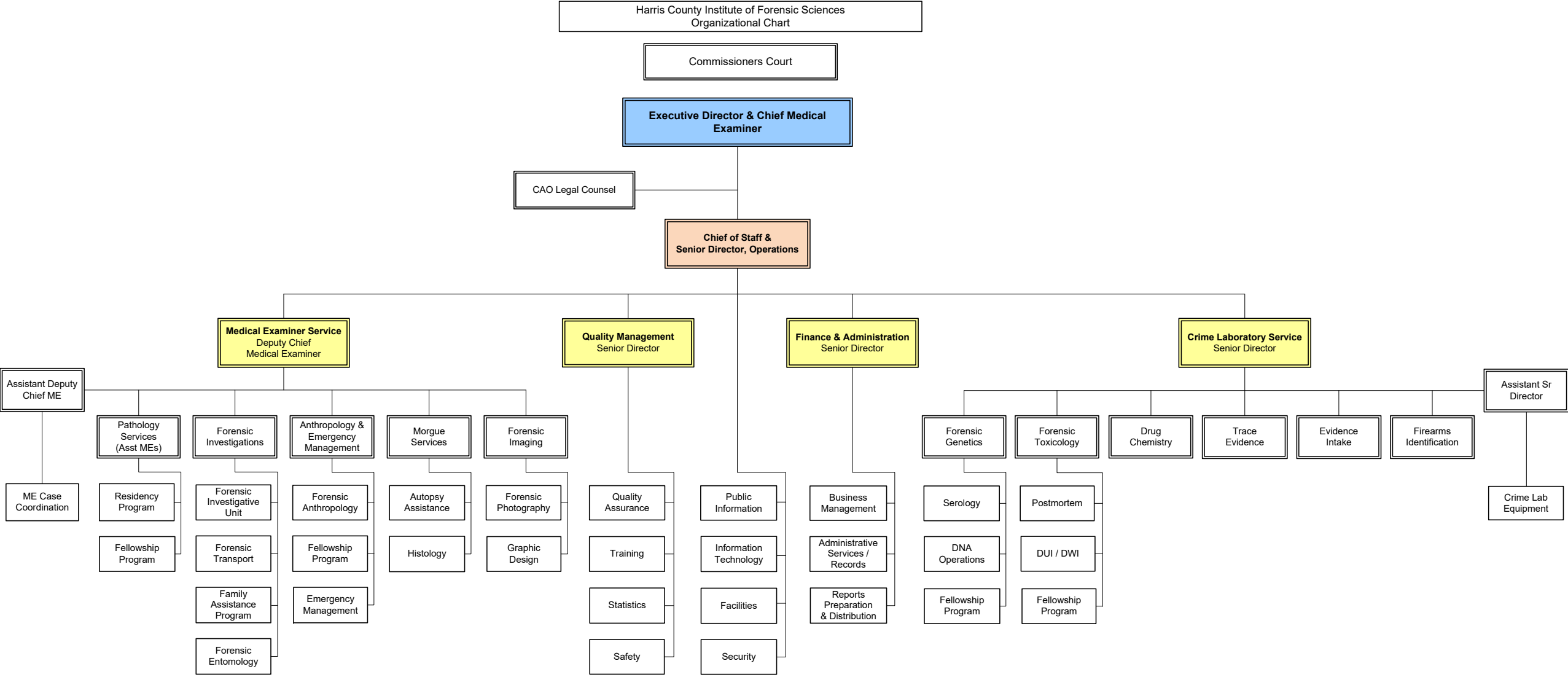
FORM 1. Divisions

Instructions

- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ Amount):* Enter \$ amount from adopted budget for the **division**
- *FY 2020-21 Adjusted Budget (\$ Amount):* Enter \$ amount from adjusted budget for the **division**, inclusive of any enhancements received during fiscal year FY 2020-21
- *Actual Headcount:* Enter most recent data for full-time equivalents (FTE) for the division

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Medical Examiner Services, Investigations	Conducts death investigations in accordance with Article 49.25 of the Texas Code of Criminal Procedure by receiving death notifications, establishing jurisdiction, identifying next-of-kin, responding to death scenes, collecting property and relevant evidence, and transporting decedents to the Medical Examiner's Office for examination.	\$4,709,087	\$4,709,087	56
Medical Examiner Services, Forensic Pathology	Determines the cause and manner of death; documents and preserves evidence relating to the decedent in cases of sudden and unexpected death, whether natural or unnatural; and contributes to public health and surveillance.	\$6,668,335	\$6,668,335	24
Medical Examiner Services, Morgue	Assists forensic pathologists in performing examinations in the course of determining the cause and manner of death, and manages decedent inventory.	\$1,485,113	\$1,485,113	16
Medical Examiner Services, Histology	Processes and preserves postmortem tissue specimens submitted by the forensic pathologists for diagnostic analysis to assist in determining cause and manner of death.	\$298,787	\$298,787	3
Medical Examiner Services, Anthropology	Provides consultation to the forensic pathologists in trauma or skeletal medicolegal cases, assists with the identification of human remains, and assists with scene investigation of charred or skeletal remains.	\$558,810	\$558,810	4
Medical Examiner Services, Forensic Imaging	Assists forensic pathologists by providing photographic documentation of autopsies. Produces and maintains all forms of print and multimedia content requested for the Institute.	\$661,108	\$661,108	6

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Crime Laboratory, Forensic Toxicology	Provides forensic toxicology analysis for the community in the pursuit of justice, and public health and safety.	\$4,269,013	\$4,269,013	39
Crime Laboratory Services, Drug Chemistry	Supports the justice system by providing forensic drug analysis of submitted evidence.	\$1,664,719	\$1,664,719	15
Crime Laboratory, Forensic Genetics	Supports the justice system by providing serology and DNA testing of submitted evidence.	\$8,097,847	\$8,097,847	55
Crime Laboratory, Firearms Identification	Supports the justice system by providing forensic analysis of firearms-related evidence.	\$1,077,050	\$1,077,050	12
Crime Laboratory, Trace Evidence	Supports the justice system by providing fire debris, gunshot residue, and automotive paint analyses.	\$240,554	\$240,554	2
Crime Laboratory, Evidence Intake	Securely manages evidence received from within the Institute and from external submitting law enforcement agencies, ensuring chain of custody and integrity of evidence are maintained.	\$644,894	\$644,894	8
Quality Management	Ensures the Institute provides the highest quality services to the community and the justice system by implementing quality assurance and control activities, maintaining accreditation, and continually improving work processes.	\$1,065,044	\$1,065,044	10
Operations, Finance & Administration	Provides an avenue for effective and efficient stewardship of resources entrusted to the Institute's care for the benefit of the community.	\$3,666,902	\$4,562,645	23
Operations, Records & Report Preparation & Distribution	Serves as the custodian of records for all cases filed and ensures all medical examiner reports are formalized prior to release.	\$519,540	\$519,540	3
Operations, Information Technology	Provides electronic information management for all areas of the Institute, including the integration of new technologies, support of the network and systems, and maintenance of data integrity and security.	\$923,260	\$923,260	8
Operations, Communications	Communicates accurate and timely information to the public and other stakeholders.	\$120,937	\$120,937	1



FORM 3. Goals and Objectives

Instructions

- Department Goal: Enter response from "Department Goals" - Section A, Part 6 - of "Departmental Background Template."
- Strategic Objective: For each goal, identify the strategic objectives. A goal may have one - or more - strategic objectives. Strategic objectives are measurable activities that support department goals. For example if a goal is "reduce crime in Harris County," one strategic objective could be "reduce aggravated assaults by 10%." Wherever possible, include quantifiable target (e.g., "10%" in reduction example) in strategic objectives.
- Lead Division: List the applicable division that oversees the strategic objective. Division entered here should also be listed on Form 1.
- Other Divisions Involved: List the applicable division(s) that support the strategic objective. Division(s) entered here should also be listed on Form 1. Enter "N/A" for not applicable.
- Other County Departments Involved: List the applicable County departments that support the strategic objective. Enter "N/A" for not applicable.
- Other External Stakeholders Involved: List the applicable external stakeholders that are important to meeting goals and strategic objectives. Enter "N/A" for not applicable.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Perform accurate and timely investigations on cause and manner of deaths	SO1	Meet established targets for scene attendance: 1 hour for motor vehicle crash scenes, 1.5 hours for all other scenes	Forensic Investigations	Quality Management, Finance & Administration, Information Technology	N/A	N/A
		SO2	Complete 90% of postmortem exam reports within 60 days	Forensic Pathology	Forensic Imaging, Reports and Records Preparation & Distribution, Quality Management, Finance & Administration	N/A	N/A
		SO3	Schedule and facilitate completion 90% of autopsies within 48 hours	Morgue	Forensic Pathology, Forensic Imaging, Quality Management, Finance & Administration	N/A	N/A
		SO4	Complete histology slides within 10 days	Histology Laboratory	Quality Management, Finance & Administration	N/A	N/A
		SO5	Complete anthropology cases within 30 days	Forensic Anthropology	Forensic Imaging, Reports and Records Preparation & Distribution, Quality Management, Finance & Administration	N/A	N/A

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G2	Provide the justice system with objective, science-based, forensic lab analysis	SO6	Complete 90% of medicolegal toxicology cases within 45 days	Forensic Toxicology	Evidence Intake, Forensic Pathology, Quality Management, Finance & Administration.	N/A	N/A
		SO7	Complete DWI - alcohol only - toxicology cases within 30 days	Forensic Toxicology	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A
		SO8	Complete DWI - alcohol + drugs - toxicology cases within 60 days	Forensic Toxicology	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A
		SO9	Complete drug-facilitated sexual assault toxicology cases within 90 days	Forensic Toxicology	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A
		SO10	Complete drug chemistry - in jail - cases within 10 days	Drug Chemistry	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A
		SO11	Complete drug chemistry - bond - cases within 15 days	Drug Chemistry	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A
		SO12	Complete drug chemistry - "no arrest" - cases within 15 days	Drug Chemistry	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A
		SO13	Complete sexual assault DNA cases within 90 days	Forensic Genetics	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A
		SO14	Complete homicide/death investigation DNA cases within 90 days	Forensic Genetics	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
		SO15	Provide investigative leads for 50% of outsourced property crime DNA cases entered into CODIS	Forensic Genetics	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	Bode Cellmark Forensics (outsourcing laboratory)
		SO16	Complete firearm comparison cases within 30 days	Firearms Identification	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A
		SO17	Complete firearm non-comparison cases within 30 days	Firearms Identification	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A
		SO18	Image fired cartridge case evidence into the National Integrated Ballistic Information Network (NIBIN) within 48 hours	Firearms Identification	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A
		SO19	Complete trace gunshot residue cases within 30 days	Trace Evidence	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A
		SO20	Complete trace fire debris cases within 14 days	Trace Evidence	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A
		SO21	Complete trace paint analysis cases within 30 days	Trace Evidence	Evidence Intake, Quality Management, Finance & Administration, Information Technology	N/A	N/A
G3	Deliver the highest quality services	SO22	Complete planned annual internal audits, and resolve 100% of identified nonconformances by end of calendar year	Quality Management	N/A	N/A	N/A
		SO23	Provide continuing education sessions in the areas of general forensic science, professional ethics, and/or court testimony procedures every year	Quality Management	Finance & Administration	N/A	N/A
		SO24	Administer a minimum of 200 proficiency tests per year, including blind tests	Quality Management	Finance & Administration	N/A	N/A
G4	Ensure accessibility to public records	SO25	Respond to public information requests within 10 days (unless extension granted)	Communications	Finance & Administration, Quality Management, Information Technology	County Attorney's Office	N/A

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
		SO26	Complete death certification within 10 days of death	Finance & Administration	Records and Report Preparation & Distribution, Quality Management	N/A	N/A
G5	Serve as “data providers” who aggregate and publish data that can inform strategies to reduce disparities in public health and criminal justice outcomes	SO27	Issue Institute annual report for each calendar year by 3rd quarter	Quality Management	Communications, Information Technology	N/A	N/A
		SO28	Ensure databases remain functional and effective, free from malfunctions	Information Technology	Quality Management	N/A	N/A

FORM 4a. Department Services - DETAIL (#1)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Medical Examiner Service
Divisions (list all):	Forensic Investigations

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$4,709,087	56

1) Describe the Service and how it supports department goals.
The Medical Examiner Service, Forensic Investigations Division conducts death investigations by receiving death notifications, establishing jurisdiction, identifying next-of-kin, responding to death scenes, collecting property and relevant evidence, and transporting decedents to the Medical Examiner's Office for examination. The investigators, decedent transporters, and family assistant specialists support Institute goals by responding to death scenes in a timely manner so decedents are transported as quickly as possible; effectively and compassionately communicating with families of decedents; and documenting pertinent preliminary findings to enable the pathologists to make decisions with respect to postmortem exams.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal customers include the pathologists and autopsy assistants; they expect decedents to be properly identified, transported, and checked into the morgue; as well as all relevant information collected that is crucial to determining cause and manner of death. External customers include family members of decedents, local hospitals, law enforcement, and attorneys; they require prompt decedent removal and initiation of investigation, as well as accurate information regarding next steps in the process. Maintaining collected evidence and property securely is also a customer requirement. Feedback from internal customers is provided on an ongoing basis through report review. Feedback is collected from external customers through case managers and the family liaison phone line.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated by the Texas Code of Criminal Procedure, Chapter 49, Subchapter B, Article 49.25. Sections 6, 7, and 8, specifically, relate to the work performed by the Forensic Investigations Division, by defining the types of cases requiring death investigation or inquest, as well as establishing requirements for death reporting and the removal of bodies. Section 11 relates to information gathered and recorded by the Investigations Division, including documenting where the body was found, and the date and time of death.

FORM 4a. Department Services - DETAIL (#2)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Medical Examiner Service
Divisions (list all):	Forensic Pathology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$6,668,335	24

1) Describe the Service and how it supports department goals.
The Medical Examiner Service, Forensic Pathology Division determines the cause and manner of death, documents and preserves evidence relating to the decedent in cases of sudden and unexpected death, whether natural or unnatural, and provides a written report describing the postmortem examination and findings for each case. The forensic pathologists support department goals by conducting postmortem examinations in a timely manner and testifying to results when called upon by the justice system, all while maintaining licensure and staying abreast of advancements within the field. The Forensic Pathology Division also provides education and training to medical students and fellows from various medical schools on an ongoing basis.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
External customers include family members, attorneys, insurance companies, funeral homes, law enforcement, clinicians and hospitals, and the six additional counties we serve through interlocal agreements; they all expect reports to be completed in a timely manner. Furthermore, data generated and reported by the pathologists contributes to public health and surveillance; with participation in morbidity & mortality meetings, child fatality reviews, and elder abuse committee reviews. Customer feedback is collected passively via the family liaison phone line or the QA customer feedback phone line posted on the Institute's website. Customer feedback is actively sought by having regular, open discussions with external stakeholders throughout the year.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated by the Texas Code of Criminal Procedure, Chapter 49, Subchapter B, Article 49.25. Section 6 specifies types of deaths for which an inquest is required, and it is the forensic pathologists who are ultimately responsible for holding these inquests. Section 9 addresses autopsies and reports.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Medical Examiner Service
Divisions (list all):	Morgue

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,485,113	16

1) Describe the Service and how it supports department goals.
The Medical Examiner Service, Morgue Division assists forensic pathologists in performing examinations in the course of determining the cause and manner of death. Autopsy assistants support department goals by effectively managing decedent inventory and turnover and by facilitating prompt examination and release, in accordance with safety standards and internal SOPs. Autopsy assistants also play a crucial role in identifying unidentified decedents by performing x-rays and obtaining fingerprints from bodies.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal customers for autopsy assistants include the pathologists, who require real time assistance with preparing bodies for examination, assisting with sample retrieval and organ removal, and with assuring a clean and safe environment in the examination room. External customers include family members of decedents and funeral homes, who require the decedents to be accurately identified and released for burial as soon as possible. Verbal feedback is collected directly from internal customers or indirectly via Quality Management. Customer feedback from the funeral directors is actively sought by having regular, open discussions throughout the year.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated by the Texas Code of Criminal Procedure, Chapter 49, Subchapter B, Article 49.25. Sections 9 and 10, specifically, address autopsies, disinterments, and cremations.

FORM 4a. Department Services - DETAIL (#3)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Medical Examiner Service
Divisions (list all):	Histology Laboratory

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$298,787	3

1) Describe the Service and how it supports department goals.
The Medical Examiner Service, Histology Laboratory assists forensic pathologists by processing and preserving tissue specimens for diagnostic analysis. Histology technicians support department goals by efficiently and timely processing and staining histology tissue specimens critical to pathologists' postmortem microscopic examinations.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal customers of histology include the pathologists, who require high quality microscopic slides in a timely manner - if histology slides aren't provided in a timely manner, it can cause delays with completion of autopsy reports by the pathologists . Therefore, the pathologists' external customers are also those of the histology technicians. Verbal feedback is collected directly from internal customers or indirectly via Quality Management.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated by the Texas Code of Criminal Procedure, Chapter 49, Subchapter B, Article 49.25.

FORM 4a. Department Services - DETAIL (#4)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Medical Examiner Service
Divisions (list all):	Forensic Anthropology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$558,810	4

1) Describe the Service and how it supports department goals.
The Medical Examiner Service, Forensic Anthropology Division provides consultation to the forensic pathologists in trauma or skeletal medicolegal cases, assists with the identification of human remains, and assists with scene investigation as needed. The forensic anthropologists support department goals by supplementing the pathologists' examination with their expertise, submitting their own forensic examination reports, and providing court testimony. The anthropologists maintain board certification and commit to the continuous learning and honing of skills, as well as continuous improvement. The Institute's Forensic Anthropology Division was the first anthropology laboratory at a medical examiner's office to achieve accreditation to an international standard.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
When anthropologists attend scenes, the internal customer is the forensic investigator, who relies on the anthropologist to assist with the complete recovery of remains. The pathologists are also internal customers if they are awaiting anthropology information to complete their autopsy reports. External customers include family members of decedents, especially with respect to identification of remains. Law enforcement and attorneys are also stakeholders of the Forensic Anthropology Division. Verbal feedback is collected directly from internal customers or indirectly via Quality Management. Customer feedback is collected via the family liaison phone line or the QA customer feedback phone line posted on the Institute's website.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated by the Texas Code of Criminal Procedure, Chapter 49, Subchapter B, Article 49.25. Section 13, specifically, addresses the use of a forensic anthropologist: "...the medical examiner may request the aid of a forensic anthropologist in the examination of the body or body part."

FORM 4a. Department Services - DETAIL (#6)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Medical Examiner Service
Divisions (list all):	Forensic Imaging

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$661,108	6

1) Describe the Service and how it supports department goals.
The Medical Examiner Service, Forensic Imaging Division provides forensic photographic documentation, and produces and maintains all forms of print and multimedia content. The forensic photographers support department goals by photo-documenting postmortem exam findings and securely maintaining these records in accordance with standard operating procedures. The graphic designer provides support to the department by producing visual aids for internal use, to assist employees with safely carrying out their work, or for external use during times of agency-sponsored trainings.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal customers include forensic pathologists and anthropologists, who expect high quality images of their exam findings that are correctly labelled and easy to retrieve when needed. External customers are attorneys, trial judges, and juries, who must rely on properly identified and oriented photographic documentation of autopsy findings along with pathologists' testimony to understand how a death occurred. Verbal feedback is collected directly from internal customers or indirectly via Quality Management. Users of visual aids and multimedia productions for educational purposes expect accurate information that is easy to follow. External feedback is collected by surveying customers about the usefulness of specific materials.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated by the Texas Code of Criminal Procedure, Chapter 49, Subchapter B, Article 49.25. Section 9b, specifically, addresses necessary photos from autopsies: "A medical examination on an unidentified person shall include the following information to enable a timely and accurate identification of the person...frontal and lateral facial photographs with scale indicated...notation and photographs, with scale indicated, of a significant scar, mark, tattoo, or item of clothing or other personal effect found with or near the body..."

FORM 4a. Department Services - DETAIL (#7)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Crime Laboratory
Divisions (list all):	Forensic Toxicology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$4,269,013	39

1) Describe the Service and how it supports department goals.
The Crime Laboratory, Forensic Toxicology Division provides forensic toxicology analysis on submitted medicolegal specimens, DWI/DUID specimens, and specimens from suspected drug-facilitated sexual assault cases; and provides court testimony when needed. The work conducted by the forensic toxicologists and technicians support department goals by reliably providing toxicology results for the community in the pursuit of justice, and public health and safety.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal customers are the forensic pathologists. External customers include law enforcement, attorneys, defendants, residents of Harris County, family members of decedents, Texas Department of Transportation, and Texas Department of Public Safety. All customers require accurate test results and quick turnaround times of toxicology reports. Verbal feedback is collected directly from internal customers or indirectly via Quality Management. External customer feedback is collected via the QA customer feedback phone line or through the customer survey posted on the Institute's website.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Crime laboratory activities are described in the Texas Code of Criminal Procedure, Chapter 38 ("Evidence in Criminal Actions"). Specifically applicable is Article 38.35, Forensic Analysis of Evidence; Admissibility. In Texas, forensic evidence must be analyzed by an accredited crime laboratory (as is the Institute) in order to be admissible in court.

FORM 4a. Department Services - DETAIL (#8)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Crime Laboratory
Divisions (list all):	Drug Chemistry

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,664,719	15

1) Describe the Service and how it supports department goals.
The Crime Laboratory, Drug Chemistry Division provides analysis of suspected drug evidence submitted by law enforcement agencies. The forensic chemists support the justice system by providing safe and reliable analysis of drugs and associated paraphernalia, delivering results in written reports, and providing court testimony when needed.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
External customers include law enforcement, attorneys, and defendants. Internal customers are the pathologists who may submit suspected drug evidence found during autopsy. All customers require accurate test results and quick turnaround times of reports. Customer feedback is collected via the QA customer feedback phone line or the customer survey posted on the Institute's website.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Crime laboratory activities are described in the Texas Code of Criminal Procedure, Chapter 38 ("Evidence in Criminal Actions"). Specifically applicable is Article 38.35, Forensic Analysis of Evidence; Admissibility. In Texas, forensic evidence must be analyzed by an accredited crime laboratory (as is the Institute) in order to be admissible in court.

FORM 4a. Department Services - DETAIL (#9)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Crime Laboratory
Divisions (list all):	Forensic Genetics

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$8,097,847	55

1) Describe the Service and how it supports department goals.
The Crime Laboratory, Forensic Genetics Division provides serology and DNA testing of submitted evidence from suspected homicides, sexual assaults, robberies, aggravated assaults, and burglaries. The DNA analysts and technicians support department goals by providing a quality service that utilizes the most current technologies and well-trained analysts who can testify to results in court if needed.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
External customers include law enforcement, attorneys, defendants, victims, medical institutions, and family members of decedents. The Harris County District Attorney's Post-Conviction Integrity Unit and the Harris County Public Defender's DNA Mixture Review Project Team are stakeholders of this laboratory's work as well. Internal customers include pathologists and anthropologists for body identification and DNA evidence collection of decedents. All customers require accurate test results and quick turnaround times of reports. Customer feedback is collected via the QA customer feedback phone line or the customer survey posted on the Institute's website.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Crime laboratory activities are described in the Texas Code of Criminal Procedure, Chapter 38 ("Evidence in Criminal Actions"). Specifically applicable is Article 38.35, Forensic Analysis of Evidence; Admissibility. In Texas, forensic evidence must be analyzed by an accredited crime laboratory (as is the Institute) in order to be admissible in court. Chapter 64 of the Texas Code of Criminal Procedure specifically addresses forensic DNA testing. Section 420.034 of the Texas Government Code outlines recently added requirements for evidence collected in cases involving sexual assault or other sex offenses.

FORM 4a. Department Services - DETAIL (#10)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Crime Laboratory
Divisions (list all):	Firearms Identification

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,077,050	12

1) Describe the Service and how it supports department goals.
The Crime Laboratory, Firearms Identification Division provides forensic analysis of firearms-related evidence. The firearms examiners and technicians test functionality of firearms, create test fires, compare fired evidence, conduct shooting distance approximations, restore serial numbers, and upload images of evidence to the National Integrated Ballistic Information Network (NIBIN). This division supports the justice system by providing written reports describing these activities and testifying in court as needed.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal customers are the forensic pathologists. External customers include law enforcement, attorneys, defendants, residents of Harris County, and family members of decedents. All customers require accurate test results and quick turnaround times of firearms reports. Verbal feedback is collected directly from internal customers or indirectly via Quality Management. External customer feedback is collected via the QA customer feedback phone line or the customer survey posted on the Institute's website.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Crime laboratory activities are described in the Texas Code of Criminal Procedure, Chapter 38 ("Evidence in Criminal Actions"). Specifically applicable is Article 38.35, Forensic Analysis of Evidence; Admissibility. In Texas, forensic evidence must be analyzed by an accredited crime laboratory (as is the Institute) in order to be admissible in court.

FORM 4a. Department Services - DETAIL (#11)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Crime Laboratory
Divisions (list all):	Trace Evidence

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$240,554	2

1) Describe the Service and how it supports department goals.
The Crime Laboratory, Trace Evidence Division provides fire debris analysis of evidence from suspected arson cases, gunshot residue analysis of evidence from suspected shooting incidents, and automotive paint analysis of evidence from suspected hit-and-run cases. The forensic chemists support department goals by providing a quality service that utilizes the most current technologies and well-trained analysts who can provide written reports describing their activities and testify in court as needed.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal customers are the forensic pathologists. External customers include law enforcement, attorneys, residents of Harris County, defendants, and family members of decedents. All customers require accurate test results and quick turnaround times of trace evidence reports. Verbal feedback is collected directly from internal customers or indirectly via Quality Management. External customer feedback is collected via the QA customer feedback phone line or the customer survey posted on the Institute's website.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Crime laboratory activities are described in the Texas Code of Criminal Procedure, Chapter 38 ("Evidence in Criminal Actions"). Specifically applicable is Article 38.35, Forensic Analysis of Evidence; Admissibility. In Texas, forensic evidence must be analyzed by an accredited crime laboratory (as is the Institute) in order to be admissible in court.

FORM 4a. Department Services - DETAIL (#12)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Crime Laboratory
Divisions (list all):	Evidence Intake

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$644,894	8

1) Describe the Service and how it supports department goals.
The Crime Laboratory, Evidence Intake Division securely manages evidence received from within the Institute, primarily from pathologists, and from approximately 80 different external submitting agencies, ensuring chain of custody and integrity of evidence are maintained. Department goals are supported by maintaining evidence inventories in accordance with established requirements and standard operating procedures.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal customers include crime laboratory analysts, technicians, pathologists, and anthropologists, who require sealed evidence to be transferred in a secure and timely manner. External customers include law enforcement agencies and attorneys who submit evidence to the Institute and require the integrity of the evidence to be maintained before and after laboratory analysis. Feedback is collected internally either directly from the customer or indirectly via Quality Management. External feedback is collected via the QA customer feedback phone line or the customer survey posted on the Institute's website.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Crime laboratory activities are described in the Texas Code of Criminal Procedure, Chapter 38 ("Evidence in Criminal Actions"). Specifically applicable is Article 38.35, Forensic Analysis of Evidence; Admissibility. In Texas, forensic evidence must be analyzed by an accredited crime laboratory (as is the Institute) in order to be admissible in court.

FORM 4a. Department Services - DETAIL (#13)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Quality Management
Divisions (list all):	Quality Management

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,065,044	10

1) Describe the Service and how it supports department goals.
The Quality Management Division ensures the Institute provides the highest quality services to the community and the justice system by implementing quality assurance and control activities, maintaining accreditation, and continually improving work processes. Quality activities include conducting internal audits, arranging external audits, administering proficiency tests including blind tests, investigating nonconformances, carrying out corrective actions, arranging for equipment calibrations, and managing controlled documents. This division organizes training events and professional development for staff. Through the risk management process, Quality Management develops preventive actions and improvement initiatives.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal customers are the providers of both the medical examiner services and the crime laboratory services, who require clear communication and instructions for all quality control and assurance activities. External customers include any external stakeholder of the office, as the division is interested in their feedback about services provided. Trainees, such as interns and fellows are a special category of external customer, since the Institute is a teaching institution. Trainees complete questionnaires about their experiences at the end of their rotations through the Institute. Exit interviews are conducted with any Institute staff member who leaves employment, to identify ways the Institute can improve.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
The Institute maintains eight different accreditations and certifications, including from the Texas Forensic Science Commission. The Code of Criminal Procedure, Article 38.35, requires accreditation by the Texas Forensic Science Commission for admission of evidence or testimony by an entity, such as the Institute, that conducts forensic analysis.

FORM 4a. Department Services - DETAIL (#14)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Finance & Administration
Divisions (list all):	Finance & Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$4,562,645	23

1) Describe the Service and how it supports department goals.
The Finance & Administration Division (which includes Executive Management) manages the funds allocated to the department, overseeing the procurement of resources necessary to carry out operations, provides administrative support to the medical examiner services and crime lab services, and oversees all operational functions of the Institute. Department goals are supported by ensuring continuity of quality operations through the purchasing process and other types of administrative assistance.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal customers are all employees of the Institute, who require a standardized and efficient process for purchasing equipment, supplies, consumables, and contract services; as well as consistent management and direction of activities. External customers include Commissioners Court, who require confidence that the Institute is being managed effectively and efficiently; vendors, who require clear communication and prompt payments; and the county's Budget Management Department, who requires accurate records related to purchasing to be maintained. Verbal feedback is collected directly from customers during open discussions or indirectly via Quality Management surveys.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

FORM 4a. Department Services - DETAIL (#15)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Finance & Administration
Divisions (list all):	Records and Report Prep & Distribution

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$519,540	3

1) Describe the Service and how it supports department goals.
The Finance & Administration, Records and Report Preparation & Distribution Division serves as the custodian of records for all cases completed by the Institute and ensures all autopsy reports are formalized prior to release. The work carried out within this division supports department goals by ensuring public records are correct and accessible.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal customers include the forensic pathologists, who require records to be organized and reports to be appropriately formatted. External customers include law enforcement, attorneys, the public, and media outlets, who require a clear mechanism to obtain requested records in a timely manner. Verbal feedback is collected directly from internal customers or indirectly via Quality Management. External customer feedback is collected via the family liaison line or the QA customer feedback phone line posted on the Institute's website.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated by the Texas Code of Criminal Procedure, Chapter 49, Subchapter B, Article 49.25. Sections 9 and 11, specifically, address autopsies, reports, and records: "The medical examiner shall keep full and complete records properly indexed, giving the name if known of every person whose death is investigated, the place where the body was found, the date, the cause and manner of death, and shall issue a death certificate. The full report and detailed findings of the autopsy, if any, shall be a part of the record."

FORM 4a. Department Services - DETAIL (#16)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Operations
Divisions (list all):	Information Technology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$923,260	8

1) Describe the Service and how it supports department goals.
The Information Technology Division provides electronic information management for all areas of the Institute, including the integration of new technologies, the support of the network and systems, and the maintenance of data integrity and security. Department goals are supported by the activities of this division because data and information are generated during the course of business that requires to be stored, maintained, and accessed appropriately.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internal customers are all the forensic disciplines of the department, who require access to electronic data in a secured manner. External customers include law enforcement, attorneys, public health services, the general public, and media outlets, who require timely access to certain data maintained by the Institute. The Information Technology Division works closely with Universal Services to ensure consistency with recommended county practices. Verbal feedback is collected directly from customers during open discussions or indirectly via Quality Management surveys.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

FORM 4a. Department Services - DETAIL (#18)

Note : A separate Form 4a is required for each Service listed in the "Services Provided" column on **Form 1** and should be entered in the separate Excel file entitled: **Budget Forms (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **internal** (e.g., other County departments)

Instructions

Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Operations
Divisions (list all):	Communications

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$120,937	1

1) Describe the Service and how it supports department goals.
The Communications Division communicates accurate and timely information to the public and other stakeholders. The Public Information Officer supports department goals by ensuring public information is accessible in accordance with the Texas Public Information Act.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
External customers include the general public and media outlets, who require clear instructions for obtaining public information, as well as prompt responses to requests. The Institute also receives numerous information requests from researchers and personal injury attorneys. Feedback is obtained directly through open discussions with the requestors.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
The Texas Government Code, Chapter 552, "Texas Public Information Act," dictates the responsibilities of governmental bodies with respect to the public's access to information, and responding to requests for information.

FORM 4b. Performance Metrics

Instructions

These need to be a set of metrics that are consistently and easily measureable (to the extent possible).

-Service: List each service for which you have completed Form 4a.

-Performance Metrics : A performance metric is an objective measure of progress toward accomplishing goals and objectives. List any performance metrics the department **currently uses** to measure and monitor performance and any **planned new** performance metrics for the coming year. Please list **all** performance metrics related to the service.

-Data source : Where do you get the data that is used to evaluate the performance metric?

-Which Strategic Objective does this metric measure?: Identify the appropriate strategic objective from Form 3 that the performance metric measures.

-Metric Value (YTD): Enter year-to-date data available for the metric. Enter N/A for new metrics.

-Target Metric Value for FY 2021-22: List department's target for this metric in FY 2021-2022.

-Rationale for Target Metric Value : What is the baseline/rationale for the target value selected?

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Forensic Investigations	Scene arrival time for motor vehicle crashes	Currently in use	Internal database	SO1	45 minutes	Within 1 hour	Clearing roadways is a high priority for the county, so as not to prolong disruptions to traffic flow
Forensic Investigations	Scene arrival time for all other death scenes	Currently in use	Internal database	SO1	67 minutes	Within 1.5 hours	Prolonged wait for decedent removal further distresses grieving family members
Forensic Pathology	Percent reports completed within 60 days	Currently in use	Internal database	SO2	77%	90%	This is a NAME accreditation requirement
Morgue	Percent exams completed within 48 hours	Currently in use	Internal database	SO3	94%	90%	This is a NAME accreditation requirement
Histology Laboratory	Histology slide completion turnaround time	Currently in use	Internal database	SO4	14 days	10 days	Pathologists require slides within this timeframe in order to complete their reports within their turnaround time goals
Forensic Anthropology	Average case turnaround time	Currently in use	Internal database	SO5	20 days	30 days	Pathologists require these reports within this timeframe in order to complete their own reports within their turnaround time goals
Forensic Toxicology Laboratory	% Medicolegal cases completed within 45 days	Currently in use	Internal database	SO6	77%	90%	Pathologists require these reports within this timeframe in order to complete their own reports within their turnaround time goals
Forensic Toxicology Laboratory	Average DUI - alcohol only - case turnaround time	Currently in use	Internal database	SO7	31 days	30 days	Prompt DUID/DWI results assist the court system with moving forward in their process
Forensic Toxicology Laboratory	Average DUI - alcohol + drugs - case turnaround time	Currently in use	Internal database	SO8	62 days	60 days	Prompt DUID/DWI results assist the court system with moving forward in their process
Forensic Toxicology Laboratory	Drug facilitated sexual assault case turnaround time	Currently in use	Internal database	SO9	68 days	90 days	Prompt results assist investigators and the court system with moving forward in their process
Drug Chemistry Laboratory	Jail case turnaround time	Currently in use	Internal database	SO10	12 days	10 days	Reducing the amount of time defendants unnecessarily wait in jail is a high priority for the county
Drug Chemistry Laboratory	Bond case turnaround time	Currently in use	Internal database	SO11	13 days	15 days	Prompt results assist investigators and the court system with moving forward in their process
Drug Chemistry Laboratory	"No arrest" case turnaround time	Currently in use	Internal database	SO12	16 days	15 days	Prompt results assist investigators and the court system with moving forward in their process
Forensic Genetics Laboratory	Average sexual assault case turnaround time	Currently in use	Internal database	SO13	93 days	90 days	This is a state requirement for sexual assault kits

[illegible]

FORM 5a. Prioritized Budget Request Summary for Additional Funds

Instructions

This form summarizes new budget requests, in order of priority.
Enter responses in each of the fields in the table below, ranked in order of priority.

Answer the following question:

On the list below, what priority rank would you assign to funding for inflation-level COLA or merit-based salary increases for existing staff?

Priority #

1

Additional Notes

A separate **Form 5c** is required for each Budget Request listed below.
* **Form 5b** is required if new positions are requested. Requested new positions must be listed on **Form 5b**.

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested*
BR1	All Services	A Budget Management compensation study for targeted positions in order to retain a talented and fully trained workforce	ALL	ALL			
BR2	Medical Examiner Service/ Forensic Pathology	1 FTE position for Assistant Medical Examiner	Forensic Pathology	SO2	19	18	1
BR3	Medical Examiner Service/ Histology	1 FTE position for Histology Technician	Histology	SO4	3	2	1
BR4	Crime Laboratory/ Evidence Intake	2 FTE positions for Evidence Intake Technicians	Evidence Intake	SO6-SO21	9	7	2
BR5	Medical Examiner Service/ Morgue	1 FTE position for Autopsy Assistant	Morgue	SO3	15	14	1
BR6	All Services	Parking shuttle services for staff	All	All			

Request Amount - First Year (FY2021-22)			
Vehicles, Equipment > \$5,000, Other Capital	Materials, Supplies and Other Non-Labor	Salary & Benefits	Total First Year Funding Request
		\$218,384	\$218,384
		\$71,496	\$71,496
		\$9,020	\$9,020
		\$67,946	\$67,946
	\$504,000		\$504,000

Ongoing Annual Cost - Future Years (if applicable)		
Materials, Supplies and Other Non-Labor	Salary & Benefits	Annual Ongoing Cost
	\$333,998	\$333,998
	\$71,496	\$71,496
	\$9,020	\$9,020
	\$67,946	\$67,946
\$504,000		\$504,000

5-Year Total Cost
\$1,554,377
\$357,480
\$45,099
\$339,729
\$2,520,000

FORM 5c. Budget Request - DETAIL (#1)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	Compensation study for targeted positions
Division:	ALL

Funding Request - Next Fiscal Year:	
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1) Describe the specific problem, challenge or opportunity (why funding is needed).
The market for Institute staff is highly competitive. Our staff are highly employable at medical institutions, laboratories, and local law enforcement agencies. The Institute has also had analysts recruited by other Harris County departments, DPS, the Houston Forensic Science Center, and neighboring counties. Exit feedback has often been that employees have left because pay is better at other organizations. In fact, almost 60% of those who resigned over the last year cited financial opportunities elsewhere as the reason for their resignation. The Institute provides months of on-the-job training to employees, and in the case of firearms examiners, it can be years, making turnover at the Institute costly. Paying staff at market rates is imperative. A comprehensive compensation study for the Institute will provide the necessary data to ensure staff are paid competitively.
2) Which department-level goals does this support?
All Institute goals are supported by keeping current staff due to invested and on-going training. Compensating employees fairly also keeps them engaged and motivated. This also supports the county goal of economic opportunity by promoting "an inclusive and resilient local economy by working aggressively to remain competitive over time and expand opportunities for workers..."
3) What do you want to achieve with these additional funds?
The Institute would like to reduce its attrition and keep current trained staff.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The Institute would like to request that Budget Management conduct a comprehensive compensation study of Institute positions so that targeted salary adjustments can be made, pursuant to survey recommendations received from Budget Management. It is preferred that this study take place in first quarter of FY21.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#2)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the **separate file** entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR2
Funding Request Description:	Assistant Medical Examiner
Division:	Forensic Pathology
Funding Request - Next Fiscal Year:	\$218,384

1) Describe the specific problem, challenge or opportunity (why funding is needed).
As the caseload has dramatically increased over the last few years, the Institute's pathologists have been unable to meet the NAME accreditation program requirement of completing 90% of autopsy reports within 60 days. Furthermore, NAME also establishes limits for how many exams a pathologist should perform each year -- 250 per pathologist per year. The increased caseload for the medical examiner service has caused some pathologists to take far more than the maximum number of cases allowed by the Institute's accreditation standards.
2) Which department-level goals does this support?
This position supports goal #1: perform accurate and timely investigations on cause and manner of deaths. Timely, as defined by the National Association of Medical Examiners, is within 60 days.
3) What do you want to achieve with these additional funds?
An additional Assistant Medical Examiner would alleviate the annual caseload of each individual forensic pathologist and allow for more time spent completing the more challenging postmortem exam reports.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Given that an additional forensic pathologist would be coming out of an accredited training program, the time needed to acclimate and independently work on cases is relatively short. However, 60 day turnaround time averages are not reflected until two months later; therefore, it would take three to six months before a reduction in turnaround time average would be seen.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#3)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR3
Funding Request Description:	Histology Technician (Technician III)
Division:	Histology
Funding Request - Next Fiscal Year:	\$71,496

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The Institute's Histology Division currently has two technicians who process approximately 25,000 tissue blocks per year. A 2011 study conducted by the National Society for Histotechnology (NSH) established that the median productivity is approximately 6400 blocks per FTE. The number of requests are too great for two technicians to manage and meet expected turnaround times. Given the increasing caseload requirements, it is expected that the Institute will need to request another Histology Technician during the FY22/23 budget process.
2) Which department-level goals does this support?
This position supports goal #1: perform accurate and timely investigations on cause and manner of deaths. The histology laboratory is a critical component of the overall Medical Examiner Service, as they assist the forensic pathologists with determining cause and manner of death.
3) What do you want to achieve with these additional funds?
An additional histology technician will allow for staggering of shifts seven days a week to complete histology requests in a more timely manner while maintaining social distancing within the lab.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Upon hiring an additional histology technician, the new employee would train for one to two months on the same shift as a trainer, and then gain approval to work independently on a staggered shift with supervision. After two to three months, it is expected that the Histology Division would experience reduced turnaround times, and therefore the pathologists would also experience reduced turnaround times. Using the NSH study for reference, processing ~8333 blocks per year per FTE is much more manageable than each technician processing ~12,500 blocks per year.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

[illegible]

FORM 5c. Budget Request - DETAIL (#4)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the **separate file** entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR4
Funding Request Description:	Evidence Intake Technicians (2 Technician II's)
Division:	Evidence Intake

Funding Request - Next Fiscal Year: \$9,020

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Evidence Intake receives 4500 items of evidence each month from 80 external agencies, as well as internal submissions from the Medical Examiner Service. Submissions occur 7 days a week on a 24-hour basis. Evidence Intake ensures chain of custody and security of all evidence submissions. Currently, the Institute pays the Precinct 1 Constable's Office for 2 civilian overnight evidence "screeners" to assist with intake. Given their limited scope, it is preferable to hire 2 new Institute intake staff instead. The change is fairly budget neutral.
2) Which department-level goals does this support?
These positions would support goal #2: provide the justice system with objective, science-based forensic analysis. Each division of the crime laboratory relies on Evidence Intake to maintain and transport evidence promptly and securely.
3) What do you want to achieve with these additional funds?
By adding two evidence technicians, Evidence Intake can stagger their shifts to cover evenings and weekends, while ensuring the day shift is adequately covered. The additional technicians would address the problem of the existing technicians being stretched too thin while serving both internal and external customers.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The Institute would require 4-6 weeks of training for the new employees, at which point they could work independently with supervision. Expedited transport times, as well as evidence returns to the submitting agencies, would be seen as early as two or three months.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
% Medicolegal cases completed within 45 days	Internal database	SO6	90%	Pathologists require these reports within this timeframe in order to complete their own reports within their turnaround time goals
Average DUI - alcohol only - case turnaround time	Internal database	SO7	30 days	Prompt DUID/DWI results assist the court system with moving forward in their process
Average DUI - alcohol + drugs - case turnaround time	Internal database	SO8	60 days	Prompt DUID/DWI results assist the court system with moving forward in their process
Drug facilitated sexual assault case turnaround time	Internal database	SO9	90 days	Prompt results assist investigators and the court system with moving forward in their process
Jail case turnaround time	Internal database	SO10	10 days	Reducing the amount of time defendants unnecessarily wait in jail is a high priority for the county
Bond case turnaround time	Internal database	SO11	15 days	Prompt results assist investigators and the court system with moving forward in their process
"No arrest" case turnaround time	Internal database	SO12	15 days	Prompt results assist investigators and the court system with moving forward in their process
Average sexual assault case turnaround time	Internal database	SO13	90 days	This is a state requirement for sexual assault kits
Average homicide/death investigation case turnaround time	Internal database	SO14	90 days	Prompt results assist investigators and the court system with moving forward in their process
Average comparison case turnaround time	Internal database	SO16	30 days	Prompt results assist investigators and the court system with moving forward in their process
Average non-comparison case turnaround time	Internal database	SO17	30 days	Prompt results assist investigators and the court system with moving forward in their process
Fired cartridge case evidence imaging turnaround time	Internal database	SO18	48 hours	This is a federal requirement of NIBIN database users
Average gunshot residue case turnaround time	Internal database	SO19	30 days	Prompt results assist investigators and the court system with moving forward in their process
Average fire debris case turnaround time	Internal database	SO20	14 days	Prompt results assist investigators and the court system with moving forward in their process
Average paint analysis case turnaround time	Internal database	SO21	30 days	Prompt results assist investigators and the court system with moving forward in their process

FORM 5c. Budget Request - DETAIL (#5)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the **separate file** entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers. Then answer the five questions that follow.

Budget Request Priority ID:	BR5
Funding Request Description:	Autopsy Assistant (Forensic Technician I)
Division:	Morgue
Funding Request - Next Fiscal Year:	\$67,946

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Autopsy assistants are in charge of managing the morgue and decedent inventory, as well as assisting the pathologists during autopsies, and ensuring funeral homes promptly pick up bodies that are ready. Each autopsy assistant takes on numerous responsibilities throughout the day (seven days a week) as they rotate through required tasks. As the decedent caseload has gone up over recent years, the current staffing levels of autopsy assistants has proven to be insufficient. This leads to delays which impacts the pathologists and families.
2) Which department-level goals does this support?
This position supports goal #1: perform accurate and timely investigations on cause and manner of deaths. The forensic pathologists rely on autopsy assistants for certain functions while conducting postmortem exams. "Timely" postmortem exams, as defined by the National Association of Medical Examiners, means within 48 hours.
3) What do you want to achieve with these additional funds?
An additional autopsy assistant would allow for more efficient coverage of all morgue responsibilities, thereby ensuring postmortem exams are occurring on time and decedents are released to funeral homes as soon as possible.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The Institute would implement 6 months of on-the-job training before allowing a new autopsy assistant to work independently. Thereafter, additional training would be implemented by the individual pathologists the new employee works with. Resulting turnaround times for the morgue and pathologists would be demonstrated after the six month training period, with increasing results continuing after that time.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

FORM 5c. Budget Request - DETAIL (#6)

Note: A separate Form 5c is required for each budget request listed on Form 5a.

This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Number. Then answer the five questions that follow.

Budget Request Priority ID:	BR6
Funding Request Description:	Parking Shuttle Services for staff
Division:	ALL

Funding Request - Next Fiscal Year:	\$504,000
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1) Describe the specific problem, challenge or opportunity (why funding is needed).
Our staff parking is provided and maintained by the Texas Medical Center (TMC). With the new "TMC3" research park construction implementation, our staff parking has been relocated off-site, and staff are now taking dedicated shuttles from the parking area to the building. Due to our 24/7 staffing requirements, parking shuttles will be in operation for at least 20 hours each day. The Institute has already budgeted for ongoing costs of parking spaces, but we will now be responsible for covering shuttle costs as well. TMC estimates shuttle costs to be between \$38,000-\$44,000 each month.
2) Which department-level goals does this support?
All goals are supported by staff having transportation from the off-site parking area to the Institute and back in a timely fashion.
3) What do you want to achieve with these additional funds?
Providing safe and timely transportation between our off-site parking area and the Institute ensures that staff are available to provide mandated services.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The shuttle services are needed immediately. The Institute will continue working with TMC operational staff to ensure shuttle service is provided at appropriate levels and timing to accommodate staff needs.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div>Fill in Table Below</div>

FORM 6. Potential Long-Term (5-Year) Funding Needs

Note: These are large expenses that need to be planned for in the General Fund in the next 3-5 years due to operational, legislative or executive decisions.
A recent example was the state’s mandate to move from paper to electronic filing by a specified future date.

Note: This information is being collected for planning purposes only - Commissioners Court will not be making funding decisions on these items during the current budget cycle.

Instructions
Fill out the table below.

LT Funding Needs ID	Which Strategic Objective does this address? (Enter SO # from Form 3)	Description of Future Funding Needs	# of Positions Needed (if applicable)	Estimated Year 1 Costs (FY 2021-22)	Estimated Year 2 Costs (FY 2022-23)	Estimated Year 3 Costs (FY 2023-24)	Estimated Year 4 Costs (FY 2024-25)	Estimated Year 5 Costs (FY 2025-26)
LTF1	SO15	Phase 1 of expansion of Forensic Genetics Laboratory to internally process Property Crimes; dependent on timely buildout of shell space by Engineering.	13	\$0	\$0	\$0	\$1,450,000	\$1,479,000
LTF2								
LTF3								
LTF4								
LTF5								
LTF6								
LTF7								
LTF8								
LTF9								
LTF10								
LTF11								
LTF12								

FORM 8. Additional Funds / Supplemental Revenue Expected During FY 2021-22

Instructions

List the source and amount of any additional funds you expect to receive in your General Fund during the upcoming fiscal year via a transfer from another county department or as supplemental revenue from a source outside the county. Most departments will leave this form blank.

GENERAL FUND ONLY

Revenue ID#	Source of Funds	Description / Reason For Expected Funds	Amount \$
REV1	Fees for Subpoenas	Charges for production of documents for subpoenas	\$12,000
REV2	Fees for Out-of-County Autopsies	Institute has agreements with Austin, Calhoun, Freestone, Polk, San Jacinto and Waller Counties to perform autopsies	\$95,000
REV3	Fees for lab sample storage	Charges for storage of samples in the laboratory for limited circumstances	\$1,000
REV4	Fees for decedent storage	Charges for storage of decedents in limited circumstances such as other counties	\$3,500
REV5	Cremation Waiver Fees	IFS charges fees for producing cremation waivers	\$35,000
REV6	Copy fees	Where permitted, Institute charges fees for copies of records	\$750
REV7			
REV8			
REV9			
REV10			
REV11			
REV12			
REV13			
REV14			
REV15			
REV16			
REV17			
REV18			
REV19			
REV20			
Total			\$147,250

December 2020

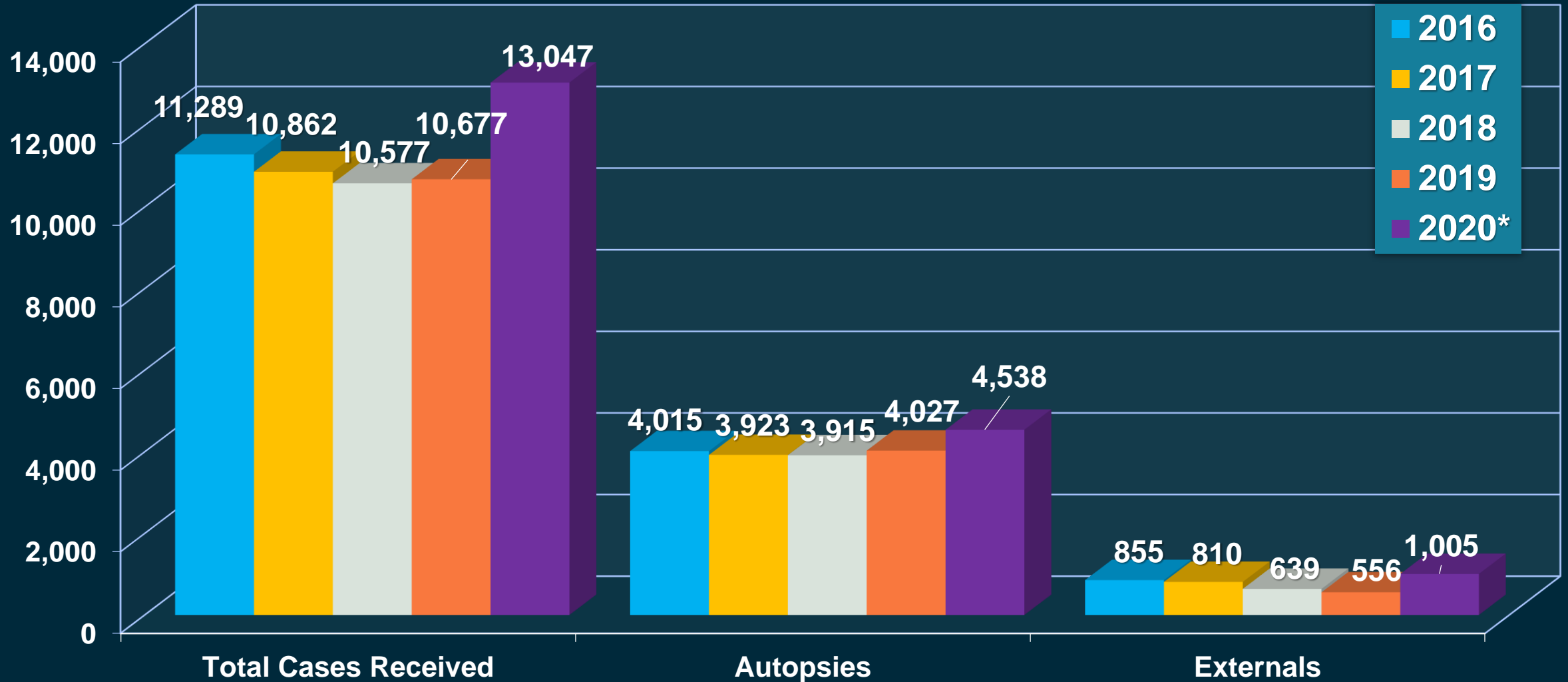
HCIFS Caseload Year-to-Date



**HARRIS COUNTY INSTITUTE OF FORENSIC SCIENCES
HOUSTON, TEXAS**

SCIENCE | SERVICE | INTEGRITY

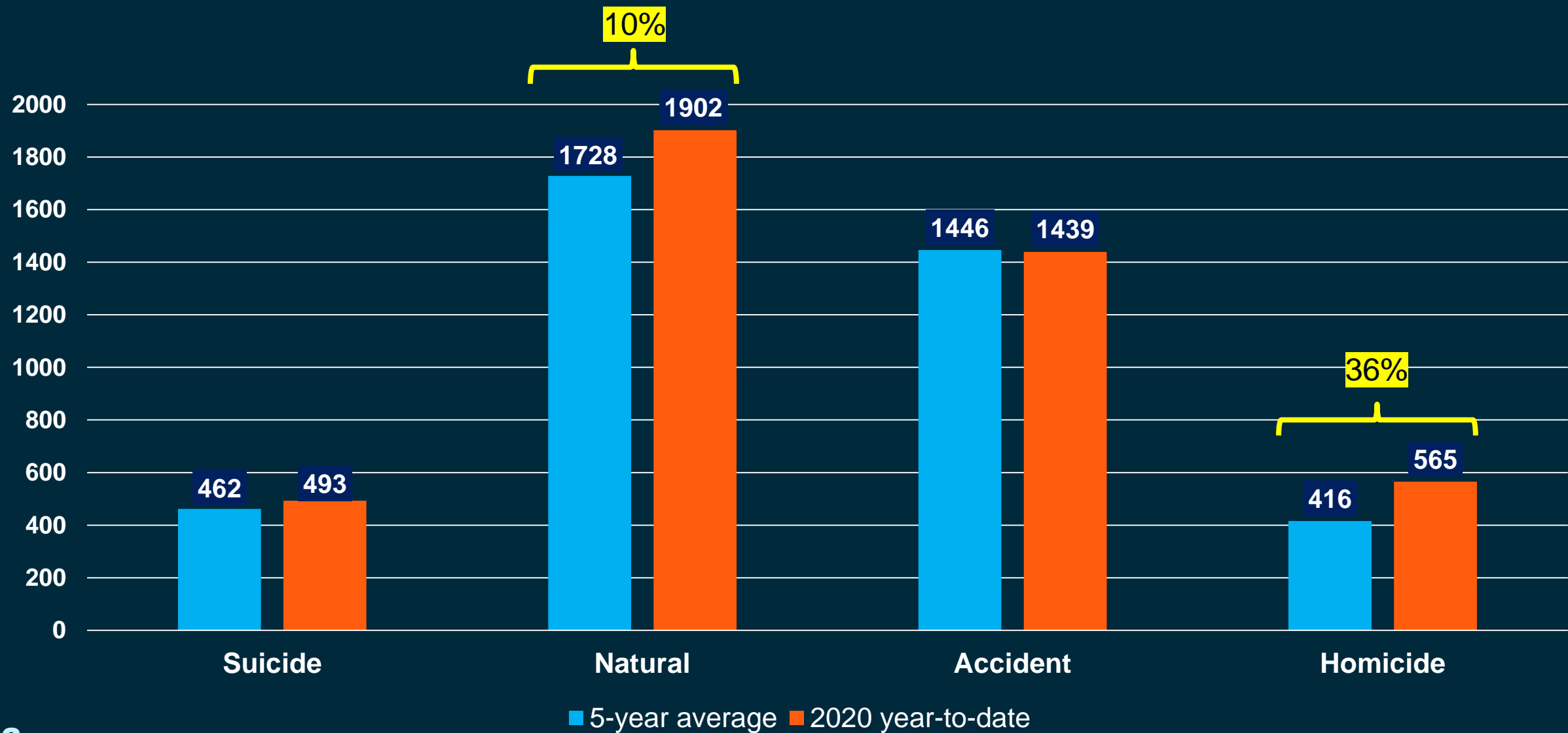
Total Medical Examiner Caseload (2016 – 2020)



* 2020 statistic is a projected total, based on the average monthly data from January to November.

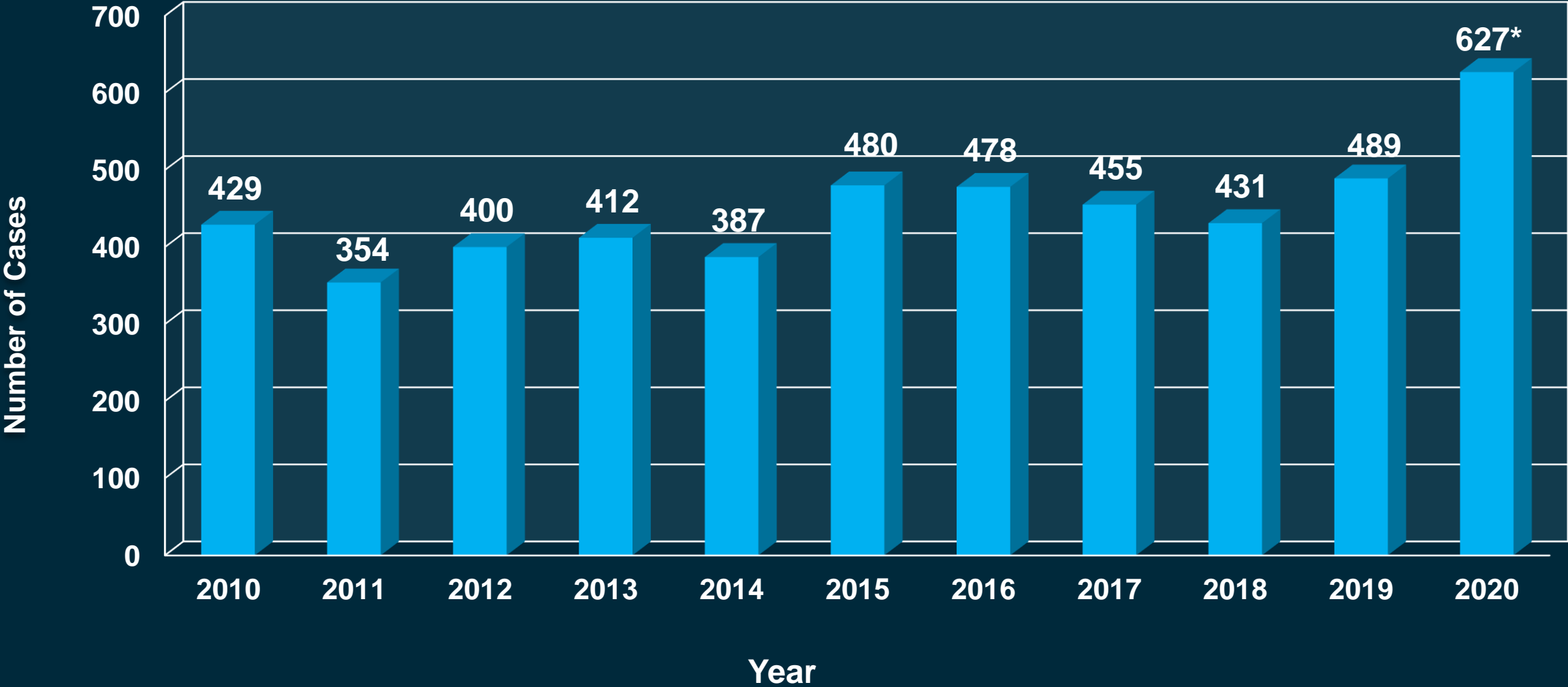
** Projected 2020 caseload shows a 22% increase from 2019.

Manner of Death 5-Year Average Comparison*



* Includes autopsy and external examinations

Medicolegal Homicide Cases



* 2020 statistic is a provisional total, based on the average monthly data from January to November.
** Projected 2020 homicide caseload shows a 28% increase from 2019.

Medicolegal Suicide Cases



* 2020 statistic is a provisional total, based on the average monthly data from January to September.

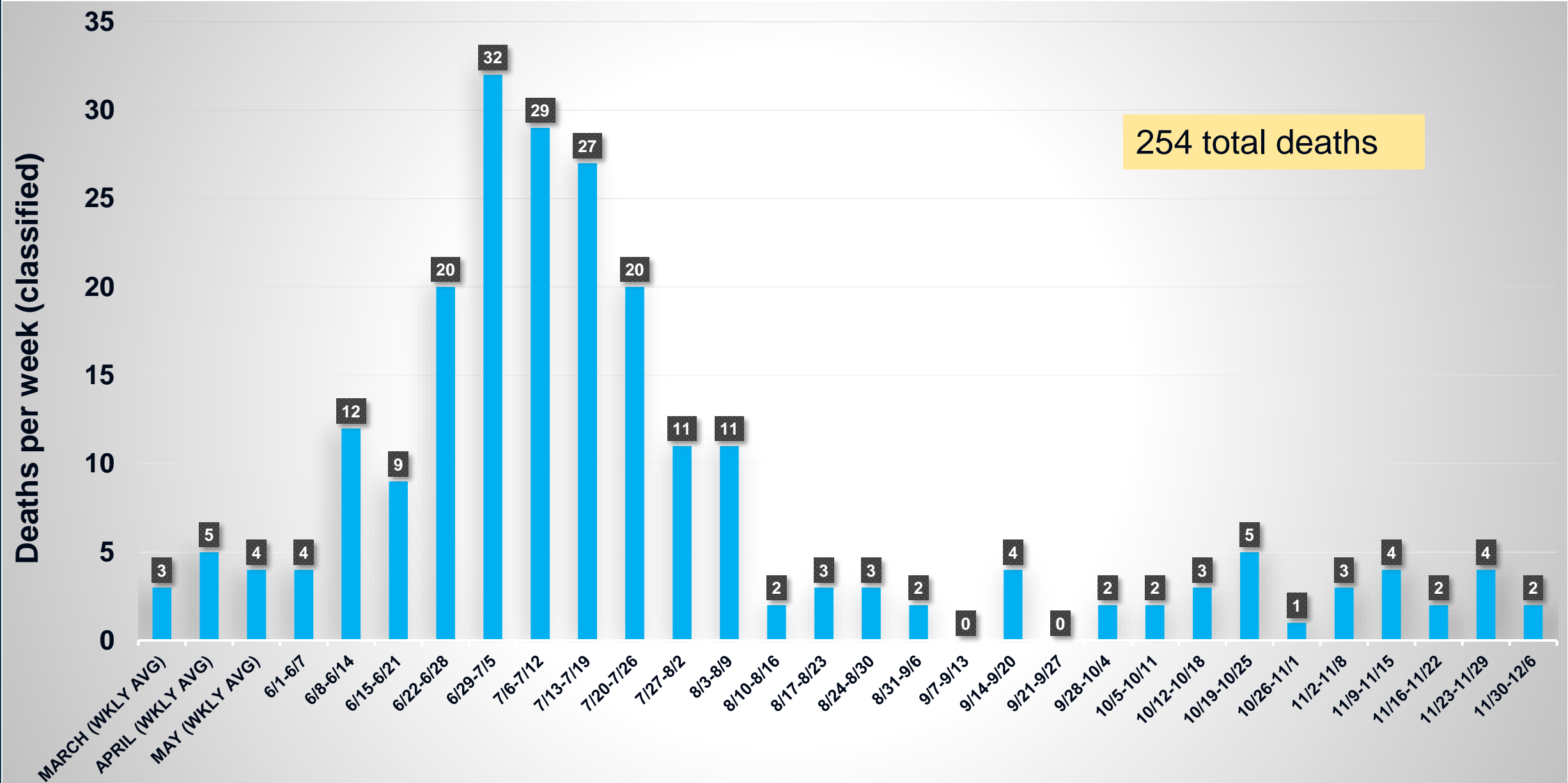
** Projected 2020 suicide caseload shows a 3% increase from 2019.

Medicolegal Natural Cases

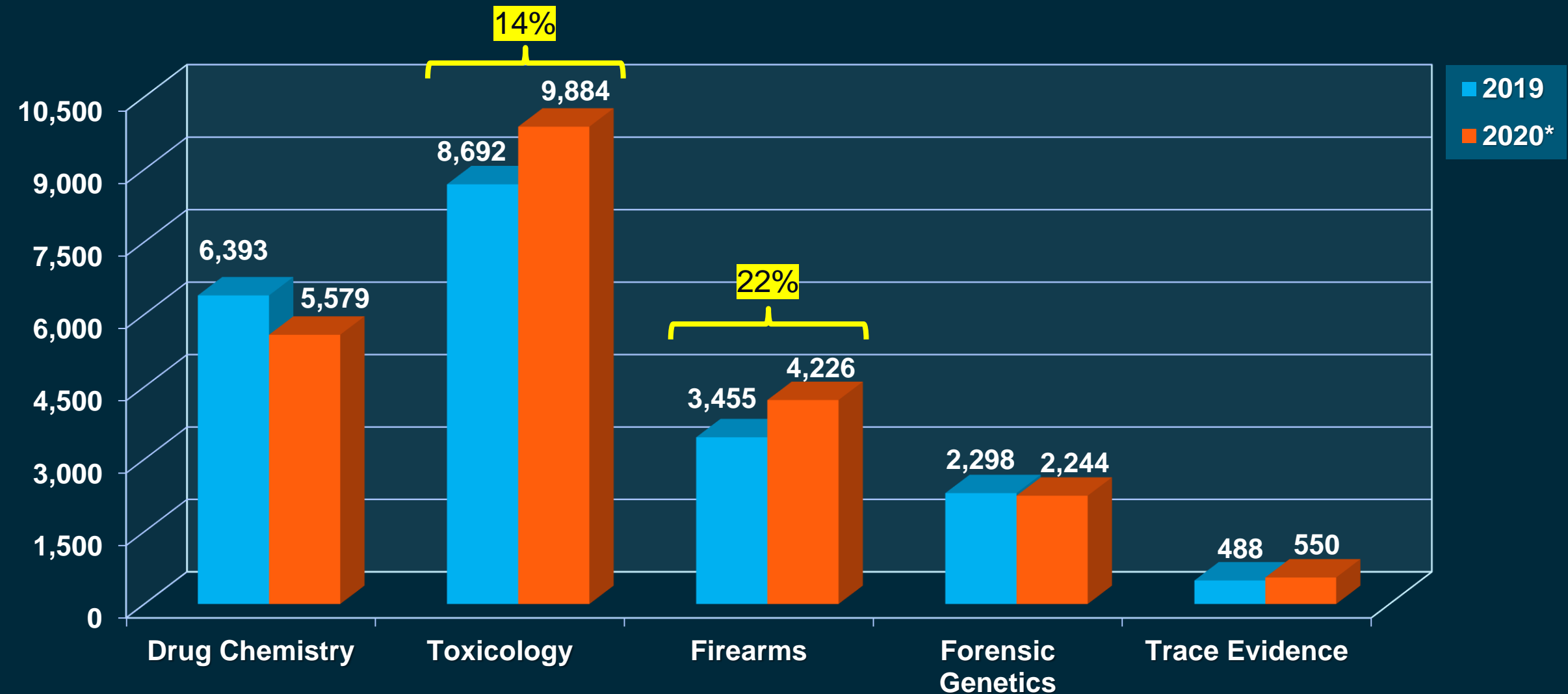


* 2020 statistic is a provisional total, based on the average monthly data from January to September.
** Projected 2020 natural death caseload shows a 26% increase from 2019.

COVID-19 Deaths



Crime Lab Cases Received 2019-2020



* 2020 statistics are projections, based on the average monthly data from January to November.
** Projected 2020 crime lab total caseload is 22,483, a 5% increase from the 2019 caseload (21,326).

Harris County Institute for Forensic Sciences (IFS) CIP Equipment Replacement Schedule

No additional funds are requested for CIP in year 1 (FY 22)

Item(s)	Year 2	Year 3	Year 4	Year 5	Description and Justification
Investigations Vehicles	\$80,000				This request is to replace investigative vehicles (two SUVs used for investigations). The age and wear and tear on the vehicles have caused them to become less reliable and needing frequent maintenance. As the vehicles are in the shop more for repair, they are not available to staff as needed.
Computer replacement	\$50,000				IFS routinely replaces computers for security and performance reasons. The internal information technology personnel insure that older computers are replaced per a schedule.
Replacement cameras for building	\$250,000				IFS is looking to replace its building cameras because of age and also to be more compatible with Harris County's camera software. The new cameras provide better capabilities and have a longer retention schedule for recordings.
Pathologist microscope with attached camera	\$20,000				The pathologists' microscopes and cameras are at the end of their useful life. IFS would like to replace the microscopes and cameras over the life of this project. These microscopes are essential for reviewing histology slides to aid in determination of cause and manner of death. Cameras are used to provide histological images.
Small X-ray system	\$25,000				Pathologists uses an x-ray system for pediatric cases and body part imaging to assist with determination of cause and manner of death. The equipment has reached its end of life and needs replacement.
Eppendorf Centrifuge	\$6,749				Centrifuges are vital for laboratory operations. The centrifuge in the Forensic Genetics Laboratory is at end of life and will need replacement to assist with on-going sample preparation.

Item(s)	Year 2	Year 3	Year 4	Year 5	Description and Justification
Toxicology Lab Equipment (UV-Vis Spectrometer, Liquid Chromatography/Mass spectrometer, Centrifuge)	\$324,899				The Toxicology Laboratory is requesting replacement of its spectrometer (UV-Visible light) and mass spectrometer. The Toxicology Laboratory continually utilizes its laboratory equipment for high throughput of samples to determine blood alcohol content and/or presence of certain drugs. This equipment is used to determine molecule characteristics. The laboratory also uses a centrifuge to assist with sample preparation. These machines are constantly used and have reached the end of their useful life.
Drug Chemistry Lab Equipment (Gas Chromatography/Mass Spectrometer with Autosampler Tray)	\$89,259				The Drug Chemistry Laboratory is requesting a gas chromatography/mass spectrometers with an autosampler tray to assist with identification of compounds. These machines are high throughput and used constantly to assist with identification. With continual use and equipment at its end of life, IFS is needing to replace mass spectrometers on a scheduled basis.
Furniture		\$20,000			This request is to replace chairs, desks, and general office furniture due to wear and tear. More often, this request is for laboratory chairs because of their constant use and up and down mechanisms that wear out and also ergonomic chairs used by investigative staff.
Computer replacement		\$50,000			IFS routinely replaces computers for security and performance reasons. The internal information technology personnel insure that older computers are replaced per a schedule.
Anthropology Equipment (Digital X-Ray, Microscribe Digitizer)		\$25,645			The Anthropology Division is requesting a digital x-ray and microscribe digitizer to assist identification of decedent and other pertinent information to help with determination of cause and manner of death. The equipment has reached the end of its useful life and is in need of replacement.
Histology Lab Equipment (Slide stainer, Coverslipper, Slide Printer)		\$96,321			The Histology Laboratory requests a slide stainer, coverslipper and slide printer to assist with slide preparation automation. Certain slide stainers are for routine slide stains and others for specialty slide stains and redundancy. The histologists use these machines the majority of the day to prepare slides to assists pathologists. These machines have reached the end of their useful life.

Item(s)	Year 2	Year 3	Year 4	Year 5	Description and Justification
Pathologist microscope with attached camera		\$20,000			The pathologists' microscopes and cameras are at the end of their useful life. IFS would like to replace the microscopes and cameras over the life of this project. These microscopes are essential for reviewing histology slides to aid in determination of cause and manner of death. Cameras are used to provide histological images.
Forensic Imaging Cameras (Crimescope, High resolution digital camera)		\$25,000			The Forensic Imaging Division is requesting a crimescope and high resolution digital camera for scene and autopsy photographs. All photographs assist pathologists to determine cause and manner of death. Camera equipment is past its useful life and will need replacement.
Mortuary Enhanced Remains Cooling System		\$22,000			IFS has portable mortuary enhanced remains cooling systems used in times of emergency to assist with cooling mortuary remains. IFS has four units that are at the end of their useful life and would like to timely replace them so that they are available when they are needed. This request is for the first unit, an additional unit will be requested for each remaining year of this project.
Calibration System, CODIS server		\$52,000			The Forensic Genetics Laboratory is requesting replacement for its calibration system and CODIS server. The laboratory uses a calibration system to assist with ensuring accuracy of analytical tools. Profiles are uploaded into the CODIS system to identify persons associated with cases and linked cases. The CODIS server is required to be replaced every so often based on CODIS requirements. This equipment is past its useful life and will need replacement.
Firearms comparison microscope		\$55,000			The Firearms Division uses comparison microscopes in order to analyze side-by-side firearms specimens. It analyzes class characteristics and microscopic impressions found on the surface of bullets and casings. The comparison microscopes used are over their useful life. IFS would like to replace certain microscopes over the life of this project.

Item(s)	FY22	FY23	FY24	FY25	Description and Justification
Toxicology Lab Equipment (Gas Chromatograph/Triple quad mass spectrometer, evaporator)		\$268,757			To assist with identification of molecules, the Toxicology Laboratory has a gas chromatograph/triple quad mass spectrometer. An evaporator assists with sample preparation. The Toxicology Laboratory continually utilizes its laboratory equipment for high throughput of samples to determine blood alcohol content and/or presence of certain drugs. These machines have reached the end of their useful life.
Trace Lab Equipment (Gas Chromatograph/mass spectrometer with autosampler, evaporator)		\$90,079			The Trace Laboratory uses a gas chromatograph/mass spectrometers with an analyzer and autosampler to isolate and identify compounds in fire debris analysis and a sample and preparation controller to assist with sample preparation. This equipment is at the end of its useful life and is in need of replacement. The Trace Laboratory assists both the Medical Examiner Office and Crime Laboratory by offering analytical laboratory services.
Investigations Vehicles		\$40,000			This request is to replace one investigative vehicle (SUV used for investigations). The age and wear and tear on this vehicle has caused it to become less reliable and needing frequent maintenance.
Furniture			\$20,000		This request is to replace chairs, desks, and general office furniture due to wear and tear. More often, this request is for laboratory chairs because of their constant use and up and down mechanisms that wear out and also ergonomic chairs used by investigative staff.
Computer replacement			\$50,000		IFS routinely replaces computers for security and performance reasons. The internal information technology personnel insure that older computers are replaced per a schedule.
Anthropology Equipment (Handheld portable x-ray, Camera scope and camera)			\$22,442		The Anthropology Division is requesting a camera scope and camera and handheld, portable x-ray. This equipment assists with identification of persons and other pertinent information to help with determination of cause and manner of death. The equipment has reached the end of its useful life and is in need of replacement.

Item(s)	Year 2	Year 3	Year 4	Year 5	Description and Justification
Cassette Printmate Printer			\$25,354		The Histology Laboratory prepares tissue and slides for pathologists to assist them with determining cause and manner of death. The cassette printmate printer prints case numbers on tissue cassettes to help organize and track samples. With all instrumentation in the histology laboratory, this instrument is continually used due to a heavy caseload and has reached the end of its useful life.
Pathologist microscope with attached camera (2)			\$40,000		The pathologists' microscopes and cameras are at the end of their useful life. IFS would like to replace the microscopes and cameras over the life of this project. These microscopes are essential for reviewing histology slides to aid in determination of cause and manner of death. Cameras are used to provide histological images.
Investigations Vehicles			\$85,000		This request is to replace investigative vehicles (two SUVs used for investigations). The age and wear and tear on the vehicles have caused them to become less reliable and needing frequent maintenance.
Administrative Vehicle			\$25,000		This request is to replace one administrative vehicle. The age and wear and tear on the vehicle has caused it to become less reliable and needing frequent maintenance.
Forensic Imaging Camera			\$10,000		The Forensic Imaging Division is requesting a digital camera for scene and autopsy photographs. All photographs assist pathologists to determine cause and manner of death. Camera equipment is past its useful life and will need replacement.
Mortuary Enhanced Remains Cooling System			\$22,000		IFS has portable mortuary enhanced remains cooling systems used in times of emergency to assist with cooling mortuary remains. IFS has four units that are at the end of their useful life and would like to timely replace them so that they are available when they are needed.
Forensic Genetics Lab Equipment (Polymerase chain reaction machines, Microscope)			\$161,754		The Forensic Genetics Laboratory is requesting three polymerase chain reaction machines. The laboratory also uses microscopes as a part of sample preparation to locate and analyze trace evidence. This equipment has reached the end of their useful life and needs replacement.

Item(s)	Year 2	Year 3	Year 4	Year 5	Description and Justification
Firearms comparison microscope			\$55,000		The Firearms Division uses comparison microscopes in order to analyze side-by-side firearms specimens. It analyzes class characteristics and microscopic impressions found on the surface of bullets and casings. The comparison microscopes used are over their useful life. IFS would like to replace certain microscopes over the life of this project.
Toxicology Lab Equipment (Gas chromatograph/mass spectrometer, evaporator, thermal conductivity detector)			\$154,976		The Toxicology Laboratory requests replacement of a gas chromatograph/mass spectrometers with a thermal conductivity detector to determine molecule characteristics. The laboratory also uses an evaporator to assist with sample preparation. These machines are constantly used and have reached the end of their useful life.
Trace Lab Equipment (Gas chromatograph/mass spectrometer, carbon coater sample preparation device, sputter coater sample preparation device, scanning electron microscope controller)			\$85,265		The Trace Laboratory requests a gas chromatography/mass spectrometers to isolate and identify compounds in fire debris. The laboratory also requests replacement of a carbon coater and sputter coater preparation devices to assist with sample preparation. The laboratory is also in need of replacing its controller used for the scanning electron microscope, which is used for gunshot residue identification. This equipment is at the end of its useful life and needs replacement.
Drug Chemistry Lab Equipment (Gas chromatograph/mass spectrometer with auto-injectors and tray)			\$69,623		The Drug Chemistry Laboratory requests a gas chromatograph/mass spectrometer with auto-injectors and tray to assist with identification of compounds. These machines are high throughput and used constantly to assist with identification. With continual use and equipment at its end of life, IFS is needing to replace mass spectrometers on a scheduled basis.
Furniture				\$20,000	This request is to replace chairs, desks, and general office furniture due to wear and tear. More often, this request is for laboratory chairs because of their constant use and up and down mechanisms that wear out and also ergonomic chairs used by investigative staff.

Item(s)	Year 2	Year 3	Year 4	Year 5	Description and Justification
Building Batteries				\$80,000	The backup batteries for the IFS building require replacement every three years.
Computer replacement				\$50,000	IFS routinely replaces computers for security and performance reasons. The internal information technology personnel insure that older computers are replaced per a schedule.
Anthropology Equipment (Digital microscope, motorized stage, zoom lens with illumination)				\$59,905	The Anthropology Division is requesting a digital microscope, motorized stage and an illumination lens with zoom capability for analysis. This equipment is essential for anthropologists to analyze bone specimens in order to assist with determination of cause and manner of death.
Pathologist microscope with attached camera				\$20,000	The pathologists' microscopes and cameras are at the end of their useful life. IFS would like to replace the microscopes and cameras over the life of this project. These microscopes are essential for reviewing histology slides to aid in determination of cause and manner of death. Cameras are used to provide histological images.
Mortuary Enhanced Remains Cooling System				\$22,000	IFS has portable mortuary enhanced remains cooling systems used in times of emergency to assist with cooling mortuary remains. IFS has four units that are at the end of their useful life and would like to timely replace them so that they are available when they are needed.
Forensic Genetics Lab Equipment (Microscopes, genetic analyzer, DNA extraction robots)				\$381,928	The Forensic Genetics Laboratory is requesting replacement of five microscopes and a genetic analyzer and two DNA extraction robots used to process samples. This equipment requires regular replacement as it moves past its useful life.
Drug Chemistry Lab Equipment (microscope, digital camera)				\$32,974	The Drug Chemistry Laboratory requests replacement of two microscopes and a digital camera routinely in its analysis. This equipment is at the end of its useful life and will need replacement.
Investigations Vehicles				\$85,000	This request is to replace investigative vehicles (two SUVs used for investigations). The age and wear and tear on the vehicles have caused them to become less reliable and needing frequent maintenance.



December 10, 2020

To: County Judge Lina Hidalgo
Commissioner Rodney Ellis
Commissioner Adrian Garcia
Commissioner Steve Radack
Commissioner R. Jack Cagle

From: Dr. Luis A. Sanchez, M.D.
Executive Director and Chief Medical Examiner

Re: Property Crime Outsource Project 2018

Background

In response to requests from Harris County law enforcement agencies, the Institute's Forensic Genetics Laboratory began routine DNA testing of property crime cases in 2009. The number of property crimes submitted increased from approximately 90 cases per month in 2009 to approximately 250 cases per month in 2015, overwhelming our capacity.

In April 2016, we suspended nearly all property crime testing to focus on sexual assaults and homicides. We worked with law enforcement to clear cases from the inventory, but many property crime cases with investigative and prosecutorial value remained untested. In FY2018-19, the Institute received \$750,000 from Commissioners Court to outsource some of these cases. Between July 2018 and July 2020, 945 cases were outsourced at an average cost of \$800 per case. By October 2020 all final reports were released.

CODIS Results

- 945 cases outsource-tested and 712 CODIS entries, a 75% success rate
- 387 offender hits, a 54% success rate
- 213 case-to-case hits, in addition
- CODIS matches will continue to accrue as convicted offender samples are added to CODIS

Future Plan

As part of the FY20/21 budget process, Commissioners Court provided another \$600,000 allowing the Institute to outsource approximately 750 additional property crime cases. Outsourcing was delayed pending completion of the first project, and then by COVID 19, but has now begun. We anticipate completing this new project by the end of 2021. The Institute anticipates the funding provided in FY2020 will be sufficient to cover costs throughout the next year, therefore no additional funding is being requested by the Institute at this time.

Cc: Julie Spence Prine, JD, MFS; Chief of Staff / Senior Director, Operations
Roger Kahn, PhD; Senior Director, Crime Laboratory Service
Katie Welch; Director, Forensic Genetics

END OF DAY 1
