

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 |
| | | Budget Management (201) | Updates made to forms to include HRRM |
| | | Fire Marshall (213) | Updates made to forms 5a, 5b, 5c and 7 |
| 12/30/2020 | 3 | Constable 7 (307) | Updated form 5a |
| | | County Clerk (515) | Text changes made to expenditures summary |
| | | Elections Administrator (520) | Added form 5c |
| | | District Clerk (550) | Added form 5c |
| | | County Auditor (610) | Removed Exhibit E |
| 1/8/2021 | 4 | Constable 2 (302) | Budget submissions newly added |
| | | Constable 4 (304) | Updated forms 3 and 4b |
| | | Constable 7 (307) | Updated forms 5a, 5c |

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 |

Day 2

January 7, 2021



Safety

| | |
|--|---|
| Fire Marshal | Laurie Christensen |
| Constable Pct. 1 Constable Pct. 2 Constable Pct. 3 Constable Pct. 4 | Alan Rosen Jerry Garcia Sherman Eagleton Mark Herman |
| Constable Pct. 5 Constable Pct. 6 Constable Pct. 7 Constable Pct. 8 | Ted Heap Silvia Trevino May Walker Phil Sandlin |
| Sheriff's Civil Service | William (Sonny) Mims |
| Sheriff – Patrol & Admin. Sheriff – Detention Sheriff – Medical | Ed Gonzalez |

(continued on next page)

Day 2

(continued)

January 7, 2021



Governance & Cust. Service, cont.

| | |
|------------------------------------|--------------------|
| County Clerk | Teneshia Hudspeth |
| Elections Administrator | Isabel Longoria |
| District Clerk | Marilyn Burgess |
| County Auditor | Mike Post |
| Purchasing Agent | DeWight Dopslauf |
| County Attorney | Christian Menefee |
| Intergovernmental & Global Affairs | Ender Reed |
| Budget Management | David Berry |
| County Treasurer | Dylan Osborne |
| Tax Assessor-Collector | Ann Harris Bennett |

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.

213 – Fire Marshal

Laurie Christensen

213 – Fire Marshal

Data as of 12/14/2020

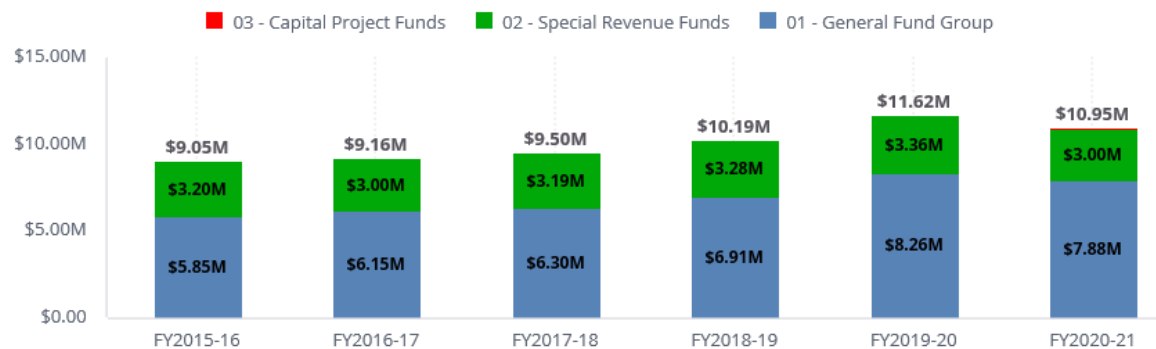
Expenditures

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

Expenditures Total for FY 2020-2021

\$10,949,906

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$9.71M

FY 2021-22 General Fund Budget Development Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|--|
| 213 | Harris County Fire Marshal's Office |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

“The mission of the Harris County Fire Marshal’s Office is to safeguard the lives and property of residents in the unincorporated areas of Harris County through effective fire prevention, fire investigation, education, emergency response and emergency management.”

– Laurie L. Christensen
Fire Marshal

2. Vision

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

Integrity. Commitment. Excellence.

The Harris County Fire Marshal’s Office embodies these core values through our operating philosophy of serving our customers; preserving our integrity; taking care of our people and protecting our future.

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 Fire Marshal's Office (HCFMO) is a specialized law enforcement agency that provides essential public safety services, primarily in unincorporated areas of Harris County. HCFMO relies on a "customer first" operational philosophy to achieve agency goals and balance community risks regarding fire/life safety and emergency response within the 1,777 square miles of Harris County; while encouraging a strong and resilient local economy.

As authorized by State Law* and under the direction of the Fire Marshal, the Harris County Fire Marshal's Office is responsible for fire prevention, education, control and investigation in the unincorporated areas of Harris County.

The Department also assists local municipalities when requested by their government representatives.

**Local Government Code, Chapters 233, 352 & 353*

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.

Emergency Operations

- The Emergency Operations Division includes the Harris County Hazardous Materials Response Team (HCHMRT) and is responsible for effective planning, preparedness, mitigation, response, and recovery from hazardous materials emergencies and disasters – whether natural, accidental or manmade. The program coordinates with other federal, state, and county agencies and departments along with providing support to area fire departments, law enforcement agencies, and emergency management partners.

Fire Investigation

- The Investigation Division of the Harris County Fire Marshal's Office investigates fires warranting investigation under rules adopted by the Harris County Commissioners Court. Certified Fire/Arson Investigators determine the origin and cause of fires and or explosions occurring in unincorporated Harris County based on NFPA and nationally recognized standards.

Fire Prevention

- The Prevention Division is responsible for the prevention of fires through the inspection of buildings to identify hazards and ensure corrections and enforcement of the county adopted fire code through education and the issuance of orders, violations, and citations. This division coordinates with partner agencies regarding regulation of state and county standards and legislation with transparent and accountable customer service.

Services Support

- The Services Support Division provides effective budget management, employee recruitment, and communicates with employees regarding benefits and personnel assistance. This division coordinates with other county departments to ensure compliance with all Harris County policies and procedures.

Operational Support

- The Operational Support Division of the Fire Marshal's Office manages and oversees the agency's strategic planning initiatives, training management, logistical management, liaison program, intelligence gathering, and outreach services. The small group of highly trained professionals operate independently to accomplish critical tasks both internally and externally to the agency.

Communication

- The Communication Division consists of three critical components; public relations, public education and youth fire-setter intervention, to educate the community through online and in person activities. This Division provides fire and life safety education campaigns and instruction aligned with national and locally developed strategies, while our Youth Fire-setter Intervention Program works with our county's youth to minimize criminal justice system exposure.

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.

Fire Prevention

- The Prevention Division is responsible for the administration and enforcement of the county adopted fire code under local government code 233, which by statute is a restricted fund.

COVID-19 compliance monitors

- Provide COVID-19 related orders, ensure social distancing protocols, educate the public and businesses; and provide health and safety order(s).

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.

- The Fire Marshal's Office will strive to serve Harris County by providing comprehensive fire/life safety initiatives, investigation, training, and emergency response services for a safer community.
- The Fire Marshal's Office will continue to ensure an inclusive, resilient, and competitive workforce.
- The Fire Marshal's Office will seek opportunities to leverage technology to engage the public and provide complimentary services.
- The Fire Marshal's Office will pursue additional ways to provide incident management and operational training to industry and first responders ensuring they can respond to and quickly mitigate emergencies.
- The Fire Marshal's Office will continue to enhance response capabilities in support of the County's goals to protect the environment, critical infrastructure, and residents.
- The Fire Marshal's Office will ensure compliance and enforcement with local and state mandates related to the COVID-19 pandemic.

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 Fire Marshal's Office will strive to serve Harris County by providing comprehensive fire/life safety initiatives, investigation, training, and emergency response services for a safer community.

- Ensure the agency is operated efficiently with a highly trained staff of certified and non-certified individuals that remain cognizant of ever-changing dynamics within our community.
- Seek external accreditation from the Texas Police Chief's Association (TPCA) through their Law Enforcement Recognition Program that proves compliance with 166 Texas law enforcement best practices.
- Continue working to increase organizational excellence throughout the agency and meet economic challenges while seeking qualified candidates who have a desire to serve.
- Seek methods to identify alternative funding streams and ways to increase revenue to ensure operational efficiency.
- Adequately staff an Arson Investigation Division to respond to and investigate fire and explosion incidents determining the origin and cause while enforcing applicable laws.
- Operate a Prevention Division that conduct fire/life safety activities throughout Harris County making businesses, facilities, and occupancies safer through education and compliance with nationally recognized codes and standards.
- Adequately staff an Outreach Section to provide specialty services and dissemination of information to targeted communities aimed at stopping or minimizing potential fire/life safety incidents from occurring.
- Adequately staff an Operational Support Division to provide specialized training services to first responders and industrial responders while providing operational liaison and planning services to Harris County fire and ems agencies to ensure a unified and coordinated response effort.

The Fire Marshal's Office will continue to ensure an inclusive, resilient, and competitive workforce.

- Continue to recruit non-certified employees that embody the mission of Harris County and the Fire Marshal's Office.
- Provide longevity through training and certifications to ensure a resilient workforce.
- Continue to maintain fiscal responsibility and budgeting management.

The Fire Marshal's Office will seek opportunities to leverage technology to engage the public and provide complimentary services.

- Deploy automated record systems across the agency to ensure consistency of operations and documentation, meet recognized retention standards, and track real-time metrics for services delivered.
- Operate on multiple social media platforms, virtual learning environments, and COVID considerate gatherings to educate the public on community risk reduction.
- Deploy a staff of personnel to coordinate with local fire, EMS, law enforcement, and other emergency services in Harris County ensuring proper synchronization at the local response level while keeping Harris County elected officials and public safety agencies informed.

The Fire Marshal's Office will pursue additional ways to provide incident management and operational training to industry and first responders ensuring they can respond to and quickly mitigate emergencies.

- Adequately staff a Training Section within the agency to provide online/on-demand and in-person/hands-on training.
- Develop curriculum and manage a learning management system to provide public safety agencies the ability to receive relevant and up-to-date training remotely or at their agency.
- Manage and maintain a 4-acre training facility to support a variety of public safety agencies to train in hands-on simulations in a safe and controlled environment.
- Facilitate internal training to enhance the ability to adapt to emerging trends, best practices, and lessons learned ensuring agency personnel are prepared to serve the residents of Harris County.

The Fire Marshal's Office will continue to enhance response capabilities in support of the County's goals to protect the environment, critical infrastructure, and residents.

- Adequately staff an Emergency Response Division to respond to and quickly mitigate hazardous materials incidents throughout Harris County to minimize impacts to the environment, economy, and people of Harris County.
- Adequately staff a Specialty Enforcement Response Group to respond to emergent complaints and work collaboratively with other county agencies, as approved by Commissioners Court, to mitigate significant fire/life safety hazard for businesses and people of Harris County.
- Adequately staff and administer an operational permit section to ensure compliance with the Court adopted Fire Code for businesses with high-risk operations to workers and the environment.

The Fire Marshal's Office will support compliance and enforcement of local and state measures related to large scale emergencies.

- Staff COVID-19 Compliance Monitors to respond to complaints identified by the public and other officials ensuring a safe and healthy environment for the public.
- Provide enforcement through the Prevention Division in coordination with the County Attorney and District Attorney for repeat offenders of local and state orders.
- Adequately staff trained personnel to operate the fire, rescue, and hazmat branch at the County emergency operations center and in the field.

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 & Safety:

HCFMO's operational philosophy is to provide fire/arson investigation, prevention and inspection services, emergency response, training, to promote a fire safe community while leveraging public outreach to maintain public trust and minimize criminal justice system exposure.

Economic Opportunity:

HCFMO conducts fire/life safety operation activities throughout Harris County making businesses, facilities, and occupancies safer through education and compliance with nationally recognized codes and standards. HCFMO aggressively works with business owners to navigate the process of opening and maintaining businesses in Harris County.

Public Health:

HCFMO's efforts to identify fire/life safety hazards and enforcement of applicable rules, laws, and statutes to maintain standards of safety and support public health throughout Harris County. Additionally, the coordination with fire, EMS, and law enforcement services throughout Harris County to link the delivery of services with other Harris County Departments and Agencies is critical to ensuring continuity and equity of services.

Transportation:

HCFMO's response to transportation emergencies in order to mitigate hazards in a timely fashion to minimize impacts to the economy and mobility of the people and goods moving throughout Harris County.

Flooding:

HCFMO coordinates the delivery of Harris County's fire and EMS services during natural disasters including floods to ensure a coordinated response and services to the people of Harris County. Additionally, HCFMO works with search and rescue resources from local, state, and federal level to aid public safety agencies conducting operations throughout Harris County.

Environment:

HCFMO's response and prevention activities aim to prevent and mitigate hazards to ensure a safe environment for the people of Harris County. This is achieved through multiple efforts and programs conducted by the Agency such as: chemical/industrial pre-planning activities, enforcement of hazardous materials and other applicable operational permits, and response/enforcement activities to incidents throughout Harris County.

Governance and Customer Service:

HCFMO continues to implement and seek the use of technology and data to drive efficient and effective services to the people of Harris County while maintaining transparency to the public. HCFMO continually reviews and updates policies, programs, and services for effectiveness and seeks third-party audits and accreditation to deliver high-quality customer service. All of this is achieved by actively seeking and employing a talented workforce dedicated to service.

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.*
 - HCFMO recently assumed responsibilities, as approved through Commissioners Court, from Harris County Engineering for the fire protection in Harris County FPM maintained facilities.
 - HCFMO assumed responsibilities, as approved through Commissioners Court, for fire and life safety inspections of Harris County owned buildings inside the City of Houston from the Houston Fire Department.
 - HCFMO assumed the enforcement of the fire code under the new Commissioners Court adopted 2018 Fire Code.
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.*
 - Ability for HCFMO to rapidly adapt to the COVID-19 pandemic changing environment to deliver the pre-pandemic HCFMO services along with providing additional or alternative services to Harris County.
 - Establishment of the hazardous materials code enforcement team specifically dedicated to reviewing operational permits for facilities and locations that manufacture, transport, and store hazardous materials.
 - Expansion of the Hazardous Materials Response Division in personnel, equipment, and the establishment of a west-side operational station.
 - Establishment of Hazardous Materials Occupancy Pre-Plan Program believed to be the first of its kind in the country.

- Implementation of the operational permits in line with the newly adopted Harris County Fire Code.
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.*
- Operational Coordination: Continue to work with applicable local, state, and federal partners and stakeholders to adapt and implement best practices.
 - Community Outreach: Comprehensive community engagement utilizing alternative means to inform and educate the community of risks/hazards associated with fire and life safety and hazardous materials focusing on underserved and populations most at risk throughout Harris County.
 - Youth Fire-Setter Intervention Program: Community-based juvenile fire prevention awareness and intervention program for at-risk children in order to prevent fires, injuries, deaths, and destruction of property through non-punitive means.
 - HazMat Division Enhancement: Increase the operational response capability of the Harris County Hazardous Materials Division by establishing a west-side location and staff with related response equipment.
 - Hazardous Materials Pre-Plans: Continue conducting, recording, and sharing hazardous materials pre-plans throughout Harris County regarding industrial, manufacturing, storage, and transport facilities.
 - Operational Permits: Continuous outreach, education, and enforcement of a newly authorized regulatory capability.
 - e-Learning: Development of relevant and dynamic curriculum to educate public safety agencies, the public, and departments throughout Harris County to ensure their ability to respond to a variety of disasters and emergencies.
 - Arson Case Development: Continue staffing of investigative unit to develop unresolved cases after the initial investigation.
 - Fire Code Management: Continue to adjust and amend the Fire Code to meet the changing construction and business needs throughout 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.*
- Annual Physical Inventory Audit: Annual Harris County audit of county and grant purchased items to verify asset management accountability.
 - Change of Leadership Audit: Harris County Auditors review of physical and fiscal practices.
 - Criminal Justice Information System (CJIS) Audit: Unannounced Texas Department of Public Safety (DPS) audit to validate the compliance with FBI and CJIS practices for the security of intelligence data.
 - Evidence Audit: Third-party audit/review of Agency's evidence storage, policies, and procedures.
 - External Fiscal Audit: Third-party review of the Agency's fiscal status and areas of improvement.
 - Operational Gap Analysis and Audit: Third-party review of the delivery of services.
 - Texas Commission on Fire Protection (TCFP) Audit: Unannounced bi-annual audit of compliance with TCFP and NFPA standards.
 - Texas Commission on Law Enforcement (TCOLE) Audit: Unannounced audit every five years to validate compliance with TCOLE and National Institute of Justice (NIJ) standards.

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

- Harris County Auditor's Office
- Harris County Budget Management
- Harris County Commissioner's Offices
- Harris County Community Services
- Harris County Constables
- Harris County Attorney's Office
- Harris County Judge's Office
- Harris County Treasurer's Office
- Harris County District Attorney's Office
- Harris County District Clerk
- Harris County Flood Control District
- Harris County Institute of Forensic Sciences
- Harris County Intergovernmental and Global Affairs
- Harris County Justice Administration Department
- Harris County Juvenile Probation
- Harris County News Media
- Harris County Office of Homeland Security and Emergency Management
- Harris County Public Health Services
- Harris County Public Infrastructure Coordination
- Harris County Pollution Control Services
- Harris County Purchasing Services
- Harris County Sheriff's Office
- Harris County Toll Road Authority
- Harris County Universal Services

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

- Local
 - Channel Industries Mutual Aid Organization (CIMA)
 - East Harris County Manufacturers Association (EHCMA)
 - Fire and EMS Departments throughout Harris County
 - Harris County Fire Fighters Association (HCFFA)
 - Harris County Local Emergency Planning Committees (LEPCs)
 - Houston Area Police Chiefs Association (HAPCA)
 - Houston Region Urban Area Security Initiative (UASI)
 - Houston-Galveston Area Council of Government (HGAC)
 - Houston Community College
 - Lone Star College
 - Other Law Enforcement Agencies
 - Port of Houston Authority
 - Radiation Preparedness – Securing the Cities
 - Various Chambers of Commerce
- State/Regional
 - National Guard 6th Civil Support Team
 - Sam Houston University Bill Blackwood Institute (LEMIT)
 - Southeast Texas Regional Advisory Council (SETRAC)
 - Texas Commission on Environmental Quality (TCEQ)
 - Texas Commission on Fire Protection (TCFP)
 - Texas Commission on Law Enforcement (TCOLE)
 - Texas Division of Emergency Management (TDEM)
 - Texas Fire Marshal's Association (TxFMA)

- Texas A&M Task Force-1
- Texas A&M University
- Federal
 - Bureau of Alcohol, Tobacco, & Firearms (ATF)
 - Department of Homeland Security (DHS)
 - Federal Bureau of Investigations (FBI)
 - International Association of Chiefs of Police (IACP)
 - International Association of Fire Chiefs (IAFC)
 - National Fire Protection Association (NFPA)
 - United States Coast Guard
 - United States Environmental Protection Agency (EPA)

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.

- HCFMO's Outreach Programs serve the entirety of Harris County, and since demographic studies show that there are under-served communities within Harris County, yes there are disparities among the Harris County population we serve.
- At risk populations such as, older adults, children, and persons with functional access needs, require specialized fire and life safety education.
- 44% of households in Harris County speak a language other than English, with the most common language being 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.*

- Work to assist business owners in navigating the complex process of opening a business of all size in unincorporated Harris County.
- Provides and implements preventive and responsive fire and life safety strategies to educate the public on numerous platforms and languages.
- Provide fire and life safety education for at-risk populations throughout Harris County including youth and aging population.
- HCFMO commits resources, although limited, as disparities are identified.

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?*

- Provide competitive compensation to attract and retain qualified employees, including minorities, veterans and all those with the desire to serve.
- HCFMO participates in job fairs, internships, employee spotlights and recruiting activities.
- Recruit certified and non-certified employees who embody the mission of Harris County and the Fire Marshal's Office to provide outstanding customer service through a diverse and talented 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.*

- *New employee orientation during the on-boarding process to train staff on issues related to equity and institutional racism, unconscious bias, diversity, and inclusion.*
- *Mandate annual third-party ethics/diversity training for all HCFMO personnel as part of their annual continuing education requirements.*
- *Provide ongoing training opportunities via HRRM and other training platforms regarding issues related to equity and institutional racism, unconscious bias, diversity, and inclusion.*

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) |
|-------------------------|--------------------------------------|---|--|---------------------------|
| Investigation | Fire/Arson Investigation | \$2,202,318 | \$2,202,318 | 20 |
| | Accelerant Detection K9 | \$244,702 | \$244,702 | 2 |
| Prevention | Fire Code Inspection and Enforcement | N/A | N/A | 18* |
| | Hazard Complaint Response | N/A | N/A | 4* |
| | Annual Inspections | N/A | N/A | 6* |
| | County Regulation Enforcement | N/A | N/A | 2* |
| | Operational Permits | \$574,670 | \$574,670 | 3 (1*) |
| | Fire System Services | \$957,660 | \$957,660 | 7 |
| | Property and Evidence Management | \$133,491 | \$133,491 | 1 |
| Service Support | Human Resources | \$763,752 | \$763,752 | 3 (1*) |
| | Fiscal Services | \$110,104 | \$110,104 | 1 (1*) |
| Emergency Operations | HazMat/WMD Response | \$2,499,421 | \$2,499,421 | 27 |
| | HazMat Planning | \$790,515 | \$790,515 | 8 |
| Operational Support | Training | \$666,774 | \$666,774 | 5 |
| | Logistics and Information Technology | \$264,365 | \$264,365 | 3 |
| | Public Safety Liaison Officer | \$110,021 | \$110,021 | 1 |
| | Communications and Outreach | \$419,544 | \$419,544 | 3 (2*) |
| | Planning and Policy | \$327,662 | \$327,662 | 2 |
| | COVID Compliance | -- | \$618,304 | 5 |
| | | | | |



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 | The Fire Marshal's Office will strive to serve Harris County by providing comprehensive fire/life safety initiatives, investigation, training, and emergency response services for a safer community. | SO1 | Maintain 95% of staffing level of all available PCNs. | Service Support | All Divisions | None | None |
| | | SO2 | Obtain recognition and/or accreditation from external agencies on compliance with best practices and recognized standards (i.e. Texas Police Chief's Association, Texas Fire Chief's Association). | Operational Support | All Divisions | None | Texas Police Chief's Association, Texas Fire Chief's Association, Center for Public Safety Excellence |
| | | SO3 | Biannual assessment of fee schedule analysis in accordance with similar service and delivery models. | Service Support | Emergency Operations - Prevention - Operational Support | Budget Management - Auditors - Engineering | TBD |
| | | SO4 | Maintain 90% response readiness to emergency calls for service within 10 minutes of notification. | Investigation | Operational Support | None | External Public Safety Partners |
| | | SO5 | Maintain 100% response to properly requested inspection services to facilitate the opening of businesses | Prevention | Service Support | Universal Services - Engineering | Third-party Software Companies |
| | | SO6 | Maintain 95% response to fire/life safety complaints within 48 hours of notification and critical issues within 24 hours. | Prevention | None | Universal Services | Third-party Software Companies |
| | | SO7 | Continue to exceed National Incident-Based Reporting System (NIBRS) case closure rates for criminal fire investigations in jurisdictions similar in size. | Investigation | None | None | None |
| G2 | The Fire Marshal's Office will continue to ensure an inclusive, resilient, and competitive workforce. | SO8 | Ensure 100% compliance with Texas Commission on Law Enforcement and Texas Commission on Fire Protection continuing education requirements. | Operational Support | All Divisions | None | Texas Commission on Law Enforcement and Texas Commission on Fire Protection |
| | | SO9 | Ensure personnel costs do not exceed 84% averaged throughout all Agency call centers. | Service Support | None | None | None |
| | | SO10 | Perform recruitment by attending and engaging more than 50% at job fairs and university placement centers in an effort to attract a diverse workforce. | Operational Support | All Divisions | HRRM | Universities and Colleges, Job Fair Agencies |
| G3 | The Fire Marshal's Office will seek opportunities to leverage technology to engage the public and provide complimentary services. | SO11 | Analyze and implement available software to streamline online fire/life safety engagements across multiple platforms. | Operational Support | All Divisions | Universal Services | Third-party Software Companies |
| | | SO12 | Analyze and introduce technology solutions in at least two HCFMO divisions per year to streamline operations in order to promote efficiency and transparency. | Operational Support | Emergency Operations - Investigation | Universal Services | Third-party Software Companies |
| | | SO13 | Maintain and implement technology solutions to allow residents/business owners to access HCFMO services without public facing office contacts. | Service Support & Prevention | None | Universal Services | Third-party Software Companies |

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|---|-----------------------|---|--|--------------------------|---|--|
| G3 | The Fire Marshal's Office will seek opportunities to leverage technology to engage the public and provide complimentary services. | SO14 | Ensure contact with 100% of referrals for Youth Fire Setter Intervention Program. | Operational Support | Investigation | Harris County Sheriff, Constables, Harris County District Attorney, Harris County Juvenile Probation, District/Misdemeanor/Family Court/Precinct Judges | Independent School Districts, Fire Departments |
| | | SO15 | Conduct, at minimum, weekly fire/life safety education and outreach engagements to identified high-risk populations throughout Harris County. | Operational Support | None | None | None |
| G4 | The Fire Marshal's Office will pursue additional ways to provide incident management and operational training to industry and first responders ensuring they can respond to and quickly mitigate emergencies. | SO16 | Conduct at least twelve (12) certification classes per year for regional response community. | Operational Support | None | None | Regional public safety, industrial partners |
| | | SO17 | Improve existing facilities through the construction of at least one (1) training simulator or service module per year. | Operational Support | None | Facilities and Property Management / Engineering | Contractors |
| | | SO18 | Develop at least three (3) new training classes per year based on emerging trends, best practices, and lessons learned for public safety. | Operational Support | All Divisions | Harris County response/public safety agencies | Various public safety, industrial, and special interest groups |
| | | SO19 | Maintain a minimum of 8,000 student contacts per year in the delivery of on-site and off-site training services. | Operational Support | All Divisions | None | Various public safety, industrial, and special interest groups |
| G5 | The Fire Marshal's Office will continue to enhance response capabilities in support of the County's goals to protect the environment, critical infrastructure, and residents. | SO20 | Respond to 100% of calls for service for hazardous materials emergencies within five (5) minutes of request. | Emergency Operations | None | Harris County Pollution Control Services | Regional, State, and Federal Public Safety Agencies |
| | | SO21 | Conduct a minimum of eighty (80) training and outreach services in support of the Houston/Harris County Storm Water Protection Program. | Emergency Operations & Operational Support | None | Harris County Sheriff, Constables, Pollution Control, Judge's Office, Engineering, Commissioners' Offices, and County Attorney's Office | Regional, State, and Federal Public Safety Agencies |
| | | SO22 | Analyze and invest in technologies that allow the public, in multiple languages, to quickly report fire/life safety hazards identified in unincorporated Harris County. | Operational Support & Prevention | None | Universal Services | Third-party Software Companies |
| | | SO23 | Conduct a minimum of twenty-five (25) hazardous materials preplans per month throughout unincorporated Harris County. | Emergency Operations & Prevention | None | None | Fire Departments and industry partners |
| | | SO24 | Effectively review, inspect, and approve all requested operational permits within thirty (30) days of request. | Prevention | None | Engineering | None |
| | | SO25 | Enforce non-compliance of high-risk operations without required operational permits within thirty (30) days of identification. | Prevention | None | None | None |
| G6 | The Fire Marshal's Office will support compliance and enforcement of local and state measures related to large scale emergencies. | SO26 | Respond to 100% of requests to staff the county emergency operations center by Harris County Office of Homeland Security and Emergency Management. | Operational Support & Emergency Operations | None | County Judge's Office | None |
| | | SO27 | Respond to 100% of COVID-19 complaints within twenty-four (24) hours of proper request. | Operational Support | None | None | None |

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: | Fire/Arson Investigation |
| Divisions (list all): | Investigations, Prevention, Emergency Ops, Ops |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$2,202,318 | 20 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| HCFMO is responsible for all fire, arson, and explosion investigative services provided in unincorporated Harris County or as requested. Additional services include fraud investigation associated with fire, arson, and explosion investigations and electrocution investigations in assistance with the Harris County Institute of Forensic Sciences pursuant to Commissioner Court adopted MOU. Proper determination of fire origin and cause, as well as the cause of and responsibility for property damage, injuries, or deaths, is essential for the meaningful compilation of fire statistics. Accurate statistics form the basis of fire prevention codes, standards, and training. This supports our goal to serve Harris County by providing comprehensive investigation services for a safer community. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers of investigation are any persons who have been affected by fire, arson, and explosions in unincorporated Harris County. Their expectation is the proper determination and documentation of fire origin, cause and responsibility. The proper identification of the origin and cause of fires is necessary to prevent and reduce future fires. Customers of electrocution investigations is the Harris County Institute of Forensic Sciences and any persons who has been affected by deaths suspected to be caused by electrocution. Customers are provided with case numbers from investigators, which allows them the opportunity to obtain contact information and provide feedback. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Local Government Code 352.013, 352.014, 352.015, 352.019, 352.021, 362 ---All of Texas Penal Code specifically CH.28, CH.32, CH.46 ---Texas Administrative Code CH 431.1---Texas Code of Criminal Procedures 2.12, 2.13, CH 38 ---Commissioners Court approved MOU. |

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: | Accelerant Detection K9 |
| Divisions (list all): | Investigations |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$244,702 | 2 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| HCFMO is responsible for fire, arson, and explosion investigations in unincorporated Harris County. Proper determination of fire origin and cause, as well as the cause of and responsibility for property damage, injuries, or deaths, is essential for the meaningful compilation of fire statistics. Accurate statistics form the basis of fire prevention codes, standards, and training. Properly trained and validated ignitable liquid detection canine/handler teams have proven their ability to improve fire investigations by assisting in the location and collection of samples for laboratory analysis for the presence of ignitable liquids. The proper use of detection canines is to assist with the location and selection of samples. This supports our goal to serve Harris County by providing comprehensive investigation services for a safer community. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers of investigation are any persons who have been affected by fire, arson, and explosions in unincorporated Harris County. Their expectation is the proper determination and documentation of fire origin, cause and responsibility. The proper identification of the origin and cause of fires is necessary to prevent and reduce future fires. Customers are provided with case numbers from investigators, which allows them the opportunity to obtain contact information and provide feedback. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Local Government Code 352.013, 352.014, 352.015, 352.019, 352.021, 362 ---All of Texas Penal Code specifically CH.28, CH.32, CH.46 ---Texas Administrative Code CH 431.1---Texas Code of Criminal Procedures 2.12, 2.13, CH 38 ---Commissioners Court approved MOU. |

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: | Fire Code Inspection and Enforcement |
| Divisions (list all): | Prevention and Operational Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| N/A | 18* |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| HCFMO is responsible for conducting fire and life safety inspections and enforcement of the Commissioners Court adopted fire code. Fire Code inspections assist in the prevention of fires, supporting economic growth, sustain safe structures, and provide safety through recognized national standards. This supports our goals to serve Harris County by providing comprehensive fire/life safety initiatives, leverage technology, enhance response capabilities to protect the environment, critical infrastructure, and residents. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Fire Code Inspections are conducted at the request of contractors, business owners, and business operators. These customers expect that HCFMO Inspectors provide timely inspections to get structures open for business as quickly as possible. Customers are provided contact information and are urged to provide feedback through an online customer satisfaction survey. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Health and Safety Code Chapter 241.026, 242.037, 243.009, 244.009, 245.009, 247.025, 248.026, 341, 343.011(c), 437.021, 577.010, 742.039, 753, 771, 791, 792, 793, and 795; Human Resources Code Title 2, CH 42 and Title 11, CH 161; Insurance Code CH 2003, 6001, 6002, and 6003; Local Government Code 217, 231.109, 235, 352 (b) – (e) and 419; Occupations Code CH 2151 and CH 2154; Property Code Chapter 2; Texas Administrative Code Title 25, Part 1, CH 125 (g), CH 133 (h), CH 134 (f), CH 135 (b), CH 137 (d), CH 139 (d), and CH 229 (k), Title 28, Part 1, CH 34 (a) (e) (f) (g) (h), Title 30, Part 1, CH 328 (f) Rule 328.55 and CH 334 (i) Rule 334.407, Title 40, Part 1, CH 19 (d), CH 84, CH 90 (d), CH 92 (d), CH 98 (c) Chapter 98, and Title 40, Part 19, CH 19 (r), CH 720 (f), CH 746 (w), CH 747 (t), CH 748 (o), CH 749 (o); Texas Alcoholic Beverage Code Section 11.46; Texas Water Code, Chapter 26 Subchapter I and Subchapter K; Transportation Code Chapter 285. |

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: | Hazard Complaint Response |
| Divisions (list all): | Prevention and Investigation |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| N/A | 4* |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| HCFMO responds to complaints from the public, first responders, and other partners in reference to situations that present a fire/life safety hazard and issues order to abate the hazard. If the investigation of a complaint leads to the determination of immediate fire/life safety threats, then nuisance abatement cases are pursued to stop operations in the building until corrections are completed. Through the ordered mitigation of hazards, the HCFMO protects the public, environment, economy, and structures throughout Harris County. This supports our goals to serve Harris County by providing comprehensive fire/life safety initiatives, leverage technology, enhance response capabilities to protect the environment, critical infrastructure, and residents. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The public expects to safely live, work, and conduct business in Harris County. If they identify unsafe conditions, they can have hazards abated by a simple notification to a responsible agency. HCFMO can be notified by complainants anonymously through multiple electronic sources (i.e. social media, email, HCFMO website) as well as by contacting our Agency directly. Notification such as this allows the customer to provide feedback as desired. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Health and Safety Code Chapter 241.026, 242.037, 243.009, 244.009, 245.009, 247.025, 248.026, 341, 343.011(c), 437.021, 577.010, 742.039, 753, 771, 791, 792, 793, and 795; Human Resources Code Title 2, CH 42 and Title 11, CH 161; Insurance Code CH 2003, 6001, 6002, and 6003; Local Government Code 217, 231.109, 235, 352 (b) – (e) and 419; Occupations Code CH 2151 and CH 2154; Property Code Chapter 2; Texas Administrative Code Title 25, Part 1, CH 125 (g), CH 133 (h), CH 134 (f), CH 135 (b), CH 137 (d), CH 139 (d), and CH 229 (k), Title 28, Part 1, CH 34 (a) (e) (f) (g) (h), Title 30, Part 1, CH 328 (f) Rule 328.55 and CH 334 (i) Rule 334.407, Title 40, Part 1, CH 19 (d), CH 84, CH 90 (d), CH 92 (d), CH 98 (c) Chapter 98, and Title 40, Part 19, CH 19 (r), CH 720 (f), CH 746 (w), CH 747 (t), CH 748 (o), CH 749 (o); Texas Alcoholic Beverage Code Section 11.46; Texas Water Code, Chapter 26 Subchapter I and Subchapter K; Transportation Code Chapter 285. |

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: | Annual Inspections |
| Divisions (list all): | Prevention |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| N/A | 6* |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| HCFMO conducts fire and life safety inspections at the request of business owners who hold State licenses, private, charter, public schools and any other mandated business inspections. Pursuant to the requirements of the licensing agencies and other state requirements, a fire and life safety inspection is needed to obtain or renew a license to operate a business. Fire and life safety inspections assist in the prevention of unsafe conditions through the corrections of hazards which can cause or extend fires in structures or create other emergencies. This supports our goals to serve Harris County by providing comprehensive fire/life safety initiatives, leverage technology, enhance response capabilities to protect the environment, critical infrastructure, and residents. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Fire and life safety Inspections are conducted for customers that need to obtain licenses and to ensure safety for the youngest members of our community. These customers expect that HCFMO Inspectors provide timely inspections to allow for the State agency to issue the license needed to operate their business. Customers are provided contact information and are urged to provide feedback through an online customer satisfaction survey. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Health and Safety Code Chapter 241.026, 242.037, 243.009, 244.009, 245.009, 247.025, 248.026, 341, 343.011(c), 437.021, 577.010, 742.039, 753, 771, 791, 792, 793, and 795; Human Resources Code Title 2, CH 42 and Title 11, CH 161; Insurance Code CH 2003, 6001, 6002, and 6003; Local Government Code 217, 231.109, 235, 352 (b) – (e) and 419; Occupations Code CH 2151 and CH 2154; Property Code Chapter 2; Texas Administrative Code Title 25, Part 1, CH 125 (g), CH 133 (h), CH 134 (f), CH 135 (b), CH 137 (d), CH 139 (d), and CH 229 (k), Title 28, Part 1, CH 34 (a) (e) (f) (g) (h), Title 30, Part 1, CH 328 (f) Rule 328.55 and CH 334 (i) Rule 334.407, Title 40, Part 1, CH 19 (d), CH 84, CH 90 (d), CH 92 (d), CH 98 (c) Chapter 98, and Title 40, Part 19, CH 19 (r), CH 720 (f), CH 746 (w), CH 747 (t), CH 748 (o), CH 749 (o); Texas Alcoholic Beverage Code Section 11.46; Texas Water Code, Chapter 26 Subchapter I and Subchapter K; Transportation Code Chapter 285. |

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 Regulation Enforcement |
| Divisions (list all): | Prevention and Investigation |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| N/A | 2* |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| HCFMO conducts required fire and life safety inspections at businesses that are regulated by Harris County through the adoption of regulations through Commissioners Court. HCFMO works with other County departments to enforce the adopted regulations, when businesses subject to the regulations fail to comply. HCFMO protects the public by preventing fires and limiting the possibility of loss of life through the conducting of inspections and ensuring that buildings are safe and equipped with protection equipment. This supports our goals to serve Harris County by providing comprehensive fire/life safety initiatives, leverage technology, enhance response capabilities to protect the environment, critical infrastructure, and residents. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Inspections conducted pursuant to the requirements of a county adopted regulation and affects the business owner as well as the public by ensuring that the proper safety precautions are being followed and that businesses are equipped with the applicable protective equipment. The expectations of the customers are that HCFMO will conduct inspections quickly so that business owners can be compliant with the regulation and that those businesses not compliant will be ordered to comply. HCFMO can be notified anonymously through multiple electronic sources (i.e. social media, email, HCFMO website) as well as by contacting our Agency directly. Notification such as this allows the customer to provide feedback as desired. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Health and Safety Code Chapter 241.026, 242.037, 243.009, 244.009, 245.009, 247.025, 248.026, 341, 343.011(c), 437.021, 577.010, 742.039, 753, 771, 791, 792, 793, and 795; Human Resources Code Title 2, CH 42 and Title 11, CH 161; Insurance Code CH 2003, 6001, 6002, and 6003; Local Government Code 217, 231.109, 235, 352 (b) – (e) and 419; Occupations Code CH 2151 and CH 2154; Property Code Chapter 2; Texas Administrative Code Title 25, Part 1, CH 125 (g), CH 133 (h), CH 134 (f), CH 135 (b), CH 137 (d), CH 139 (d), and CH 229 (k), Title 28, Part 1, CH 34 (a) (e) (f) (g) (h), Title 30, Part 1, CH 328 (f) Rule 328.55 and CH 334 (i) Rule 334.407, Title 40, Part 1, CH 19 (d), CH 84, CH 90 (d), CH 92 (d), CH 98 (c) Chapter 98, and Title 40, Part 19, CH 19 (r), CH 720 (f), CH 746 (w), CH 747 (t), CH 748 (o), CH 749 (o); Texas Alcoholic Beverage Code Section 11.46; Texas Water Code, Chapter 26 Subchapter I and Subchapter K; Transportation Code Chapter 285. |

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: | Fire System Services |
| Divisions (list all): | Prevention |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$957,660 | 7 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| HCFMO manages all fire protective systems and fire-related building services for Harris County properties in support of Facilities and Property Management (FPM). Fire system specialists are trained to identify faults within fire protection systems (alarm, sprinkler, etc...) along with ensuring maintenance and repairs are conducted in a timely and efficient manner. This supports our goal to serve Harris County by providing comprehensive fire/life safety initiatives. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Fire system services customers are Harris County employees and the public occupying County owned buildings. These customers expect that fire and life safety systems are maintained and operable in the event of an emergency all facilities they work and visit daily. Customer feedback is achieved through face-to-face interactions or through communication with appropriate supervisors. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Commissioners Court approved MOU. |

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: | Operational Permits |
| Divisions (list all): | Prevention, Emergency Operations, and Operational |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$574,670 | 3 (1*) |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Operational permits are required under the 2018 International Fire Code, Section 105.6, as adopted by Harris County Commissioners Court. The operational permit, when issued, allows the applicant to legally conduct the operation or business permitted for a period of time. Operational permits ensure safe operations of critical and high-risk processes in businesses so that they do not pose a threat to the safety and welfare of the public and environment. This supports our goals to serve Harris County by providing comprehensive fire/life safety initiatives, leverage technology, enhance response capabilities to protect the environment, critical infrastructure, and residents. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Operational permits are issued pursuant to the requirements of a county adopted regulation and affects the business owner as well as the public by ensuring that the proper safety precautions are being followed. The expectations of the customers are that HCFMO will issue operational permits in a timely manner so that business owners can be compliant with the regulation. Customers are provided contact information and are urged to provide feedback through an online customer satisfaction survey. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Health and Safety Code Chapter 241.026, 242.037, 243.009, 244.009, 245.009, 247.025, 248.026, 341, 343.011(c), 437.021, 577.010, 742.039, 753, 771, 791, 792, 793, and 795; Human Resources Code Title 2, CH 42 and Title 11, CH 161; Insurance Code CH 2003, 6001, 6002, and 6003; Local Government Code 217, 231.109, 235, 352 (b) – (e) and 419; Occupations Code CH 2151 and CH 2154; Property Code Chapter 2; Texas Administrative Code Title 25, Part 1, CH 125 (g), CH 133 (h), CH 134 (f), CH 135 (b), CH 137 (d), CH 139 (d), and CH 229 (k), Title 28, Part 1, CH 34 (a) (e) (f) (g) (h), Title 30, Part 1, CH 328 (f) Rule 328.55 and CH 334 (i) Rule 334.407, Title 40, Part 1, CH 19 (d), CH 84, CH 90 (d), CH 92 (d), CH 98 (c) Chapter 98, and Title 40, Part 19, CH 19 (r), CH 720 (f), CH 746 (w), CH 747 (t), CH 748 (o), CH 749 (o); Texas Alcoholic Beverage Code Section 11.46; Texas Water Code, Chapter 26 Subchapter I and Subchapter K; Transportation Code Chapter 285. |

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: | Property and Evidence Managemnt |
| Divisions (list all): | Prevention, Investigation, and Emergency |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$133,491 | 1 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Prevention Division is responsible for the management of the Property and Evidence that is collected by the HCFMO. This management ensures the protection and security of all property and evidence to guarantee admissability in court or the safe return to the proper owner. This supports the agencies efforts to investigate crimes and procecute responsible person(s) through the proper storage of specialized property and evidence (i.e. flammable/combustible liquids, explosive weapons, hazardous chemicals, etc.). This supports our goals to provide comprehensive investigation service for a safer community. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Owners of property collected or secured by the HCFMO expect their property to be safeguarded from loss, damage, or theft and the quick return once the property is no longer needed. All customers are presented with a property receipt which provides them contact information to offer feedback if desired. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Health and Safety Code Chapter 241.026, 242.037, 243.009, 244.009, 245.009, 247.025, 248.026, 341, 343.011(c), 437.021, 577.010, 742.039, 753, 771, 791, 792, 793, and 795; Human Resources Code Title 2, CH 42 and Title 11, CH 161; Insurance Code CH 2003, 6001, 6002, and 6003; Local Government Code 217, 231.109, 235, 352 (b) – (e) and 419; Occupations Code CH 2151 and CH 2154; Property Code Chapter 2; Texas Administrative Code Title 25, Part 1, CH 125 (g), CH 133 (h), CH 134 (f), CH 135 (b), CH 137 (d), CH 139 (d), and CH 229 (k), Title 28, Part 1, CH 34 (a) (e) (f) (g) (h), Title 30, Part 1, CH 328 (f) Rule 328.55 and CH 334 (i) Rule 334.407, Title 40, Part 1, CH 19 (d), CH 84, CH 90 (d), CH 92 (d), CH 98 (c) Chapter 98, and Title 40, Part 19, CH 19 (r), CH 720 (f), CH 746 (w), CH 747 (t), CH 748 (o), CH 749 (o); Texas Alcoholic Beverage Code Section 11.46; Texas Water Code, Chapter 26 Subchapter I and Subchapter K; Transportation Code Chapter 285. |

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: | Human Resources |
| Divisions (list all): | Service Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$763,752 | 3 (1*) |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The human resource service provides employee recruitment, manage and maintain employee records, and communicates with employees regarding benefits and personnel assistance. This service coordinates with other county departments to ensure compliance with all Harris County policies and procedures. This supports our goal to ensure an inclusive, resilient, and competitive workforce. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers for this service are the employees of HCFMO. Employee expectations is to ensure timely and accurate information pertaining to employment, benefits, and County policies and procedures. Employee feedback is gained through a standardized email portal along with feedback boxes available at all HCFMO facilities. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No, but a mandate from County Commissioners Court and HRRM. |

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: | HazMat Planning |
| Divisions (list all): | Emergency Operations and Prevention |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$790,515 | 8 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The hazmat planning services are provided by HCFMO Hazardous Materials Response Team which is the only team of its kind that is actively engaged in a hazmat pre-incident planning program of hazardous materials facilities within its area of jurisdiction. Leveraging multiple public data sets and technologies, hazmat planning services are conducted on locations that manufacture, store, or uses hazardous substances within unincorporated Harris County to gain invaluable information to aid in preparing for response and mitigation of emergencies. Hazmat planning services also participate in community preparedness planning initiatives with the Greater Harris County Local Emergency Planning Committee (LEPC) along with strategic planning with the Houston Urban Area Security Initiative (UASI), Channel Industries Mutual Aid (CIMA), and other stakeholders. This supports our goals to provide emergency response services for a safer community and enhance response capabilities in support of the County's goals to protect the environment, critical infrastructure, and residents. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers of the hazmat planning services are the public, local emergency response organizations, and Harris County departments that may be impacted by a hazardous materials incident throughout unincorporated Harris County. The expectation is that Harris County HazMat will respond quickly and take emergency measures to stabilize and mitigate the emergency while protecting the public and the environment. Expectations include rapid recognition and identification, atmospheric air monitoring, environmental sampling, and timely emergency notification of the public. Feedback is received through after-action reports and debriefings conducted after an emergency incident. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure Article 2.12; Local Government Code 235, 352.019, 353, 362, and 423; Occupations Code CH 1701; Natural Resources Code CH 40, 113, 114, and 117; Penal Code CH 28; Texas Administrative Code, Title 30, Part 1, Chapter 327, Rule 327.5; Texas Government Code 419.032; Transportation Code CH. 546; Utilities Code CH 121. |

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: | Fiscal Services |
| Divisions (list all): | Service Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$110,104 | 1 (1*) |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The financial services provide budget management through accounts receivable, accounts payable, fiscal analysis, auditing, and financial transactions. Grant coordination and management in order to facilitate the receipt of funds, compliance with grant guidelines, and proper accountability. This services coordinates with County Purchasing and Auditors offices to ensure compliance with all Harris County policies and procedures. This supports our goal to ensure an inclusive, resilient, and competitive workforce. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers for this service are Harris County employees and vendors of HCFMO. Employee and vendor expectations is to ensure timely and accurate services that are inline with County policies and procedures. Employee and vendor feedback is gained through a standardized email portal. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No, but a mandate from County Commissioners Court and HRRM. |

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:

HazMat WMD Response

Divisions (list all):

Emergency Operations

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,499,421 | 27 |

| | |
|--|---|
| 1) | Describe the Service and how it supports department goals. |
| The HCFMO Hazardous Materials Response Team is the authority having jurisdiction for hazardous materials/weapons of mass destruction response in unincorporated Harris County. Harris County HazMat is a regional response asset that provides emergency response and mitigation of hazardous materials incidents across the 13-counties of the Houston-Galveston Area Council of Government. The Team is also a certified Special Team for the Houston Urban Area Security Initiative (UASI) and is a critical component of the regional concept of operations. The Team's advanced capabilities including highest level of entry operations, specialized sampling and identification (including the 4th Generation Nerve Agents), radiological identification and response, drug identification/decontamination, and weapons of mass destruction identification and mitigation. The Team possesses law enforcement capabilities which play an important part in environmental crimes response, support of the Institute of Forensic Sciences investigations, and during special security operations. This supports our goals to provide emergency response services for a safer community and enhance response capabilities in support of the County's goals to protect the environment, critical infrastructure, and residents. | |
| 2) | Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers of the hazmat /WMD response services are the public, environment, and economy that may be impacted by a hazardous materials /WMD incident throughout unincorporated Harris County. The expectation is that Harris County HazMat will respond quickly and take emergency measures to stabilize and mitigate the emergency while protecting the public and the environment. Expectations include rapid recognition and identification, atmospheric air monitoring, environmental sampling, and timely emergency notification of the public. Feedback is received through after-action reports and debriefings conducted after an emergency incident. | |
| 3) | Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure Article 2.12; Local Government Code 235, 352.019, 353, 362, and 423; Occupations Code CH 1701; Natural Resources Code CH 40, 113, 114, and 117; Penal Code CH 28; Texas Administrative Code, Title 30, Part 1, Chapter 327, Rule 327.5; Texas Government Code 419.032; Transportation Code CH. 546; Utilities Code CH 121. | |

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: | Training |
| Divisions (list all): | Operational Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$666,774 | 5 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The training services provided by HCFMO allows for the dedicated delivery of internal and external training to HCFMO employees, public safety stakeholders, and the public. Additionally, this team is able to maintain the integrity, functionality, and growth of the training facility that provides hands-on simulation services to fire, EMS, law enforcement, industry, and other partners. The training services ensures that HCFMO employees remain compliant with the multitude of certification requirements mandated by the State of Texas while enhancing the employees' ability to remain on the cutting edge of best practices and operational changes. The team is also able to develop and implement critical training for regional response partners to respond to a variety of incidents throughout Harris County and the public's ability to be prepared for emergencies. This supports our goals to provide training for a safer community, leverage technology to engage the public, and pursue additional ways to provide incident management and operational training to industry and first responders ensuring they can respond to and quickly mitigate |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers for training services include HCFMO employees, regional public safety partners, and the public. Their expectations are to receive current training that is in line with industry standards and best practices in both a didactic and hands-on evolutions. Customer feedback is achieved after every class through the use of course evaluations that look at the instructor(s), facility, and curriculum taught. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Local Government Code 352.019; Texas Administrative Code Part 7 Chapter 211, 215, 218, 221, 223, 401, 421, 423, 25, 427, 429, 431, 435, 441, 443, 449, 453, 455, 457, and 459; Texas Government Code 419 (B) |

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: | Public Safety Liaison |
| Divisions (list all): | Operational Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$110,021 | 1 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The public safety liaison services coordinate the work of the various firefighting and fire-based response units throughout unincorporated Harris County. The service ensures that County response entities, elected officials, and emergency management are aware of the responses, services, and needs provided by the twenty-three (23) fire service agencies operating in unincorporated Harris County. This service ensures that HCFMO meets its statutory requirements along with meeting the informational and operational expectations of elected officials and other response agencies. This supports our goal to provide a for a safer community. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers for the public safety liaison services is local public safety responders and County government. The expectations of the public safety responders is to have a conduit of operational and information flow between county government and their department. County government's expectation is to have accurate and near real-time information. Customer feedback is achieved through face-to-face interactions or through communication with appropriate supervisors. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Local Government Code 352.019 |

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: | Logistics and IT |
| Divisions (list all): | Operational Support, Service Support, Emergency |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$264,365 | 3 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The support services provided by the logistics team ensures that HCFMO employees logistical needs are met, equipment is properly maintained, accounted for, and quotes for equipment are obtained in compliance with Harris County policies and procedures. The logistics team ensures that the agency acts as good stewards of taxpayers' dollars by ensuring that oversight exists on all aspects of equipment acquisition, accountability, maintenance, and serviceability. The logistics team also maintains accountability of UASI grant equipment that is contractual signed over to sub-recipients (i.e. local fire and ems departments) throughout Harris County. Additionally, information technology services ensure that HCFMO employees' technology needs are met, liaise with Universal Services, and compliance with Harris County policies and procedures are maintained. This supports our goal to provide a for a safer community. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers for logistic and information technology services are HCFMO employees and local fire/ems departments. Their expectations are to be properly equipped so they can safely provide their services to the public and do so in compliance with Harris County policies and procedures. Customer feedback is achieved through face-to-face interactions or through communication with appropriate supervisors. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Local Government Code 233, 352, 353; Texas Government Code 783 |

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: | Communication |
| Divisions (list all): | Operational Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$419,544 | 3 (2*) |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The communications section provides the following services: fire and life safety education, youth fire-setter intervention, and public relations. These services support the department's goals of reducing the overall risk for the people of Harris County and making the community a safer place to live, work and play. The team provides resources to our customers on how to reduce fire danger and other risks in their home and where they work. The youth fire-setter intervention program helps reduce the rate for fire-setting (arson) in youth, which translates to crime prevention through education and intervention. The team is also able to respond to any disaster or crisis and provide critical information to the public and media. This supports our goals to provide comprehensive fire/life safety initiatives for a safer community, leverage technology to engage the public and provide complimentary services, and enhance response capabilities in support of the County's goals to protect the environment, critical infrastructure, and residents. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for our services are the public, fire departments and first responder agencies, the media, Harris County agencies, and other non-profit agencies. Our customers expect us to provide them with current and up-to-date information so they can make informed decisions. In the event of an emergency or fire/Hazmat response, the media expects accurate and timely information. We collect customer feedback via all social media accounts. HCFMO's social media encourages two-way communication. Not only do we answer questions, we respond to the public's concerns. After each educational session, the customer is encouraged to complete a survey, via Survey Monkey. This allows us to: 1) obtain feedback on the presentation; 2) gauge the public's retention of the information provided. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Local Government Code 233, 352, 353 |

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: | COVID Compliance |
| Divisions (list all): | Operational Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$327,662 | 2 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The planning and policy services offered by HCFMO guides the agency's short and long-term planning processes to ensure operations remain in line with the County's mission and vision, statutory requirements, and best practices. The policy services aids to coordinate with County government on legislation specific to the fire marshal and fire service activities. Both work to maintain an organization that is current, relevant, and operationally ready. This supports our goals to provide comprehensive fire/life safety initiatives for a safer community, leverage technology to engage the public and provide complimentary services, and enhance response capabilities in support of the County's goals to protect the environment, critical infrastructure, and residents. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers for planning and policy services are HCFMO employees and County government. Their expectations are to have a clear path to the operational viability of the agency and to receive guidance and expertise on specific legislation. Customer feedback is achieved through face-to-face interactions or through communication with appropriate supervisors. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Local Government Code 233, 352, 353 |

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 (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: | COVID Compliance |
| Divisions (list all): | Operational Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$618,304 | 5 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The COVID-19 Compliance Monitoring Service enforces the Governor' and County Judge's orders related to Harris County's emergency response to the 2020 COVID-19 pandemic. The COVID-19 Compliance services mitigates risk of community disease spread by educating the public, business, schools and places of community congregation. COVID-19 Compliance Monitors educate on local and state orders, compel voluntary compliance from proprietors, and/or enhance enforcement actions when necessary. This supports our goal to support compliance and enforcement of local and state measures related to large scale emergencies. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The COVID-19 compliance monitoring services responds directly to notifications of noncompliance submitted by members of the public. Those complaints are acted upon on behalf of Harris County. COVID-19 compliance monitors service the proprietors of commercial establishments, by either confirming compliance with local and state orders or assisting them with gaining compliance. Every field interaction is documented by completion of the "State/County COVID-19 Compliance Form" which is provided to the customer in duplicate form that includes contact information for HCFMO leadership. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Government Code 418 |

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 |
|-----------------|---|--|--|--|--------------------|------------------------------------|---|
| Human Resources | Maintain 95% of staffing level of all available PCNS. | Currently in use | STARS | SO1 | 97% | 95% | Ensure that HCFMO maintains operational staffing |
| Human Resources | Benefits - HAMP enrollment | Currently in use | Email system, HRRM Benefits | | 16 | 132 | Track number of employees who enrolls in the Countys HAMP plan |
| Human Resources | % of application processed | Currently in use | NeoGov | | 100% | 100% | Reviewing applications and submitting to the correct dept for review |
| Human Resources | # of phone calls managed | Currently in use | VOYA phone system and personnell, WebHC | | 11,035 | | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| Human Resources | # of Record requests received | Currently in use | Email system, WebHC | | 1,130 | | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| Human Resources | % of record requests responded to within 10 days | Currently in use | Email system, WebHC | | 96% | 100% | Statutory requirement |
| Financial | Invoice and Request for payments processing | Currently in use | STARS-financial, WebHC | | 961 | | These metrics are based on invoice requests and are evaluated annually to determine if there has been an increase or decrease. |
| Financial | Biannual assessment of HCFMO fee schedule | Planned New | Multiple | SO3 | -- | 2 | Internal metric target |
| Investigations | Maintain response readiness to emergency calls for service within 10 minutes of notification. | New | Emergency Reporting | SO4 | -- | 90% | Staffing levels do not authorize 100% |
| Investigations | Exceed National Incident-Based Reporting System (NIBRS) case closure rates for criminal fire investigations in jurisdictions similar in size. | Currently in use | CentralSquare/One Solution RMS | SO7 | 13.8% | >12.7% | The 2019 NIBRS report compiled by the FBI lists the clearance rate for arson crimes in jurisdictions with populations of more than 1,000,000 as 12.7% |
| Investigations | Number of Fire and Explosion Investigations conducted | Currently in use | Emergency Reporting One Solution JOT Consultation database | | 2,681 | 3,590 | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| Investigations | Fire Cause Determination | Currently in use | Emergency Reporting One Solution JOT Consultation database | | 1,738 | 2,324 | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| Investigations | Casualties | Currently in use | Emergency Reporting | | 66 | 88 | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| Investigations | Case Disposition | Currently in use | Emergency Reporting One Solution JOT Consultation database | | 2,030 | 2,714 | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| Investigations | Legal Actions | Currently in use | JIMS | SO7 | 33 | 44 | The 2019 NIBRS report compiled by the FBI lists the clearance rate for arson crimes in jurisdictions with populations of more than 1,000,000 as 12.7% |
| Canine | Deployments | Currently in use | HCFMO Canine Response Records | | 57 | 76 | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |

| 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 |
|---------------------|--|--|---------------------------------------|--|--------------------|------------------------------------|---|
| Canine | Refusals | Currently in use | HCFMO Canine Response Records | | 138 | 184 | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| Canine | Public Relation Events | Currently in use | HCFMO Canine Response Records | | 10 | 14 | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| Canine | Training Hours | Currently in use | HCFMO Canine Response Records | | 275 | 366 | Minimum numbers of hours are set by K9 Certifying Board, HCFMO asks those to be exceed by 30% |
| HazMat/WMD Response | Respond to 100% of HazMat/WMD Incidents with 5 minutes | Planned New | Emergency Reporting | SO20 | | 100% | Historical data from previous years statistical analysis |
| HazMat/WMD Response | # of Emergency Responses | Currently in use | Emergency Reporting / WebHC | -- | 200 | 300 | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| HazMat/WMD Response | # Residential property responses | Currently in use | Emergency Reporting / WebHC | -- | 27 | | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| HazMat/WMD Response | # Commercial property responses | Currently in use | Emergency Reporting / WebHC | -- | 56 | | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| HazMat/WMD Response | # Government/Education property responses | Currently in use | Emergency Reporting / WebHC | -- | 6 | | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| HazMat/WMD Response | # Other fixed property responses | Currently in use | Emergency Reporting / WebHC | -- | 13 | | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| HazMat/WMD Response | # Highway transportation responses | Currently in use | Emergency Reporting / WebHC | -- | 83 | | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| HazMat/WMD Response | # Rail responses | Currently in use | Emergency Reporting / WebHC | -- | 3 | | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| HazMat/WMD Response | # Pipeline responses | Currently in use | Emergency Reporting / WebHC | -- | 2 | | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| HazMat/WMD Response | # Other transportation responses | Currently in use | Emergency Reporting / WebHC | -- | 0 | | These metrics are based on calls for service and cannot be influenced by the department. They are evaluated annually to determine if there has been an increase or decrease in calls for service. |
| Hazmat Planning | Conduct 25 HazMat Pre-Incident Plans per month | New | Responder 360 and Emergency Reporting | SO23 | 32 | 300 | Projected data weighted for COVID impact on access to facilities |
| Training | # of classes taught (on-site) | Currently in use | WebHC (Sharepoint) | SO16 | 71 | 100 | Analysis of historic classes taught, reduced due to closures associated with pandemic |
| Training | # of classes taught (off-site) | Currently in use | WebHC (Sharepoint) | SO16 | 17 | 30 | Analysis of historic classes taught, reduced due to closures associated with pandemic |
| Training | # of classes hosted (on/off-site) | Currently in use | WebHC (Sharepoint) | SO21 | 74 | 130 | Analysis of historic classes taught, reduced due to closures associated with pandemic |
| Training | Student Contacts | Currently in use | WebHC (Sharepoint) | SO19 | 3,426 | 5,000 | Analysis of students per class, reduced due to pandemic |
| Training | Annual TCFP Continuing Education | Currently in use | TargetSolutions | SO08 | 15% | 100% | Target set statutorily by TCFP |

| 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 |
|--------------------------------------|--|--|---|--|--------------------|------------------------------------|---|
| Training | Bi-Annual TCOLE Continuing Education | Currently in use | TCLEDDS | SO08 | 86% | 100% | Target set statutorily by TCOLE |
| Training | # New classes developed | Planned New | WebHC (Sharepoint) | SO18 | -- | 3 | Internal metric |
| Public Safety Liaison | % staffing of County EOC for activation | Currently in use | WebHC (Sharepoint) | SO26 | 100% | 100% | Harris County Basic Plan |
| COVID Compliance | Response to complaints within 24 hours | Currently in use | Complaint Manager | SO27 | 100% | 100% | In order to affect compliance, responses shall be timely. |
| COVID Compliance | # of COVID Complaints Received in Unincorporated Harris County | Currently in use | Complaint Manager Backend (HC-US Developed) | SO27 | 2,133 | Unknown | Number is predicated on responses from public and can vary based on changes by local, State, or Federal guidance |
| Planning and Policy | Pass TCFP bi-annual audits with no deficiencies | Currently in use | WebHC (Sharepoint) | -- | 100% | 100% | To ensure the safety and protection of HCFMO TCFP certified employees and the public, we should strive to maintain complete audit compliance |
| Planning and Policy | Pass TCOLE no-notice audits with no deficiencies | Currently in use | WebHC (Sharepoint) | -- | 100% | 100% | To ensure the safety and protection of HCFMO TCOLE certified employees and the public, we should strive to maintain complete audit compliance |
| Planning and Policy | Obtain third-party recognition | Planned New | TPCA | SO2 | -- | 100% | Internal metric to gain compliance with recognized best practices and standards |
| Planning and Policy | Implement technology solutions in two divisions | Planned New | Multiple | SO12 | -- | 2 | Internal metric to gain compliance with recognized best practices and standards |
| Logistics and IT | Average completion time of help desk tickets | New | County IT Software | -- | N/A | 18 Hours | Covers multiple operational periods for services provided 24 hours |
| Logistics and IT | % of Help Desk calls resolved within 24 hours or escalated | New | County IT Software | -- | N/A | 90% | HCFMO Employees rely on technology in the field, quick serviceability equals greater production |
| Logistics and IT | % of users who rate services as good or excellent. | New | County IT Software | -- | N/A | 95% | General customer service expectations |
| Logistics and IT | % Accuracy of annual inventory audit | Currently in use | FileOnQ/PeopleSoft | -- | 97% | 100% | Standard that HCFMO will maintain 100% inventory of all items purchased with tax payers dollars |
| Communications and Outreach | # of Public Outreach Events | Currently in use | WebHC (Sharepoint) | | 36 | 40 | Analysis of historic outreach events, reduced due to closures associated with pandemic |
| Communications and Outreach | # of Public Outreach Contacts | Currently in use | WebHC (Sharepoint) | | 2712 | 3000 | Analysis of historic outreach contacts, reduced due to closures associated with pandemic |
| Communications and Outreach | # of Media Engagements | Currently in use | WebHC (Sharepoint) | | 83 | 100 | |
| Communications and Outreach | # Social Media Posts | Currently in use | WebHC (Sharepoint) | SO15 | 1794 | 2000 | |
| Communications and Outreach | # Social Media Engagements | Currently in use | WebHC (Sharepoint) | SO11 | 53473 | 65000 | |
| Communications and Outreach | # Youth Fire Setter Intervention Referrals | Currently in use | WebHC (Sharepoint) | SO14 | 64 | 100 | Historic engagements, reduced due to pandemic |
| Communications and Outreach | % of engagement with YFIP Referrals | New | WebHC (Sharepoint) | SO14 | N/A | 100% | Ensure that all referrals are acted upon to attempt family engagement |
| Communications and Outreach | Employee recruitment via job fairs and university placement | New | WebHC (Sharepoint) | SO10 | N/A | 50% | |
| Fire Code Inspection and Enforcement | Number of site visits and inspections Performed | Currently in use | Emergency Reporting | SO5 | 6,541 | 7,728 | Current and Past years data |
| Fire Code Inspection and Enforcement | Violations and Civil Action Referrals | Currently in use | Emergency Reporting | SO5 | 164 | 197 | Current and Past years data |
| Hazard Complaint Response | Number of Complaint Responses | Currently in use | Emergency Reporting | SO6 | 1,540 | 1,849 | Current and Past years data |
| Hazard Complaint Response | Number of Fire Marshal Orders/Citations | Currently in use | Emergency Reporting | SO6 | 221 | 300 | Current and Past years data |
| Hazard Complaint Response | Number of Complaints responded to within 48 hours. | Planned New | Complaint Manager | SO6 | -- | 95% | Current staffing will not allow 100% |
| Annual Inspection | Number of Annual School Inspections Performed | Currently in use | Emergency Reporting | | 254 | 500 | This is how many school exist in unincorporated Harris County |
| Annual Inspection | Number of Annual Licensed Inspections | Currently in use | Emergency Reporting | | 1,405 | 1,700 | Current and Past years data |
| Annual Inspection | Number of Firework Retail location inspections | Currently in use | Emergency Reporting | | 455 | 997 | Current and Past years data |
| Fire System Services | Service Requests | Currently in use | Triiga | | 140 | 420 | Took over operations on July 15, 2020. Have averaged approximately 35 requests per month. |
| Fire System Services | Fire System CIP Projects Management | Currently in use | Triiga/E-permits | | 8 | 47 | Current and 2021 projected fire protection capital improvement projects |
| Fire System Services | County Building annual Inspections | Currently in use | Emergency Reporting | | 202 | 408 | This is the total number of County buildings inspected twice a year |
| County Regulation Enforcement | Number of SOB/Game Room Operations | Currently in use | One Solution | | 33 | 33 | Current and Past years data |

| 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 |
|--------------------------------|--|--|-------------------------------|--|--------------------|------------------------------------|--|
| Operational Permits | Number of Operational Permits Applications | Currently in use | Emergency Reporting/E-permits | SO24 | 969 | 2,000 | This projection is based on operational permits being new since January 1 and with continued advertisement and enforcement we believe the number will at least double. |
| Operational Permits | Time to complete application approval | Planned New | E-Permits | SO24 | -- | 15 Days | Most permits are currently being processed within 15 to 20 days. Additional streamlining and staff could achieve the goal for all applications |
| Property & Evidence Management | Number of Items of Property and Evidence Received for the year | Currently in use | File-On-Q | | 289 | 250 | Current and past years data |
| Property & Evidence Management | Number of Items sent for laboratory analysis | Currently in use | File-On-Q | | 200 | 175 | Current and past years data |
| | | | | | | | |

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 | HazMat/WMD Response | Court approved (9/10/2019) new PCNs + Funding for 4 x HazMat Technicians in support of 2019 PENTA Gap Analysis | Emergency Operations | SO20 | 36 | 32 | 4 |
| BR2 | Planning and Policy | Court approved (9/10/2019) new PCN + Funding for 1 x Captain in support of 2019 PENTA Gap Analysis | Operational Support | SO12 & 26 | 1 | 0 | 1 |
| BR3 | Case Development | Additional staffing for fire investigations | Investigations | SO4 & SO7 | 25 | 22 | 3 |

| 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 |
| \$0 | \$40,000 | \$390,002 | \$430,002 |
| \$34,152 | \$0 | \$125,314 | \$159,466 |
| \$156,000 | \$40,500 | \$287,961 | \$484,461 |

| Ongoing Annual Cost - Future Years (if applicable) | | |
|--|-------------------|---------------------|
| Materials, Supplies and Other Non-Labor | Salary & Benefits | Annual Ongoing Cost |
| \$0 | \$401,702 | \$401,702 |
| \$0 | \$129,073 | \$129,073 |
| \$21,000 | \$287,961 | \$308,961 |

| 5-Year Total Cost |
|-------------------|
| \$2,036,810 |
| \$675,758 |
| \$1,720,305 |

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 |
|---|-----------------------------------|----------------------------|------------------------|------------------------------------|--|------------------------|
| BR1 | HazMat /WMD Response | Emergency Operations | Technician II | Full | 2240 | 2 |
| BR1 | HazMat /WMD Response | Emergency Operations | Technician III | Full | 2240 | 2 |
| BR2 | Planning and Policy | Operational Support | Captain | Full | 2080 | 1 |
| BR3 | Case Development | Investigations | Arson Investigator III | Full | 2080 | 3 |

| Annual Actual Base Salary (Per Position) | Annual Benefits (Per Position) | Annual Total Cost Per Position | Annual Total Cost - All Positions |
|--|--------------------------------------|--------------------------------------|---|
| \$62,966 | \$29,810 | \$92,777 | \$185,554 |
| \$70,605 | \$31,619 | \$102,224 | \$204,448 |
| \$89,274 | \$36,040 | \$125,314 | \$125,314 |
| \$65,562 | \$30,425 | \$95,987 | \$287,961 |

| Projected Hire Date | Number of Pay Periods to Fund | Pro-Rated Cost Per Position | Pro-Rated Cost - All Positions |
|------------------------|-------------------------------------|-----------------------------------|--------------------------------------|
| 4/10/2021 | 26 | \$92,777 | \$185,554 |
| 4/10/2021 | 26 | \$102,224 | \$204,448 |
| 4/10/2021 | 26 | \$125,314 | \$125,314 |
| 4/10/2021 | 26 | \$95,987 | \$287,961 |

| Is Additional Office Space Required? (Y/N) | Is Downtown Parking Required? (Y/N) |
|---|--|
| N | N |
| N | N |
| N | N |
| N | N |

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: | General Fund - HazMat/WMD Response |
| Division: | Emergency Operations |

Funding Request - Next Fiscal Year: \$430,002

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Sustainment of 2020 funding for the expansion of the Harris County Hazardous Materials Response Team with 4 FTEs that were given HCFMO but not scheduled to be filling until FY22. (2019 PENTA Gap Analysis/Commissioner Court Order 9/10/2019) |
| 2) Which department-level goals does this support? |
| The Fire Marshal's Office will continue to enhance response capabilities in support of the County's goals to protect the environment, critical infrastructure, and residents. |
| 3) What do you want to achieve with these additional funds? |
| These funds are needed to sustain the expansion of the Harris County HazMat Team that was initiated in 2019 as a result of the 49 recommendations of the PENTA Gap Analysis. PCNs were given to HCFMO as a result of a Commissioner's Court Order Dated September 10, 2019. These 4 positions were scheduled to be filled in FY22. The positions are needed to staff the HazMat Team in order to staff the westside expansion. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| This funding is needed by April 1, 2021 in order to fill the positions to complete the westside expansion in accordance with the 49 recommendations of the PENTA Gap Analysis. |
| 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 |
|--------------------------------|---------------------|---|------------------------------------|--|
| HazMat/WMD Response | Emergency Reporting | SO20 | 100% | Historical data from previous years statistical analysis |

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: | General Fund |
| Division: | Operational Support |
| Funding Request - Next Fiscal Year: | \$159,466 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| As identified in the 2019 PENTA Gap Analysis and approved by Commissioners Court on 9.10.2019, the addition of a Captain position to aid in planning, preparedness, and day-to-day operational oversight of the Operational Support Division. In addition to supporting training initiatives, assisting at the County Emergency Operations Center, and hazmat emergency response as needed. |
| 2) Which department-level goals does this support? |
| Goal 1: The Fire Marshal's Office will strive to serve Harris County by providing comprehensive fire/life safety initiatives, investigation, training, and emergency response services for a safer community. Goal 4: The Fire Marshal's Office will pursue additional ways to provide incident management and operational training to industry and first responders ensuring they can respond to and quickly mitigate emergencies. |
| 3) What do you want to achieve with these additional funds? |
| Hire 1 mid-level supervisory Captain for the Operational Support Division and outfit them in compliance with HCFMO policies and procedures. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The Operational Support Division will look at both internal and external applicants that have required certifications for this position. |
| 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 |
|--|--------------------|--|------------------------------------|---|
| % staffing of County EOC for activation | WebHC (Sharepoint) | SO26 | 100% | Harris County Basic Plan |
| Pass TCFP bi-annual audits with no deficiencies | WebHC (Sharepoint) | -- | 100% | To ensure the safety and protection of HCFMO TCFP certified employees and the public, we should strive to maintain complete audit compliance |
| Pass TCOLE no-notice audits with no deficiencies | WebHC (Sharepoint) | -- | 100% | To ensure the safety and protection of HCFMO TCOLE certified employees and the public, we should strive to maintain complete audit compliance |
| Obtain third-party recognition | TPCA | SO2 | 100% | Internal metric to gain compliance with recognized best practices and standards |
| Implement technology solutions in two divisions | Multiple | SO12 | 2 | Internal metric to gain compliance with recognized best practices and standards |
| Average completion time of help desk tickets | County Software | -- | 18 Hours | Covers multiple operational periods for services provided 24 hours |
| % of Help Desk calls resolved within 24 hours or escalated | County Software | -- | 90% | HCFMO Employees rely on technology in the field, quick serviceability equals greater production |
| % of users who rate services as good or excellent. | County Software | -- | 95% | General customer service expectations |
| % Accuracy of annual inventory audit | FileOnQ/PeopleSoft | -- | 100% | Standard that HCFMO will maintain 100% inventory of all items purchased with tax payers dollars |

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: | General Fund |
| Division: | Investigations |
| Funding Request - Next Fiscal Year: | \$484,461 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| HCFMO investigators are the legislatively certified investigative group for all of unincorporated Harris County; which means they respond to fire and explosion investigation as requested. Although investigators are responding in a timely manner to requests for services, limited personnel do not allow for the development of all open cases. Case Development Investigators are certified and experienced fire investigators that are dedicated to the management and furtherance of fire/arson cases. This is beneficial to property owners, |
| 2) Which department-level goals does this support? |
| Additional case development investigators would support HCFMO's strategic goal #4 by allowing existing investigators to respond to incoming fire investigations while the case development investigators focus on developing cases after the incident has been investigated. This would enhance HCFMO investigators abilities for response to incoming fires within the 10-minute window. Currently, some responses are delayed because investigators are conducting other investigations or attempting to develop existing cases when a call is |
| 3) What do you want to achieve with these additional funds? |
| Hire 3 Case Development Investigators who are able to dedicate their knowledge and experience to solving fire crimes after the initial investigation has been completed. This is not just a benefit of criminal actions, this will benefit those who need closure for their insurance, family closure, and stakeholders who need to redevelop in the community. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| In late 2019 HCFMO was able to implement the use of a single Case Development Investigator. The single Case Development Investigator was able to conduct approximately 25% of all case development and follow up investigations for the division. Case Development Investigators are a recognized asset in many large jurisdiction agencies that conduct investigations. In law enforcement they are frequently referred to as detectives. These investigators must have a fire investigator certification in addition to law enforcement, they |
| 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 |
|---|--------------------------------|--|---|---|
| Maintain response readiness to emergency calls for service within 10 minutes of notification. | Emergency Reporting | 4 | Maintain 90% response readiness to emergency calls for service within 10 minutes of notification. | Response to fire investigation requests are sometimes delayed because investigators are on the scene of another fire investigation or conducting follow up investigations for case development of previously investigated fires. Case Development Investigators would reduce this burden. |
| Continue to exceed National Incident-Based Reporting System (NIBRS) case closure rates for criminal fire investigations in jurisdictions similar in size. | CentralSquare/One Solution RMS | 7 | >12.7% | The 2019 NIBRS report compiled by the FBI lists the clearance rate for arson crimes in jurisdictions with populations of more than 1,000,000 as 12.7% |

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 | SO4 and SO7 | Additional staffing for investigations as county growth continues | 3 | | | | \$470,631 | \$313,915 |
| LTF2 | SO24, SO5, SO6 | Additional staffing for inspections as county growth continues | 3 | | | | \$470,631 | \$313,915 |
| LTF3 | SO18, SO10, SO8 | Additional part-time staffing for training to maintain pace with emerging trends and best practices | 2 | | \$31,000 | \$62,000 | \$71,300 | \$71,300 |
| LTF4 | SO1 | Additional staffing space | | | | \$60,000 | \$60,000 | \$60,000 |
| LTF5 | | | | | | | | |
| LTF6 | | | | | | | | |
| LTF7 | | | | | | | | |
| LTF8 | | | | | | | | |
| LTF9 | | | | | | | | |
| LTF10 | | | | | | | | |
| LTF11 | | | | | | | | |
| LTF12 | | | | | | | | |

FORM 7. Update on Expansion Funding Provided for the Current Budget Year - DETAIL (#1)

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:

GAP Analysis for Fire Marshal. Phased implementation. Reflects ongoing cost and small equipment, not capital equipment.

| | One-Time | Recurring | Positions Requested | Positions Filled |
|--|-----------|-------------|---------------------|------------------|
| FY 2020-21 Funding Provided: | \$129,200 | \$1,414,800 | 12 | 11 |
| Projected Spending in FY 2020-21: | \$129,200 | \$1,414,800 | 12 | 11 |

Continued Funding Requested for FY 2021-22:

\$1,414,800

| |
|---|
| 1) Provide the purpose of the funding that was provided and what you expected to accomplish. |
| Purpose of the funding for ten (10) positions was to enhance the response capacity of the HCFMO HazMat Division to include establishing a presence on the west-side of Harris County. Expectations to accomplish were to staff all personnel, respond to and mitigate hazardous materials emergencies. The purpose of the two (2) positions was to staff needed personnel to initiate and oversee the applications and issuance of operational permits in line with the Court adopted Fire Code. Expectations were to fill both positions and initiate operational permits process for a safer Harris County. |
| 2) What has been accomplished so far and are you meeting your goals? Include key measurements. |
| Fill in Table Below |
| 3) What remains to be done and what is the outlook and timeline for completion? |
| Hiring of one hazardous materials administrative person. Position has been reposted and expected to be filled by January 2021. |

| Performance Metric Description | 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 |
|---|---------------------|---|--------------------|------------------------------------|--|
| # of operational permits issued | e-Permits | SO24 | 969 | 2000 | Projection is based on operational permits being new and continued advertisement and enforcement we believe this number will double. |
| # of hazardous materials pre-plans | Emergency Reporting | SO23 | 32 | 300 | Projected data weighted for COVID impact on access to facilities |
| Establishment of west-side response station | N/A | SO20 | 1 | 0 | Mandate from PENTA Gap Analysis |

FORM 7. Update on Expansion Funding Provided for the Current Budget Year - DETAIL (#2)

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:

Emergency Response. HazMat/WMD Response. Reflects ongoing cost.

| | One-Time | Recurring | Positions Requested | Positions Filled |
|-----------------------------------|----------|-----------|---------------------|------------------|
| FY 2020-21 Funding Provided: | | \$815,644 | 8 | 8 |
| Projected Spending in FY 2020-21: | | \$815,644 | 8 | 8 |

Continued Funding Requested for FY 2021-22:

\$823,422

1) Provide the purpose of the funding that was provided and what you expected to accomplish.

Sustainment of 2020 funding for the expansion of the Harris County Hazardous Materials Response Team with 8 FTE(2019 PENTA Gap Analysis/Court Order 9/10/2019)

2) What has been accomplished so far and are you meeting your goals? Include key measurements.

Fill in Table Below

3) What remains to be done and what is the outlook and timeline for completion?

| Performance Metric Description | 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 |
|---|-------------|--|--------------------|------------------------------------|-----------------------------------|
| Establishment of west-side response station | N/A | SO20 | 1 | 0 | Mandate from PENTA Gap Analysis |

FORM 7. Update on Expansion Funding Provided for the Current Budget Year - DETAIL (#3)

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:

Emergency Operations. HazMat Planning. Reflects ongoing cost.

| | One-Time | Recurring | Positions Requested | Positions Filled |
|-----------------------------------|----------|-----------|---------------------|------------------|
| FY 2020-21 Funding Provided: | | \$769,139 | 8 | 8 |
| Projected Spending in FY 2020-21: | | \$769,139 | 8 | 8 |

Continued Funding Requested for FY 2021-22:

\$808,905

1) Provide the purpose of the funding that was provided and what you expected to accomplish.

Sustainment of 2020 funding for the expansion of the Harris County Hazardous Materials Response Team with 8 FTE (2019 PENTA Gap Analysis/Court Order 9/10/2019)

2) What has been accomplished so far and are you meeting your goals? Include key measurements.

Fill in Table Below

3) What remains to be done and what is the outlook and timeline for completion?

| Performance Metric Description | 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 |
|------------------------------------|---------------------|--|--------------------|------------------------------------|--|
| # of hazardous materials pre-plans | Emergency Reporting | SO23 | 32 | 300 | Projected data weighted for COVID impact on access to facilities |

FORM 7. Update on Expansion Funding Provided for the Current Budget Year - DETAIL (#4)

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 web 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:

Operational Support. Training. Reflects ongoing cost.

| | One-Time | Recurring | Positions Requested | Positions Filled |
|--|----------|-----------|---------------------|------------------|
| FY 2020-21 Funding Provided: | | \$143,810 | 4 | 4 |
| Projected Spending in FY 2020-21: | | \$143,810 | 4 | 4 |

Continued Funding Requested for FY 2021-22:

\$148,124

| |
|--|
| 1) Provide the purpose of the funding that was provided and what you expected to accomplish. |
| Sustainment of 2020 funding for the expansion of the C18Training Division with 1 FTE and 3 PTE (2019 PENTA Gap Analysis/Court Order 9/10/2019) |
| 2) What has been accomplished so far and are you meeting your goals? Include key measurements. |
| Fill in Table Below |
| 3) What remains to be done and what is the outlook and timeline for completion? |
| |

| Performance Metric Description | 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 |
|--------------------------------|--------------------|---|--------------------|------------------------------------|---|
| # of classes taught (on-site) | WebHC (Sharepoint) | SO16 | 71 | 100 | Analysis of historic classes taught, reduced due to closures associated with pandemic |
| # of classes taught (off-site) | WebHC (Sharepoint) | SO16 | 17 | 30 | Analysis of historic classes taught, reduced due to closures associated with pandemic |
| # New classes developed | WebHC (Sharepoint) | SO18 | -- | 3 | Internal metric |

FORM 7. Update on Expansion Funding Provided for the Current Budget Year - DETAIL (#5)

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:

Prevention. Operations Permits. Reflects ongoing cost.

| | One-Time | Recurring | Positions Requested | Positions Filled |
|-----------------------------------|----------|-----------|---------------------|------------------|
| FY 2020-21 Funding Provided: | | \$307,466 | 3 | 3 |
| Projected Spending in FY 2020-21: | | \$307,466 | 3 | 3 |

Continued Funding Requested for FY 2021-22:

\$305,340

| |
|---|
| 1) Provide the purpose of the funding that was provided and what you expected to accomplish. |
| Sustainment of 2020 Funding for 3 FTE for Operational Permits (2019 PENTA Gap Analysis/Court Order 9.10.2019) |
| 2) What has been accomplished so far and are you meeting your goals? Include key measurements. |
| Fill in Table Below |
| 3) What remains to be done and what is the outlook and timeline for completion? |
| |

| Performance Metric Description | 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 |
|--|-------------------------------|---|--------------------|------------------------------------|--|
| Number of Operational Permits Applications | Emergency Reporting/E-permits | SO24 | 969 | 2,000 | This projection is based on operational permits being new since January 1 and with continued advertisement and enforcement we believe the number will at least double. |

FORM 7. Update on Expansion Funding Provided for the Current Budget Year - DETAIL (#6)

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:

Prevention/Fire Protection Services. Reflects ongoing cost.

| | One-Time | Recurring | Positions Requested | Positions Filled |
|--|----------|-----------|---------------------|------------------|
| FY 2020-21 Funding Provided: | | \$689,312 | 6 | 6 |
| Projected Spending in FY 2020-21: | | \$689,312 | 6 | 6 |

Continued Funding Requested for FY 2021-22:

\$730,491

1) Provide the purpose of the funding that was provided and what you expected to accomplish.

Sustainment of Court ordered transfer from FPM for 6 FTE (Court Date 2/25/2020) to fire protection services.

2) What has been accomplished so far and are you meeting your goals? Include key measurements.

Fill in Table Below

3) What remains to be done and what is the outlook and timeline for completion?

| Performance Metric Description | 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 |
|---|---------------------|--|--------------------|------------------------------------|-----------------------------------|
| Number of site visits and inspections Performed | Emergency Reporting | SO5&SO6 | 6,541 | 7,728 | Current and Past years data |
| Violations and Civil Action Referrals | Emergency Reporting | SO5&SO6 | 164 | 197 | Current and Past years data |

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 | HCFMO Training Courses | Funds for training services or field use. Conducting training and maintaining an operational training facility. | \$90,000 |
| REV2 | | | |
| REV3 | | | |
| REV4 | | | |
| REV5 | | | |
| REV6 | | | |
| REV7 | | | |
| REV8 | | | |
| REV9 | | | |
| REV10 | | | |
| REV11 | | | |
| REV12 | | | |
| REV13 | | | |
| REV14 | | | |
| REV15 | | | |
| REV16 | | | |
| REV17 | | | |
| REV18 | | | |
| REV19 | | | |
| REV20 | | | |
| Total | | | \$90,000 |

301 – Constable, Precinct 1

Alan Rosen

301 – Constable Precinct 1

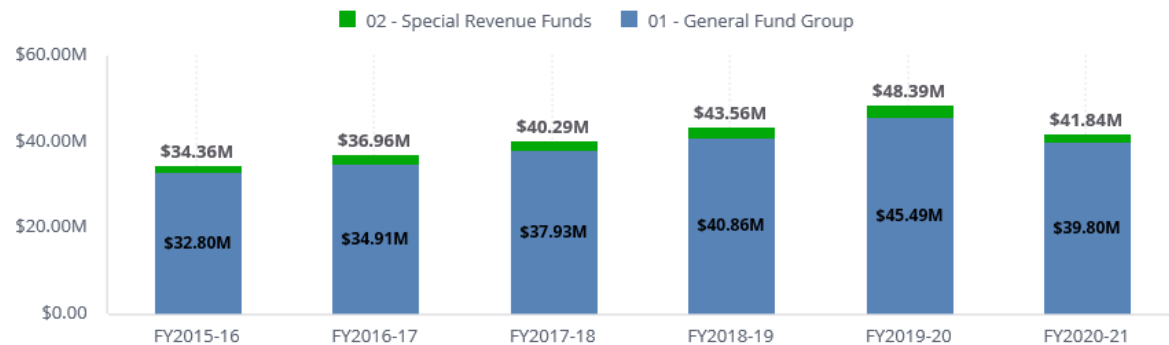
Data as of 12/14/2020

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

Expenditures Total for FY 2020-2021

\$41,839,579

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$42.00M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|--------------------------------------|
| 301 | Harris County Constable Precinct One |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

Harris County Precinct One Constable's Office mission and purpose is to enhance the quality of life in our precinct by working in collaboration with and partnering with our diverse community and to enforce laws, preserve the peace, reduce fear and provide a safe environment. Our Mandate is to do so with honor and integrity while at all times conducting ourselves with the highest ethical standards to maintain public confidence.

2. Vision

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

The vision of the Precinct One Constable's Office is to be the nation's leader in Community Policing. Our vision will be accomplished by improving relationships among our diverse communities. This means more than just fighting crime. We focus on enhancing the quality of life for all our residents. This is always done in a transparent, meaningful and collaborative way. This effort is constantly evolving to mirror the needs of the community.

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.

The Precinct One Constable's Office provides law enforcement services throughout the Precinct One community, including contracting for law enforcement services.

Since January 1, 2020 through October 1, 2020, the Harris County Precinct One Constable's Office has worked hard to assist the citizens of Harris County. Precinct One always been strong with the community. So far this year, we have answered over 250,000 calls for service and have made over 1,300 arrests as a department.

Our Civil Division has received over 19,000 civil papers and served 15,400 of those received papers to the citizens of Harris County.

Our Mental Health Division serves civil process for the probate courts. During the year, our Mental Health Division and Patrol Division has had 24,481 Mental Health services of process.

Our Juvenile Division has received over 4,400 citations, 58 Truancies, 220 executed warrants and received over 80 investigations within the Juvenile Justice Detention Center. Our Juvenile Division works throughout all of Harris County.

The Precinct One Human Trafficking Division is operated by two full-time, grant-funded positions. We work in conjunction with the juvenile probation department and Harris County Child Protective Services TRIAD for outcries of human trafficking. Our investigators are all trained in trauma-informed interviewing techniques. We offer a victim-centered approach and work with local advocacy groups to provide wrap-around services to the victims of human trafficking. We have more than tripled grant-expected goals.

The Precinct One Environmental Crimes Division has deputies that work throughout Harris County and with the HPD Environmental Crimes Unit on illegal dumping of trash and/or chemicals that will damage the environment. To date, in the area of Commissioner Precinct 1 we have worked 159 investigations, in Precinct 2 we have conducted 69 investigations, in Precinct 3 we have seen 14 investigations, and Precinct 4 we have investigated 3.

We are called on consistently to support the community as needs arise. Some of these initiatives include staffing and managing security at the NRG temporary medical facility. This effort included credentialing every person at the site, strategically placing surveillance cameras around the facility, and ensuring the safety and welfare of everyone there. Also at NRG, we are managing the security, social distancing and bailiff services for the alternate jury assembly location. We were responsible for ensuring the public adheres to the County Judge's executive order for social distancing within the Downtown Courthouse Complex. To date, we have distributed 34,000 masks to the visitors and employees.

The Precinct One Constable's Office was asked to take the lead on PPE distribution for all visitors and employees at any building in the Downtown Courthouse Complex. We are enforcing the County Judge's Order for COVID business non-compliance violations within Precinct One.

As we approach this historic election in 2020, The County Clerk's Office and County Attorney's Office requested assistance with putting together a security plan and protocol for the 2020 general election to ensure a safe and secure voter experience. As such, we formed a unique task force which to date has conducted over 4000 polling location checks and 19 investigations across Harris County. The County Clerk's office also requested us to provide security and cameras at NRG Park for their Remote Elections Operations (REO).

The Precinct One Constable's Office takes great pride in ensuring the make up of its office mirrors the communities it serves. From top to bottom, within all ranks, and in every facet of every division the Office reflects the diversity of our precinct. The pulse of this agencies' mission and values reflect the needs of the community. With over 520 employees, the development of new policies and procedures, training and education remain at the forefront of how Precinct One Constable's Office provides its services. The true fabric of this Agency is threaded with cultural sensitivity, implicit bias training, and interwoven with Law Enforcement ethics. In addition, to always improving efforts, the Precinct One Constable's Office Field Training Officer program creates cultural awareness by exposing our new officers to the various communities we serve.

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.

Contract Patrol – Makes up the majority of agency personnel who are responsible for conducting contract patrol for various municipal utility districts and homeowner associations.

District Patrol – District personnel have a wide variety of roles and responsibilities that include district patrol, contract support, criminal investigations, canine and parks patrol.

Toll Road – Personnel that work cooperatively with HCTRA to provide patrol, traffic enforcement and investigations on the Harris County toll roads located in Precinct One.

Reserve Division - Our Reserve Division assists the Precinct One Constable's Office and helps augment the active component when needed. In 2020, our Reserve command has given 9906 hours to the taxpayers of Harris County. That equates to approximately \$475,000 in savings to taxpayers.

Downtown Operations – Our Civilian Screeners and Deputies ensure the safety of employees and visitors who come to these county-owned buildings. In 2020, to date we had 36,220 law enforcement calls for service; we screened 762,148 visitors and have confiscated 22,519 pieces of contraband.

Administrative – Personnel responsible for administrative functions of the department that include clerical work, telecommunications, property and evidence processing, human resources, internal affairs, records processing, and similar tasks.

Civil – Personnel responsible for documenting and serving all orders or process received from the justice of the peace court and other relevant courts, which include but are not limited to civil process, writs and subpoenas.

Criminal Warrants – Personnel responsible for documenting, entering, and serving warrants issued from the justice of the peace court and other relevant courts. Personnel are also responsible for providing bailiff services for the JP 1-1 and 1-2 courts.

Human Trafficking – Our specially trained deputies work with the men and women in Harris County to deter and stop the flow of human trafficked people. They work with the Juvenile Detention facility to assist, with programs or counselling, in possible human trafficked children while they are in the facility.

Mental Health—All MHU are Deputies highly trained and certified to execute any mental health warrant within all of Harris County. This unit picks up and transports all mental health patients to any and all mental health hospitals or facilities as the civil court document states.

HCIFS support - Our deputies and civilian screeners work with the personnel within the IFS, to secure the building and to assist on intake of deceased people in Harris County 24 hours a day.

Crime Prevention—This unit assists the citizens of Precinct One with assistance in making sure their houses are safer than they were and to educate them in safety. This unit also had set up days for assisting in car seat installation and safety, Rape Aggression Defense Classes, and educational events for adults as well as children.

Community Outreach - The Community Outreach is a group of civilian employees that assists with building bridges the community with on-going issues throughout the Precinct. It is a needed vehicle to pro-actively conduct grassroots efforts that ensures public safety and increase public value. Creating warming centers for vulnerable populations, setting up imperative resources during COVID-19 and assisting community members facing evictions.

Juvenile – This division works with the Harris County Juvenile Justice System with executing warrants and investigating incidents at the juvenile detention facilities.

Social Security Administration—Precinct One has two deputies and 1 civilian analyst who are proactively working to prevent social security fraud in conjunction with the SSA.

HIDTA—Precinct One has a Sergeant that works with the High Intensity Drug Trafficking Area (HIDTA) Task Force. This is a multi-jurisdictional task force that investigates drug offences within all of Harris County.

Environmental—Our Environmental Division has deputies and supervisors who have received specialized training to combat air, water and land pollution. This division is supporting over 150 surveillance cameras placed at covert locations, which have been identified as hotspots of environmental pollution.

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.

Grants – Overtime Selective Traffic Enforcement Programs

- Seatbelt STEP Grant
- Speed STEP
- Multi-Agency DWI Initiatives

Human Trafficking Investigations (2 Deputies)

Tobacco Sales Enforcement Grant—Enforces proper sales of cigarettes (Not to Juveniles)

COVID-19 Programs

- Social Distancing
- Grand Jury Assembly
- COVID-19 Hospital
- PPE Distribution

Voting Integrity and Security Task Force

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. Prevent Crime
2. Enforce the Law
3. Build relationships with the community
4. Reduce Fear
5. Increase Transparency
6. Increase training in use of force and sensitivity to cultural differences
7. Increase Accountability

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. Continue partnering with community through our “Building Bridges” program
2. Continue expanding our community oriented policing program
3. Establish, maintain and grow partnerships with community members, business leaders, religious leaders and area law enforcement agencies
4. Work with community leaders, educational institutions, religious leaders and the public on our policies and procedures
5. Conduct proactive criminal investigations.
6. Provide transparency through education, awareness and safety information posted to various digital platforms, in community presentations and publications.
7. Participate in local and regional task forces to reduce DWIs, combat violent crimes, human trafficking predators, and motor vehicle accidents.
8. Continue to host the Precinct One Citizens Police Academy.
9. Thoroughly investigate all use of force incidents.
10. Thoroughly investigate all citizen complaints.
11. Increase quality and quantity of training
12. Continue involvement of citizens in oversight of all law enforcement training and curriculum.
13. Continue leading on body-worn camera and dash cam auditing
14. Provide up to date officer safety equipment, including fully outfitted and safe vehicles for law enforcement use.
15. Utilize technology to document and track process service.
16. Conduct operations to clear class c warrants issued by the courts
17. Serve civil process in orders effectively, efficiently and in a timely manner

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 mission of the Precinct One Constable's Office is consistent with Harris County goals and we share common objectives which include reducing fear, creating safer neighborhoods, preventing violent crime, improving relationships and trust between law enforcement and the community, reducing motor vehicle accidents, and improving accountability and transparency.

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.*
 - Effectively managed COVID-19 hospital and jury assembly operations at NRG
 - Effectively managed social distancing operations and PPE distribution in all county buildings
 - Increased transparency and accountability by outfitting all personnel with body-worn cameras
 - Improving communication and transparency with the public through social media and other outlets
 - Effectively managed law enforcement response for the Voting Integrity and Security Task Force for 2020 Early voting and General Election
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.*
 - Revamp organizational structure to increase efficiency, effectiveness, and accountability
 - Reviewing standard operating procedures, policies, and training with the public's input.
 - Develop a dashboard to share, with the public, use of force data
 - Developing and integrating technological solutions to increase public safety and reduce property crime.
 - Continue to educate the public and build bridges between law enforcement and the community.
 - Working collaboratively with our Foundation to assisted tenants and landlords facing evictions and financial hardships due to Covid-19.
 - Developing an educational platform to educate the public about mental health resources for our most vulnerable communities.

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.*

External Audits

- Routine TCOLE Training Audit
- Routine TCOLE Personnel Audit
- Routing TCIC / NCIC Audit
- Chapter 59 seized funds audit
- Federal Justice and Treasury seized funds audit
- County Justice and Treasury seized funds audit
- Evidence room and procedures

*** All audits passed*

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

- Harris County Judge
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Attorney's Office
- Harris County District Attorney's Office
- Harris County Sherriff's Office
- Harris County Justice of the Peace Court 1-1
- Harris County Justice of the Peace Court 1-2
- Harris County Office of Homeland Security and Emergency Management
- Harris County Universal Services
- Harris County Human Resources and Risk Management
- Harris County Engineering
- Harris County Flood Control
- Harris County Fire Marshal's Office
- Harris County Institute of Forensic Sciences
- Harris County Constable Precincts 2-8
- Harris County Pollution Control

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

- All community members that reside, work, visit or travel through Harris County, Precinct One.
- Local community, business, non-profit and religious leaders
- Local chambers of commerce
- All regional Law Enforcement Agencies
- Local elected officials
- City of Houston
- Social Security Administration
- Texas Department of Public Safety
- All Federal Law Enforcement Agencies

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. The Precinct One Constable's Office spends an enormous amount of time servicing those areas that are economically disadvantaged. Additionally, there are significant portions of Precinct One jurisdiction which are severely socioeconomically disadvantaged. The Precinct One Constable's Office has become a grassroots agency to truly address and focus on the disparities that exist such as: systemic oppression, lack of access to healthcare, inequities in educational resources, social economic barriers, food deserts, and disparities within the criminal justice system.

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.*

The Precinct 1 Constable's Office places great priority in addressing the needs of our constituents, particularly those in socio-economically disadvantaged neighborhoods or areas in which a disproportionate negative consequence is evidenced. These concerns are the "pulse" of the Department. Precinct One Constable's Office initiatives directly address disparities seen within our communities. We have created food drives, mask, glove and hand sanitizer distribution events, and back to school initiatives where less fortunate students received school supplies, among other programs. We have innovative programs such as a yearly "Building Bridges" teen Leadership Summit and back to school event, which enables us to dialog with thousands of youth. At its core in each is the heart of a servant, our deputies working for the communities we serve. We know additionally that such outreach can foster positive interactions with our communities. Addressing disparities is our "community-oriented" policing approach: If we can establish one-on-one relationships now we can build trust and improve the quality of life for all 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?*

As mentioned above, the Precinct One Constable's Office is extremely diverse throughout its ranks. This is done purposefully to ensure the Department mirrors the community we serve.

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.*

Precinct 1 has required every one of our deputies to complete training hours of implicit bias courses. Every one of us has a bias ingrained in us, whether we realize it or not. This training helps our officers recognize their biases and identify ways to combat them. These classes are offered multiple times per year and deputies are required to complete them (How often? Annually?). Precinct One believes in equality and even-handed treatment of the law, regardless of the background of our constituents. He regularly holds teen summits to help deputies and youth in disadvantaged communities better understand each other. These sessions are created to foster better relationships between minority youth and our deputies. We title this program "Building Bridges" as we truly believe these efforts create meaningful bridges among parties involved.

FORM 1. Divisions

Instructions

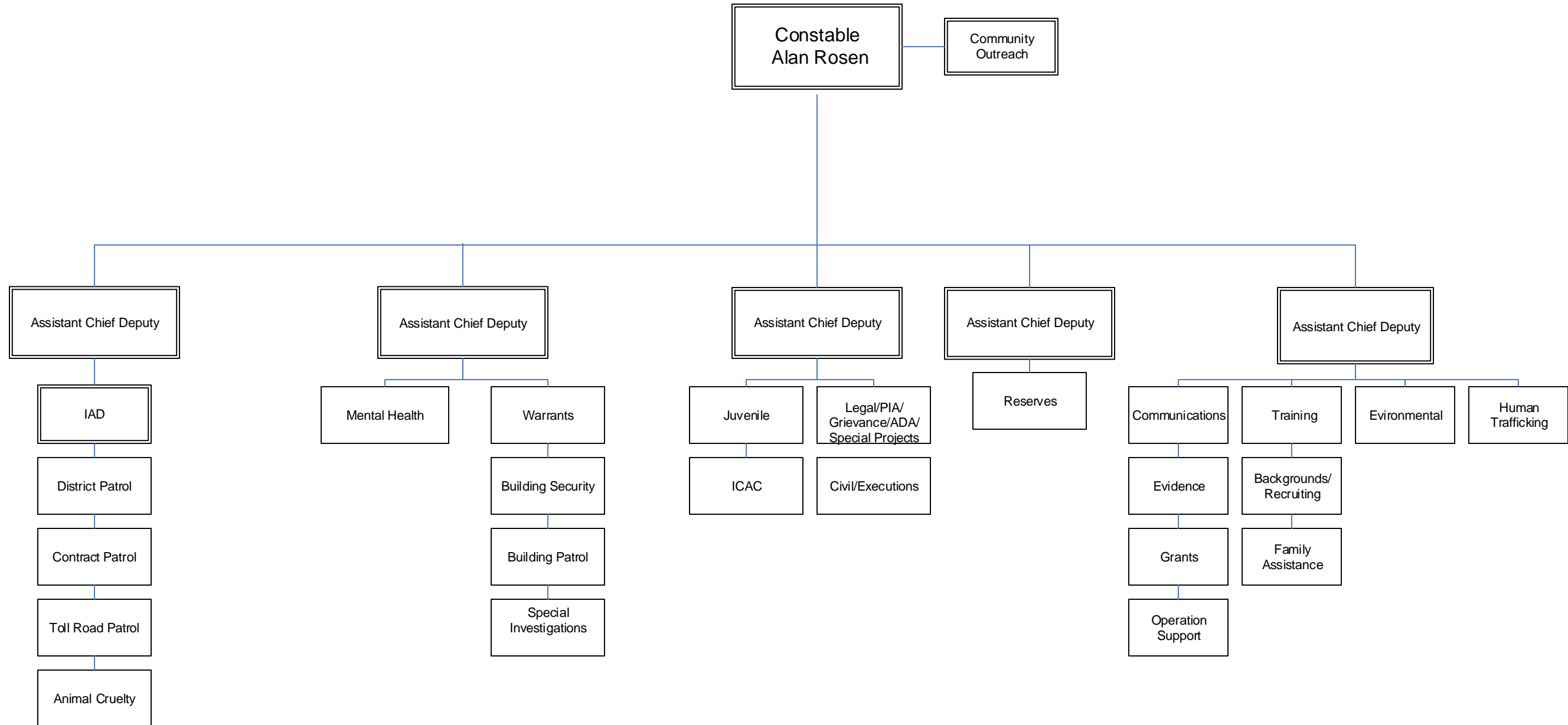
- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ 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]



Office of Alan Rosen

Harris County Constable, Precinct One



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 | Prevent Crime | SO1 | Conduct proactive criminal investigations. We need to create a stronger presence in the community and around business within Pct. 1 in order to divert crime in our patrol areas. | Patrol | Community Outreach All other Divisions | HC Juvenile Justice | N/A |
| G2 | Enforce the Law | SO2 | Participate in local and regional task forces to reduce DWIs, combat violent crimes, human trafficking predators, and motor vehicle accidents. We have an extensive digital video camera system so we can monitor and investigate illegal dumping sites throughout Harris County. | Patrol | Building Security; Environmental | HC Juvenile Justice | N/A |
| G3 | Build relationships with the Community | SO3 | Establish, maintain and grow partnerships with community members, business leaders, religious leaders and area law enforcement agencies. Continue partnering with community through our "Building Bridges" program Continue to host the Precinct One Citizens Police Academy. | Community Outreach | All other Divisions | N/A | N/A |
| G4 | Reduce fear | SO4 | Continue expanding our community oriented policing program. Requiring more citizen face-to-face contacts per Patrol shifts. Increased visual presence in the Downtown Courthouse Complex buildings and our Screener Technicians are inspecting all personal property to ensure visitors are safe. | Patrol | All other Divisions | HC Juvenile Justice | N/A |
| G5 | Increase Transparency | SO5 | Provide transparency through education, awareness and safety information posted to various digital platforms, in community presentations and publications | Operation Support | All other Divisions | N/A | N/A |
| G6 | Increase training in Use of Force and Sensitivity to cultural differences | SO6 | Increase quality and quantity of our training. Continue involvement of citizens in oversight of all law enforcement training and curriculum. | Training | Operation Support | N/A | N/A |
| G7 | Increase Accountability | SO7 | Thoroughly investigate any/all use of force reports as well as all citizen complaints. Creating a web based site for Use of Force reports to be shown to the public. | IAD | Administration | N/A | N/A |
| G8 | Focus on improving employee retention | SO8 | To propose salary studies and budget adjustments as necessary in keeping with fair-market value in an effort to attract and retain qualified employees. | Administration | All Divisions | Budget Office/ Commissioner's Court/ County Law Enforcement | All members of the community, prospective applicants and current employees |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

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: | Environmental |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,001,686 | 9 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| <p>This service has our Deputies work throughout Harris County on investigating illegal dumping of trash, water and/or chemicals that will damage the environment. We have worked with various Harris County and The City of Houston entities in order to provide an extensive digital video camera system in order to monitor illegal dumping sites. Year to date, our Environmental Division has investigated approximately 245 cases and within those cases they have been in the area of Commissioner Precinct 1 we have worked 159 investigations, in Precinct 2 we have conducted 69 investigations, in Precinct 3 we have seen 14 investigations, and Precinct 4 we have investigated 3.</p> <p>This Service supports protecting our neighborhoods from illegal dumping, protecting our waterways, ensuring air quality is safe from illegal polluters, enforcing the laws, and reducing fear.</p> |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| <p>The people and businesses of Harris County are their customers as well as the City of Houston. They expect a quick and fair investigation on the cases.</p> |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| <p>Health and Safety Code Chapter 361 and 364.</p> |

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 Services |
| Divisions (list all): | Civil |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$4,577,525 | 46 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| This Division receives, sorts, enters and executes Civil papers for Precinct 1 and the other Precincts of Harris County. They receive all civil papers, makes sure that they are entered into the CTS system, separates them all out for all the 8 Precincts and then the Deputies execute the papers. Our Civil Division has received over 19,000 civil papers, served 15,400 of those received papers, 1600 civil executions, 730 possessions, 114 sequestrations, 15 turnover orders from the citizens of Harris County. Our Civil Division has collected and accounted for \$2,360,785 in revenue for foreclosures and other sales as well as provide security and assistance in the monthly tax sales that happen off site. This service supports enforcing the civil laws of Texas, as well as building relationships within the community with their quick and courteous service. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are the civilians of Harris County Precinct One. The citizens expect prompt and expert service of civil process as needed by the civil courts of Harris County and other County Courts around the United States. The customers are expected to have their papers served correctly, quickly and safely. WE collect monthly feedback from Judges, Court Clerks and civilians using our services. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Rules of Civil Procedure Rules 103, 105, 106, 107. |

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: | Warrants |
| Divisions (list all): | Warrants |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$3,146,162 | 33 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| <p>This Division enters, maintains, confirms, and executes criminal warrants for Precinct 1. The clerks and Deputies ensures the warrants are valid and confirms any and all warrants that are requested by any Department across Texas. Part of the function of Criminal Warrants is to work with people on ways to clear their warrants and if not, these Deputies may arrest people with outstanding warrants. Our goal is to work with people that have these issues in getting them resolved without having to arrest.</p> <p>This service supports enforcing the law goal by encourung and assisting people with ways to resolve these issues without having to arrest.</p> |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| <p>The customers are all Departments of the state of Texas and Harris County. The expectation of this service is to provide timely and accurate confirmation of warrants and to process as effeciently as possible the disposition of open warrants. An important feedback matrix that we are very proud of is the fact we do not get more than 1 request from the requesting Departments. We also get feedback from the Justice of Peace Courts that our processing and handling of our warrants is effecient.</p> |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| <p>Texas Code of Criminal Procedure 2.12 and 2.13; Texas Occupations Code Chapter 1701</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: | Downtown Courthouse Complex - Civilian Screeners |
| Divisions (list all): | Buildings |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$3,139,996 | 66 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| <p>This service protects the Judges and people of Harris County by ensuring all visitors coming into any Harris County building are screened properly and making sure that no contraband is coming into the buildings. Annually, we screen approximately 2,000,000 visitors and have confiscated about 40,000 pieces of contraband. This service supports our goals of removing dangerous contraband from entering courthouse complex buildings. The secondary goal is to provide a deterrent effect for anyone who might want to do harm inside our County buildings. The third goal is to create a safe and secure environment where visitors and employees feel that security is a top priority.</p> |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| <p>The customers are the citizens, employees and contractors of Harris County that visit, work and transact business within County buildings. The expectation by all who entering a safe environment to work or transact business. They should expect to be treated with respect and courteously with a positive customer service attitude. We routinely receive verbal and written feedback from everyday citizens and from the Judges and employees that work in these buildings. We have monthly meetings with our customers to gauge the level of service, satisfaction, and potential improvements.</p> |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| <p>No.</p> |

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: | District Patrol, IAD |
| Divisions (list all): | Patrol |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$4,209,296 | 39 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| <p>This is the Patrolling of the streets in the Precinct. The Deputies and supervisors are driving through subdivisions and the streets to ensure the safety of the citizens of Harris County Precinct One. As part of the Patrol Division, year to date, we have answered over 250,000 calls of service and made approximately 1,300 arrests. We also have the Internal Affairs Investigator as part of this Division that investigates any complaints the citizens has toward the Department. This service works on the 5 goals of our Department which is Preventing Crime, Enforce the Law, Building Relationships with the Community, Reduce fear and Increase Accountability.</p> |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| <p>The Customers are the citizens of Precinct 1 and Harris County. They are the ones that we patrol and take care of all hours of the day. They expect for us to do our jobs with integrity and professionalism without bias and to be responsive to their needs when called upon. We routinely receive letters of support from citizens and in Departments of Harris County citing the exceptional service they receive. Our agency has a reputation to be pro-active and very customer service orientated.</p> |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| <p>Texas Code of Criminal Procedure 2.12 and 2.13; Texas Occupations Code Chapter 1701</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: | Mental Health Services |
| Divisions (list all): | Mental Health |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$4,638,764 | 43 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Mental Health Division provides this service County wide which is to execute protective orders issued by probate judges. These include customers who are either homicidal or suicidal and are done by civil court orders. This Division transports and serves civil process to customers from various private and public hospitals. All customers transported are in protective custody and are not free to leave the hospital facility without law enforcement assistance. Customers are also transported to and from their court appearances. Customers also in protective custody are transported from hospital to hospital based on court orders for that transport. Year to date, our Mental Health Division has had approximately 24,000 Mental Health services of process. They support the reducing fear goal by taking the mentally unstable persons off the streets and out of residences to get the medical attention they need. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers and their families are the consumers of these services. This Division is for the customers and families as well as the hospitals within our region so the customers and families can get the necessary help they need to return to their daily life. These customers should never be treated as criminals but as people with a medical condition that need our help and support. Their expectations are to be treated with the greatest amount of respect and compassion from everyone within the system. We have bi-monthly meetings with our customers, HCPC, Harris Health, and other various hospitals to gauge the level of service, satisfaction, and potential improvements. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Code of Criminal Procedure 2.12 and 2.13; Texas Occupations Code Chapter 1701 Texas Administrative Code Title 37 Part 7 Chapter 221 Rule 221.11 Health and Safety Code-Sec. 573.001; 574.023 |

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 Services

Divisions (list all):

Juvenile

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,517,278 | 14 |

1) Describe the Service and how it supports department goals.

Juvenile Division works with the Harris County Juvenile Justice Department in investigating any reports within the Juvenile Detention facilities which require an investigation of any alleged contact with juvenile detainees. In addition to this service, the Juvenile Division serves court ordered civil process on juveniles who have encountered the Juvenile Justice system. Year to date, our Juvenile Division has received over 4,400 civil citations, 58 Truancies, 220 executed order of immediate custody (OIC) and received over 80 investigations within the Juvenile Justice Detention Center. The Juvenile Division also supports any and all outcries, within the Juvenile Detention Center, of human trafficking and or sexual abuse among our juvenile population. Our goals are to work very closely with our juvenile population to prevent them from entering the Juvenile Justice System. This is accomplished by having teen leadership summits and numerous community outreach programs directed at this population.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Harris County Juvenile Justice Department, the courts, Family Protective Services, the juveniles and the families of Harris County. They expect our office to provide this service with respect, compassion, and efficient service.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Texas Code of Criminal Procedure 2.12 and 2.13; Texas Occupations Code Chapter 1701
Texas Family Code Section 261.409--Investigations in Facilities Under Texas Juvenile Justice Department Jurisdiction

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: | Downtown Courthouse Complex - Certified |
| Divisions (list all): | Buildings |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$8,193,943 | 81 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| This service protects the Judges and people of Harris County by supporting operations that ensure all people coming into any Harris County building is screened properly and making sure that no weapons or illegal items are coming into the buildings. We investigate any and all crimes or criminal activity in and around the Courthouse complex (36,220 law enforcement calls for service). We also ensure the buildings are safe from bombs by pro-actively sweeping the buildings, bags and the surrounding vehicles (2,065 of K-9 searches) We manage security and work with collaboratively with all other Departments for any and all protests that happen within the Courthouse complex. Year to date, we have had 715 calls for Crisis Intervention trained officer to handle mental health and homeless calls in the courthouse complex. This service supports our goals of ensuring people are safe and secure when visiting or working in any County building in the Downtown Complex. Reducing fear by giving peace of mind for people who work or transact business inside these buildings by knowing no weapons or illegal contraband are inside the building. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are the citizens of Harris County that work and transact business within County buildings. The expectation by all who enter these buildings is that they should expect to be treated with respect and courteously with a customer service attitude. We routinely receive verbal feedback from everyday citizens and from the Judges and employees that work in these buildings. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Code of Criminal Procedure 2.12 and 2.13; Texas Occupations Code Chapter 1701 |

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: | Community Outreach |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$315,092 | 3 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Community Outreach is a group of employees that assists with building bridges with the community supporting on-going issues throughout the Precinct. It is a needed vehicle to pro-actively conduct grassroot efforts that ensures public safety and increases positive law enforcement interaction (Community Policing). Creating warming centers and flooding refuges for vulnerable populations within our Precinct, setting up imperative resources during COVID-19 (mask and food distribution initiatives) and assisting community members facing evictions are just a few of the community outreach initiatives done. The Precinct One Constable's Office was asked to partner with FPM on COVID screening and PPE distribution for all visitors and employees at any building in the Downtown Courthouse Complex. We have distributed over 34,000 masks to the people of Harris County during this COVID-19 pandemic. This service supports the building relationships with the community with the programs they create for the betterment of the community. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The people of Harris County Precinct 1 are the customers. The customers have become accustomed to a high level of community outreach by Precinct One. due to we work on the here and now that is needed to better the community. We get feedback from community leaders and department heads that request our services. We also recieve feedback from Social Media, news casts, and from verbal and written appreciation during the various initiatives. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No |

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:

Human Trafficking

Divisions (list all):

Administration

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$51,500 | 2 |

1) Describe the Service and how it supports department goals.

Our Human Trafficking service investigates all members of Harris County to stop the criminal activity of Human Trafficking. They will go anywhere in Harris County and assist people who might have been trafficked and charge the people who commit the crime. The Human Trafficking Division supports any and all outcries made within the Juvenile Detention Center, focusing on human trafficking and or sexual abuse among our juvenile population. This service supports aggressively combating Human Trafficking. The goal is to ensure that we protect one of our most vulnerable populations from sexual exploitation. Secondly, we provide badly needed educational opportunities for people to recognize the signs and symptoms of someone being exploited. Thirdly, we collaborate with advocacy groups to provide commercially sexual exploited victims with recovery services, mental health services, and other resources to heal and thrive.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The victims of Human Trafficking within Harris County expect us to diligently investigate the outcries and to work with prosecutors to successfully hold their perpetrators accountable within the criminal justice system. The victims want hope and help to break the chains of Human Trafficking so they can get back to living. We receive feed back from victims and their families, advocates and advocacy groups specialized in sexual exploitation, grant sponsors, Harris County Protective Services (TRIAD), Children's Assessment Center, Texas Department of Family and Protective Services, and Harris County District Attorney's Office.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Texas Penal Code CHAPTER 20A. TRAFFICKING OF PERSONS

****These are grant positions and one of these positions ends in October 2021. We will need funding for the rest of the Fiscal Year.**

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:

Contract Patrol

Divisions (list all):

Patrol

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$4,632,531 | 56 |

1) Describe the Service and how it supports department goals.

This is the Patrolling of the contracted subdivisions as well as the streets in the Precinct. The Deputies and supervisors are driving through contracted subdivisions and the streets to ensure the safety of the citizens of Harris County Precinct One. As part of the Patrol Division, year to date, we have answered over 250,000 calls of service and made approximately 1,300 arrests. We also have 2 personnel that is contracted with the SPCA-Houston that work hand in hand to investigate, and arrest animal cruelty cases throughout all of Harris County. Year to date, the Animal Cruelty Unit has investigated over 275 cases. This service works on the 1st 4 goals of our Department which is Preventing Crime, Enforce the Law, Building Relationships with the Community and Reduce fear.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The Customers are the citizens of Precinct 1 and Harris County. They are the ones that we patrol and take care of all hours of the day. They expect for us to do our jobs with integrity and professionalism without bias and to be responsive to their needs when called upon. We routinely receive letters of support from citizens and in Departments of Harris County citing the exceptional service they receive. Our agency has a reputation to be pro-active and very customer service orientated.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Texas Code of Criminal Procedure 2.12 and 2.13; Texas Occupations Code Chapter 1701

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: | Toll Road Patrol |
| Divisions (list all): | Patrol |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$1,738,065 | 17 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| <p>This service is patrolling of the contracted streets of the Harris County Toll Road within Precinct One. The Deputies and supervisors are driving in and around the streets of the Harris County Toll Road to ensure the safety of the citizens of Harris County Precinct One. As part of the Patrol Division, from year to date, we have answered over 250,000 calls of service and made approximately 1,300 arrests.</p> <p>This service works on the 1st 4 goals of our Department which is Preventing Crime, Enforce the Law, Building Relationships with the Community and Reduce fear.</p> |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| <p>The Customers are the citizens of Precinct 1, The Harris County Toll Road Authority, and Harris County. They are the ones that we patrol and take care of all hours of the day. They expect for us to do our jobs with integrity and professionalism without bias and to be responsive to their needs when called upon. We routinely receive letters of support from citizens and in Departments of Harris County citing the exceptional service they receive. Our agency has a reputation to be pro-active and very customer service orientated.</p> |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| <p>Texas Code of Criminal Procedure 2.12 and 2.13; Texas Occupations Code Chapter 1701</p> |

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: | Communications |
| Divisions (list all): | Communications |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$962,573 | 12 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Our Communications Division is the lifeline for all members of the Precinct One Constable's Office. They receive phone calls from the citizens of the City of Houston, Harris County as well as people from all across the United States for calls of service or information. They also document all of Precinct One's calls of service, make inquiries through NCIC/TCIC, entering and removing lost/stolen vehicles or items into the NCIC/TCIC system, and monitor as well as dispatch calls of service through the radio system. Our Communication Officers ensure the safety of our Deputies that are on the streets by constantly monitoring them, through our Computer Aided Dispatch system as well as requesting updates from the Deputies through the radio system. They also assist our Environmental Division with monitoring the live covert cameras that are installed throughout Harris County. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers of this service is everyone that calls into our Communication Division. Our Communication Officers talk to everyone that is in the City of Houston, Harris County, and anyone else in the United States that calls into our Office. Our expectations are for this Division to be the 1st contact between our Department and the civilians that call into our Office. They will be courteous, helpful and vigilant with the personnel within Harris County Precinct One and the customers of Harris County. Thier supervisors receive E-mails, phone calls and letters stating how good the Division acts and performs during thier duties. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Administration Code--Chapter 217 |

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: | Administration and Support Services |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$3,875,588 | 61 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Our Administrative Division is everyone that supports our Office and the Constable. The civilians and certified officers take care of the daily activities that keep the Harris County Precinct One Constable's Office operating. From ordering office supplies , entering payroll, preparing and monitoring the budget, training, and analytical work, the Administration Division takes care of any and all duties for the Department. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers of this service is all the employees of Harris County Constable Precinct One, Harris County Commissioner's Court, and the citizens of Harris County Precinct One. |
| 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 |
|--|---|--|------------------------|--|--------------------|------------------------------------|--|
| Environmental. Installing cameras for illegal dumping investigations across all of Harris County | Number of covert camera locations within the County | Currently in use | Environmental Division | SO1 and SO2 | 75 | 115 | Creation of new cameras and training for installations |
| Environmental. Investigating and reporting on illegal waste violations | Number of investigations created | Currently in use | Environmental Division | SO1 and SO2 | 225 | 300 | Better camera coverage and more tips |
| Civil. Serving civil process to businesses and people in Pct. 1 | Percentage of no/writ eviction papers served | Currently in use | Civil Division | SO2 | 80% | 82% | Increasing efficiency with Deputies and services |
| Civil. Serving Protective orders for people in need. | Number of Protective Orders served | Currently in use | Civil Division | SO2 | 580 | 600 | Have more service attempts per order to serve the papers. |
| Buildings. Safeguarding visitors coming inside the buildings | Average time in line during rush times in the buildings | Currently in use | Buildings Division | SO2 and SO3 | 9 Min | 7 min | More personnel and new procedures. |
| Buildings. Finding and seizing contraband within the County buildings | Contraband not found in the initial search | Currently in use | Buildings Division | SO2 and SO3 | 3 | 0 | Better training and more thorough searches. |
| Warrants. Executing and clearing of Class C warrants | Clearance/Execution of Class C Warrants | Currently in use | Warrants | SO2 | 10,300 | 15,000 | Additional Warrant Roundups |
| Warrants. Executing and clearing of capias warrants | Clearance/Execution of Capias Warrants | Currently in use | Warrants | SO2 | 164 | 500 | Additional Warrant Roundups |
| Patrol. Meeting and talking to the Citizens of Precinct One. | Number of citizen contacts | Currently in use | Superior CAD | SO3 and SO4 | 44,500 | 47,000 | Increasing patrolling initiatives |
| Patrol. Answering to the needs and assistance of Precinct One citizens | Number of calls of service | Currently in use | Superior CAD | SO1 SO2 and SO3 | 276,000 | 290,000 | Higher community orientated policing. |
| Mental Health. Transporting Customers across the County | Number of Patient Transports | Currently in use | Mental Health | SO2 | 13,350 | 15,350 | Due to Yearly increases and the new Assisted Outpatient Treatment Program. |
| Mental Health. Serving civil process to families with needs | Number of Mental Health Court Citations | Currently in use | Mental Health | SO2 | 16,000 | 18,400 | Streamline paperwork from the Courts to the MHSO office |
| Juvenile. Enforcing civil citations to minors of Harris County | Number of juvenile Citations | Currently in use | Juvenile | SO2 | 4,000 | 4,800 | Implementation of new initiatives and warrant roundups |
| Juvenile. Enacting civil warrants to the minors of Harris County. | Number of Juvenile Warrants | Currently in use | Juvenile | SO2 | 234 | 260 | Warrant round ups and new initiatives to increase production. |

[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 | Courthouse Complex-- Civilians | Additional Personnel | Buildings | SO1,SO2,SO3 | 10 | 0 | 10 |
| BR2 | Courthouse Complex-- Civilians | Additional Funding if COVID support shortfall | Buildings | SO1,SO2,SO3 | 0 | 0 | |
| 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: | Additional Personnel |
| Division: | Buildings-Civilian Personnel |
| Funding Request - Next Fiscal Year: | \$553,001 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The sophistication of the hiding techniques enhances each year and we have had to now include secondary bag checks. With this additional bag checks, it is taking longer to search the visitors coming into the building. More screeners are needed if we are going to continue to give enhanced searches and get people through the lines quicker and with less complaints. During the heavy rush times, the average times are from 10-12 minutes from back of the line to the elevator and 5-6 minutes during regular rush times. |
| 2) Which department-level goals does this support? |
| Prevent Crime, Reduce Fear, Build Relationships with the Community |
| 3) What do you want to achieve with these additional funds? |
| To hire 10 full-time personnel inorder to work within the Downtown Complex and assist with the security of buildings. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| We will be working on getting the necessary personnel hired when the funding is approved. |
| 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: | Salaries for Screeners |
| Division: | Buildings |
| Funding Request - Next Fiscal Year: | \$0 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| This request is for a POSSIBLE addition of funding if COVID continues to reduce fee revenue in the Courthouse Security Fund (Fund 2361). We rely on this special revenue fund to pay for security screeners in the downtown courthouse complex and experienced a shortfall of \$350,000 this fiscal year due to COVID. Our office might need to approach Commissioner's Court for additional funding for the screeners if estimated or actual revenue in the fund is insufficient to cover salaries for Fiscal Year 2022. |
| 2) Which department-level goals does this support? |
| Prevent Crime, Reduce Fear, Build Relationships with the Community |
| 3) What do you want to achieve with these additional funds? |
| If needed, we want to make sure that our employees are funded for the Fiscal Year. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| none |
| 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 | SO2 and SO8 | Fleet replacements and additions | | | \$950,000 | \$950,000 | \$950,000 | \$950,000 |
| LTF2 | | | | | | | | |
| LTF3 | | | | | | | | |
| LTF4 | | | | | | | | |
| LTF5 | | | | | | | | |
| LTF6 | | | | | | | | |
| LTF7 | | | | | | | | |
| LTF8 | | | | | | | | |
| LTF9 | | | | | | | | |
| LTF10 | | | | | | | | |
| LTF11 | | | | | | | | |
| LTF12 | | | | | | | | |

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 | Harris County Precinct 1 Commissioner Office | 1 Deputy for Security | \$103,647 |
| REV2 | Harris County District Attorney's Office | 1 Deputy for serving papers/subpoenas | \$134,323 |
| REV3 | Harris County Attorney's Office | 3 Deputies for serving papers/subpoenas | \$310,941 |
| REV4 | Harris County Precinct 3 Commissioner Office | 1 Deputy for Security | \$103,647 |
| REV5 | Harris County Medical Examiner's Office | Building security with 3 Civilian Screeners and 2 Deputies | \$300,000 |
| REV6 | Harris County Universal Services | 1 Deputy for Security | \$93,282 |
| REV7 | Harris County Flood Control District | 2 Deputies for Environmental Services and 2 Deputies for building security | \$414,588 |
| REV8 | Harris County Tax Office | 5 Deputies for building security | \$531,590 |
| REV9 | Harris County Public Health | 3 Deputies for Security | \$310,941 |
| REV10 | Harris County Engineering Dept | 1 Deputy for Security | \$103,647 |
| REV11 | Harris Health | 2 Deputies for Transportation Services | \$207,294 |
| REV12 | Harris County County Judge's Office | 2 Deputies for Security | \$207,294 |
| REV13 | Social Security Office | 2 Deputies and 1 analyst for investigations | \$420,168 |
| REV14 | NRG Complex | 5 Deputies for building security | \$550,000 |
| REV15 | Harris County 1st and 14 Court of Appeals | 1 Deputy for Security | \$49,403 |
| REV16 | St Joseph Hospital | 1 Deputy for Security | \$103,647 |
| REV17 | | | |
| REV18 | | | |
| REV19 | | | |
| REV20 | | | |
| Total | | | \$3,944,412 |

302 - Constable, Precinct 2

Jerry Garcia

302 – Constable Precinct 2

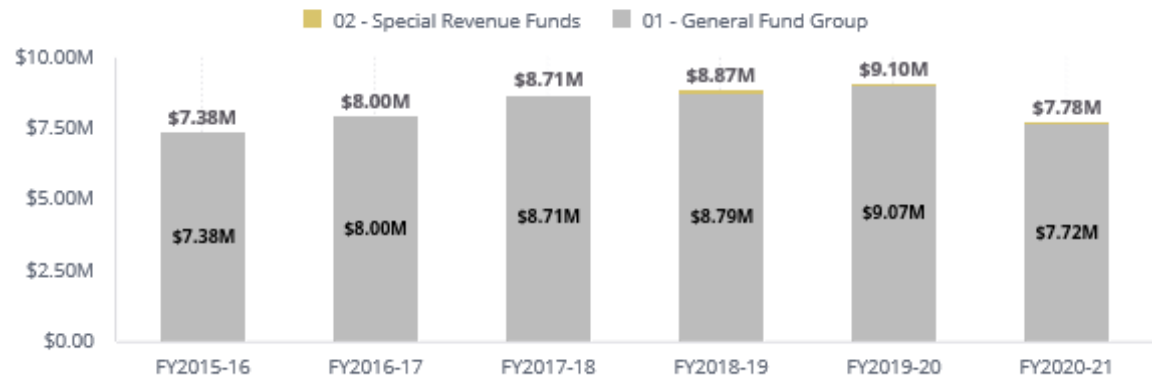
Data as of 12/14/2020

Expenditures 2016 to 2020 expenditures validated against CAFR (Auditor's Office)

Expenditures Total for FY 2020-2021

\$7,779,093

Expenditures by Year (Does not include Grant Funds)

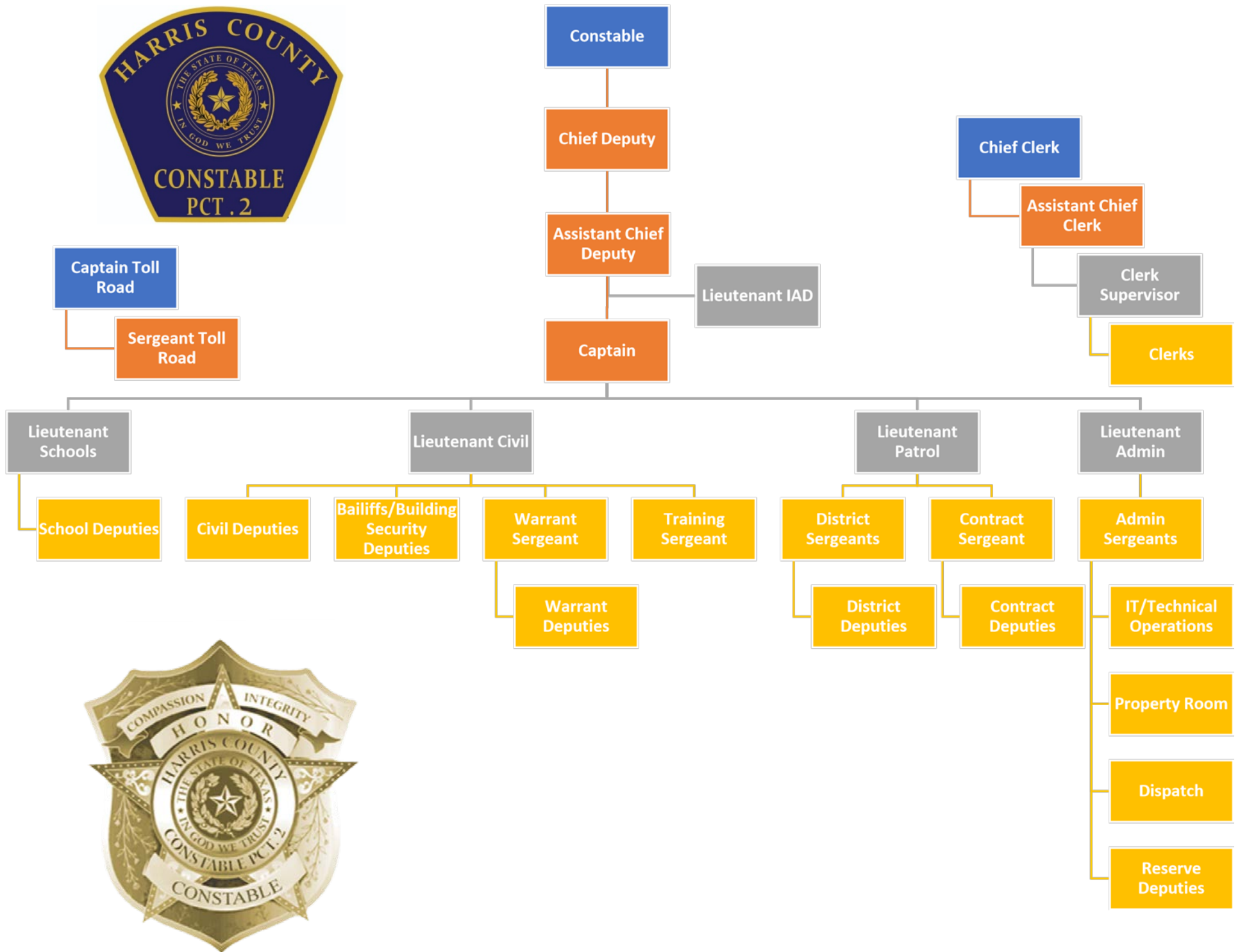


FORM 1. Divisions

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 | Constable and command staff. | | \$559,815 | 3 |
| Support Services | Clerical support, recruiting, IT operations, training, community services, and open records. | | \$1,549,593 | 17(3 PTE) |
| Civil | Service and execution of civil process including: writs, citations, protective orders, restraining orders, subpoenas, etc. This division also provides bailiffs for court security and clerical support staff. | | \$1,781,993 | 14 |
| Warrants | Execution of criminal warrants and child support cases. Includes investigators responsible for follow-up criminal investigations and clerical support staff. | | \$484,391 | 4 |
| Patrol | Provides community oriented patrol services to contracted areas, schools, and proactive/community patrol to non-contracted areas of the precinct. Includes motorcycle patrol, K-9 units, dispatch, investigative support, victim services, and property room. | | \$5,118,498 | 46 |
| Parks Patrol | Conducts proactive patrol services to county parks within Pct.2, community centers, libraries, and Flood Control District property. | | \$123,298 | 1 |
| Toll Toad | Provides proactive patrol services to over 50 miles of tollway roads. Facilitating the flow of traffic and ensuring the safety of patrons using the roadways. Includes Incident Management personnel who coordinate the response to accidents and significant scenes, and participate in the Toll Road DWI Task Force. | | \$315,615 | 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 | Prevent and reduce crime in all communities. | SO1 | Add district patrol in underserved areas of the precinct. | Patrol Division | Community Services | BMD, District Attorney's Office | Public, Neighborhood, MUDS |
| | | SO2 | Add patrol contracts in business districts and neighborhoods which can participate in the contract deputy program. | Patrol Division | Community Services | BMD, District & County Attorney's Office | Public, MUD's, Business Districts, HOA's, POA's, School Districts |
| | | SO3 | Continue to maintain quick response times to calls for service. Less than 4 minutes. | Patrol Division | Communications, Parks, Toll Road | HC 911, District Attorney's Office | Community members and businesses |
| | | SO4 | Increase deployment of speed trailers to reduce traffic violations promoting safe communities | Patrol Division | Parks | District Attorney's Office | Public and businesses |
| | | SO5 | Reduce crimes against persons and property by 10% | Patrol Division | Parks, Special Operations, Warrants | District Attorney's Office | All members of the public |
| | | SO6 | By using data-based policing, we will target high crime areas. | Patrol Division | Special Operations, Parks, Patrol, Support Divisions. | District & County Attorney's Office | Public and businesses |
| | | SO7 | Increase investigative clearance rate by 15% | Patrol Division | Parks | District Attorney's Office | Public and businesses |
| G2 | Increase public trust, accountability and transparency . | SO8 | Provide regular and transparent reporting of department data to the public. | Administration | Community Services, Support | Commissioners Court, County LE | Public and Businesses |
| | | SO9 | Provide educational programs for the community. | Community Services | All Divisions | County Law Enforcement | Public and Businesses |
| | | SO10 | Partner with community organizations, clergy, neighborhood leaders, especially in underserved areas to increase dialogue and build trust. | Administration | Community Services, Patrol | County Law Enforcement | Public and Businesses |
| | | SO11 | Provide statistics and departmental updates to the local media and community representatives. | Administration | Support, Community Services, Patrol | | |
| G3 | Provide all residents with a fair, just, community engaged Constable's Office. | SO12 | Provide equal and honest services to every resident regardless socio-economic status. | Administration | All Divisions | County & District Attorney's Office, JAD | Public |
| G4 | Increase the level of training of our deputies. | SO13 | Maintain a high level of training excellence to include an emphasis on implicit bias, use-of-force options, citizen interactions, de-escalation, diversity, racism, and inclusion. Increase training hours and students by 50%. | Training | All Divisions | County Law Enforcement, District Attorney's Office | All members of the community and businesses |
| | | SO14 | Conduct quarterly counselling sessions with each deputy to identify any deficiencies. | Training | All Divisions | County Law Enforcement, District Attorney's Office | All members of the community and businesses |
| G5 | Establish healthy relationships with residents, and ensure all communities are safe and secure. | SO15 | Increase community events in all areas of the precinct. | Community Services | All Divisions | Commissioners Court, County LE | Public |
| G6 | Provide law enforcement services equitably to all residents. | SO16 | Increase patrol in underserved areas of the precinct through the addition of district patrol deputies and substations in areas identified as underserved and in need of services. | Administration | All Divisions | County Law Enforcement, BMD, Commissioners Court | Public and Businesses |
| | | SO17 | Increase the service and execution of civil process. | Civil | Support Services | County Law Enforcement, JP, County, and District Courts | Public and Businesses |
| G7 | Create a use of force policy that is just and equitable . | SO18 | Partner with JAD to determine best practices to reduce injuries and increase public safety. | Administration | All Divisions | JAD, County Law Enforcement, Commissioners Court | Public |
| G8 | Through partnerships with other service providers, we will ensure that these residents receive proper care and attention in our effort to bring peace and tranquility to the residents. | SO19 | We will partner with other service providers to ensure that these residents receive proper care and attention in our effort to bring peace and tranquility to the residents. | Homless Outreach Division | All Divisions | County Law Enforcement, BMD, Commissioners Court | Public and Businesses |

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: | Administrative Operations |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$559,815 | 3 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The administration provides employees with the resources and equipment necessary to provide exceptional service to the public. It is critical for the administration to lead with fairness, consistency, and equity, setting the tone for the department and influencing morale and how interactions with the community are conducted. Good communication to set goals, and guidance to promote the department mission and vision is critical. Oversight of the department's various divisions and performance of the employees helps foster and sustain organizational excellence. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include the public and employees of the department. The community expects a professional, transparent, and compassionate department that addresses misconduct, and adheres to the law. Feedback is attained through an open door policy with all supervisors and by frequent interaction with community groups and organizations. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The Texas Constitution Article 5, Section 18 (a) establishes the office of the Constable. Local Government Code Section 86.021 addresses powers and duties. The Texas Code of Criminal Procedure (Article 2.12[2]) defines peace officers. |

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: | Clerical Support |
| Divisions (list all): | Support Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$841,654 | 10 (2PTE) |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The department administrative clerical support staff manage cash receipting, payroll, and support Command Staff in carrying out various projects and tasks. The Chief Clerk is responsible for managing all clerical staff, employee insurance, purchasing/receiving, budget preparation, and serve as a liaison for Harris County departments while building productive relationships. These positions are critical in achieving our vision and mission, and support the department goal of providing excellent service to all stakeholders. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include department personnel, county departments, vendors, members of the public, and other law enforcement departments. All customers interacting with the administrative support staff expect friendly, courteous, competent, and efficient service. We ensure a high level of service by tracking timely and accurate cash receipting which is audited on a fixed schedule, payroll is checked for accuracy, and project timelines are met. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Local Government Code Title 4, Subtitle B, Chapter 113 Management of County Money. Sec. 113.002. COUNTY TREASURER'S RECORD OF RECEIPTS AND EXPENDITURES. The county treasurer shall keep an account of the receipts and expenditures of all money that the treasurer receives by virtue of the office and of all debts due to and owed by the county. The treasurer shall keep accurate, detailed accounts of all the transactions of the treasurer's office. Sec. 113.003. RECEIPT OF MONEY BY COUNTY TREASURER. The county treasurer shall receive all money belonging to the county from whatever source it may be derived. |

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: | Recruiting |
| Divisions (list all): | Support Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$130,288 | 1 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The recruiting unit visits universities and training academies seeking diverse and highly trained applicants that will reflect the diversity in community and maintain the high standards necessary for a professional workforce. A professional, highly trained, and diverse workforce builds community trust, fosters organizational excellence, and leads to reductions in crime. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers include the new applicants and the academies that train them. The indirect customers include the public, courts, prosecutors, victims, suspects, and anyone who interacts with the officers hired by the recruiting unit. All customers expect professional, highly trained deputies that contribute to organizational excellence. Feedback is typically measured as the department's reputation from the customers perspective. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Administrative Code, Title 37, Chapter 217 lists standards before appointment may be made. The recruiting division is tasked with ensuring the standards are met. (b) The commission shall issue a license to an applicant who meets the following standards: (1) minimum age requirement: (2) minimum educational requirements: (3) is fingerprinted and is subjected to a search of local, state and U.S. national records and fingerprint files |

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: | IT Operations Support |
| Divisions (list all): | Support Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$112,633 | 1 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Provides technical support to all division in the department, technology in patrol cars (cameras, laptops, radar, radios, printers, mobile afis), body cameras, desktops, download points, security cameras, scanners, printers, Tasers, maintain databases, statistical analysis, and crime analytical mapping. The IT Operations Support service also ensures compliance with statutory mandates in relation to racial profiling reports, CJIS accessibility requirements, and body camera functionality. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All personnel and divisions of department, state agencies, local law enforcement agencies, and the general public who rely on the department technology to work properly to ensure efficient and effective service. Properly functioning technology allows officers to respond to calls for service, investigate crimes, record video for transparency, and call for additional aid when needed for medical, fire, etc. Use of an online work request and feedback form ensure high level service is being provided. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| This service is mandated through Texas CJIS Systems Access Policies, Racial Profiling Data Collection requirements, and Body Worn Camera statutes. Title 37, Texas Administrative Code, Chapter 217, (4) has never been on court-ordered community supervision or probation for any criminal offense above the grade of Class B misdemeanor or a Class B misdemeanor within the last ten years from the date of the court order; (5) is not currently charged with any criminal offense for which conviction would be a bar to licensure; (6) has never been convicted of an offense above the grade of a Class B misdemeanor or a Class B misdemeanor within the last ten years; Texas Occupations Code 1702.655 A law enforcement agency that receives a grant to provide body worn cameras to its peace officers or that otherwise operates a body worn camera program shall adopt a policy for the use of body worn cameras. Texas Occupations Code 1701.164 Chief administrators of law enforcement agencies that meet the criteria must submit racial profiling reports to their governing body, as well as TCOLE. |

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: | Training |
| Divisions (list all): | Support Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$127,713 | 1 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| There are many mandates concerning required training for police officers. To reach organizational excellence and develop a professional workforce training far beyond the minimum is necessary. The training unit conducts extensive training to reach those goals and focuses on officer and public safety. A deputy must be trained on issues related to equity, diversity, unconscious bias, and on how to interact with citizens, and then how to deescalate situations when emotions become elevated. If situations progress to physical confrontations then deputies must be able to control the encounter with as little force as necessary. A lot is expected of police officers and extensive training is required to maintain public trust and provide fair and equitable service to everyone. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Indirectly through the actions of the deputies, the public, and all members of the justice system are customers of this service. The community expects professional, highly trained deputies, who respect the life, liberty, and dignity of all individuals. Feedback is provided through training course evaluations, and through the department website. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Training requirements. Texas Administrative Code Title 37, Part 8, Chapter 218.3 (a) Each licensee shall complete the legislatively mandated continuing education in this chapter. Each appointing agency shall allow the licensee the opportunity to complete the legislatively mandated continuing education in this chapter. This section does not limit the number or hours of continuing education an agency may provide. |

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: | Community Services |
| Divisions (list all): | Support Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$233,709 | 3 (1 PTE) |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Community Services Division develops and delivers community oriented programs, free to the public. Programs include: Teen Academy, Citizens Police Academy, Rape Aggression Defense program (RAD), community events, Hero Read, Stranger Danger, Internet and Social Media Safety, Life 101, Home and Personal Safety, Fraud Awareness, Senior Safety, Neighborhood Crime Watch, Workplace Violence and Active Shooter Response. These programs are important in achieving the goal of building community trust through education and services. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The Community Services Division promotes the available programs through contact with various community and business groups, school districts, and through social media. The goal is to make everyone in all areas of the precinct aware of the programs. Feedback is provided through verbal and written correspondence and through positive referrals to other groups in the community. |
| 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 (#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: | Open Records |
| Divisions (list all): | Support Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$103,596 | 1 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Responds to Public Information Act requests. Providing timely responses to requests for public information fosters transparency and builds community trust in the department. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include any public member or institution seeking information for the sake of transparency. It is expected that the information is provided in a complete and timely manner. Feedback is provided through the department website. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, Texas Government Code 552. Sec. 552.002. DEFINITION OF PUBLIC INFORMATION; MEDIA CONTAINING PUBLIC INFORMATION. (a) In this chapter, "public information" means information that is written, produced, collected, assembled, or maintained under a law or ordinance or in connection with the transaction of official business: (1) by a governmental body; Section 552.021. AVAILABILITY OF PUBLIC INFORMATION. Public information is available to the public at a minimum during the normal business hours of the governmental body. |

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: | Park Patrol |
| Divisions (list all): | Parks |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$123,298 | 1 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Harris County Precinct 2 Parks Patrol Division applies an innovative approach to providing patrols to the county parks in our precinct. The Parks Division utilizes marked patrol vehicles, foot patrols, ATV patrols, and bicycle patrols in efforts to cover all areas of the parks including the more remote and heavily wooded sections. The diversity of these patrols allows for the division to maintain a higher degree of visibility. Additionally, the Parks Division is responsible for patrols of Harris County flood control district property, U.S Army Corps of Engineering property, and Harris County Libraries. This service helps ensure a safe community for residents. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers of this service include the public enjoying the expansive park system, community centers, and the libraries within the precinct. Additionally, the entire criminal justice system is a customer of this service. The customers expect and deserve organizational excellence, transparency, equitable access and distribution of the service, professionalism, and compassion. Feedback is normally provided through our complaint and compliment process and through our social media sites. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13. DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime; |

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: | Civil Process Service and Execution of Writs |
| Divisions (list all): | Civil |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,781,993 | 14 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Civil Division is responsible for the service and execution of all civil process issued through the JP courts in the precinct, District and County courts, and courts from across the state and country. Efficient service and execution of civil process is a core responsibility of the department. Providing diligent and compassionate service to the community by helping all parties navigate through the legal process and helping to provide access to social services when appropriate builds community trust. Organizational excellence is achieved through effective, efficient, and professional service while being respectful of all parties. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include plaintiffs and defendants in a legal suit, the courts from which the process is issued, and the attorneys. The civil division is essentially the enforcement arm of the courts and the parties to the suit and the courts expect effective, accurate, and timely service. Feedback is often provided by the involved parties through verbal or written communication or through the department website that is set up to receive complaints or compliments. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, Local Government Code Title 3, Subtitle B, Chapter 86. Sec. 86.021. GENERAL POWERS AND DUTIES. (a) A constable shall execute and return as provided by law each process, warrant, and precept that is directed to the constable and is delivered by a lawful officer. (e) The constable shall attend each justice court held in the precinct. |

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: | Warrant Service |
| Divisions (list all): | Warrants |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$484,391 | 4 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Warrant personnel are responsible for servicing Class C warrants and Child Support Warrants issued from the Attorney Generals Office. Respondents are treated respectfully and given notice of warrant issuance through mail outs and attempts to contact them by phone. Clearance of warrants by arrest is a last resort. High clearance rates and professional, respectful service supports department goals. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers of this service include the courts of issuance, the respondents of the warrant, Attorney Generals Office, parties involved, and the general public when the punitive nature of warrants are viewed as a deterrent. The expectation is the warrants will be served in a safe, timely, and respectful manner. Feedback is normally collected through our website complaint and compliment link. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, Local Government Code Title 3, Subtitle B, Chapter 86. Sec. 86.021. GENERAL POWERS AND DUTIES. (a) A constable shall execute and return as provided by law each process, warrant, and precept that is directed to the constable and is delivered by a lawful officer. |

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: | Neighborhood Contract Patrol |
| Divisions (list all): | Patrol |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$1,540,827 | 15 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| We currently have 1 neighborhood contract. The deputies play an integral role in maintaining the safety and security of the neighborhood as well as developing collaborative interaction between neighborhood residents and our deputies. The deputies assigned to these contracts become familiar with the residents who live there, their patterns, and become aware of anything unusual occurring in the neighborhood so they can respond accordingly. There are many secondary services provided by the patrol division including vacation watches, welfare checks, targeted patrol in areas requested by the community, speed trailer deployment, high water rescue, and general community engagement, to name a few. This service helps ensure a safe community for residents to live, learn, and work by reducing crime. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All residents of the precinct and the criminal justice system are customers of this service. The customers expect and deserve organizational excellence, transparency, equitable access and distribution of the service, professionalism, and compassion. We attend neighborhood HOA and community meetings and receive input regarding all aspects of the community and utilize reporting data to help in our approach in dealing with our residents' concerns and issues. Feedback is also provided through our complaint and compliment process and through our social media sites. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13. DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime; (2) execute all lawful process issued to the officer by any magistrate or 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: | School Contracts |
| Divisions (list all): | Patrol |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$989,097 | 8 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The responsibilities of each school deputy is to promote rapport with students which results in strong relationships among the school, students and parents. These deputies work in a preventative manner with the students as well as provide intervention strategies for troubled youth and their parents. They assist with additional resources to the school in relation to his or her knowledge of the law and specialized training. The presence of school resource officers in schools has become an important part of the duty to protect children on campus. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| We currently have 1 school contract which services 9 Galena Park ISD schools with over 8,500 students along with approximately 1,000 staff members. Our customers include the school administrators and staff, students and their parents. School supervisors meet regularly with school administrators to discuss any issues or concerns that arise. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13. DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime; (2) execute all lawful process issued to the officer by any magistrate or 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: | District Patrol |
| Divisions (list all): | Patrol |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,021,303 | 16 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Provides community oriented patrol services to all other areas of the precinct outside of contract patrol to ensure equitable police patrol. In addition, the division also includes motorcycle patrol and investigative support deputies. There are many secondary services provided by the patrol division including vacation watches, welfare checks, targeted patrol in areas requested by the community, speed trailer deployment, high water rescue, and general community engagement, to name a few. This service helps ensure a safe community for residents to live, learn, and work by reducing crime. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All residents of the precinct and the criminal justice system are customers of this service. The customers expect and deserve organizational excellence, transparency, equitable access and distribution of the service, professionalism, and compassion. Feedback is normally provided through our complaint and compliment process and through our social media sites. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13. DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime; (2) execute all lawful process issued to the officer by any magistrate or court; |

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: | Communications |
| Divisions (list all): | Patrol |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$449,354 | 6 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Provides emergency communications for public calling 911 or emergency services number. Communication Officers route the emergency and non-emergency calls to the deputy closest to the subject address. The communication center is linked to the Greater Harris County 911 Network System. Additionally, the dispatchers monitor deputies during the shift for safety. Communication Officers are licensed and certified through the Texas Commission on Law Enforcement and receive annual training. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers of this vital service include the public requesting emergency services or information, the deputies who rely on the dispatchers for their safety, and the entire justice system. The expectation is that the communication officers will provide calm, professional, compassionate, and accurate information to the deputy and the public. All dispatch telephone lines are recorded for quality assurance. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Health and Safety Code Title 9, Subtitle B. Chapter 771A Access to Emergency Communications Services in General (c) Notwithstanding any other law, a business service user that owns or controls a telephone system or an equivalent system that uses Internet Protocol enabled service and provides outbound dialing capacity or access shall configure the telephone system or equivalent system to allow a person initiating a 9-1-1 call on the system to directly access 9-1-1 service by dialing the digits 9-1-1. |

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: | Property Room |
| Divisions (list all): | Patrol |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$117,917 | 1 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The property room serves the community by storing property from criminal cases, found property, and stolen property. The property is either stored to be used as possible evidence in criminal cases, or efforts are made to contact owners for the return of the property in cases of found or stolen property. This is an important department service that builds public trust when items are returned or helps reduce crime by allowing effective prosecution of cases. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The public, DA's Office, and the courts are all customers of this service. There are very high expectations for accurate intake, record keeping, and transfer of property. Periodic audits are conducted to ensure expectations are being met of found, stolen, or seized property for court cases or to be returned. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, various statutes referring to property. Code of Criminal Procedure Art. 18.09 SHALL SEIZE ACCUSED AND PROPERTY. When the property which the officer is directed to search for and seize is found he shall take possession of the same. Article 18.17 DISPOSITION OF ABANDONED OR UNCLAIMED PROPERTY (a) All unclaimed or abandoned personal property of every kind. |

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: | Toll Road Patrol |
| Divisions (list all): | Toll Road |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$315,615 | 2 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The Toll Road Division is tasked with facilitating the flow of traffic on the toll roads, as well as provide security for the patrons who utilize them. This includes enforcing all traffic laws, investigating crashes, and being available for motorist assistance when needed. This service helps ensure a safe community for residents to live, learn, and work by reducing crime. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers of this service include the public and businesses utilizing the extensive toll road system, and the entire criminal justice system. The customers expect and deserve organizational excellence, transparency, professionalism, and compassion. Feedback is normally provided through our complaint and compliment process and through our social media sites. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13. DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime; |

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.

| 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 |
|---------------------------|---|--|---|--|--------------------------|------------------------------------|---|
| Patrol - Contract | Number of patrol contract positions added | Currently in use | Internal Database | SO 1 | 2 | 2 | Output measure |
| Patrol - District | Number of calls for service (all calls, all geographies served) | Currently in use | Power BI, CAD | SO1, SO2, SO16 | 41,933 calls for service | 56,608 | FY 2021-22 represents a projection, not target |
| Communications | Average response time for calls for service (all calls, all geographies served) | Currently in use | Power BI, CAD | SO2 | 3 min 44 sec | Less than 3 min 30 sec | Time from call first received to Constable Office for dispatch until arrival of first Constable Unit. Intend to add contracts and substations to better position resources for quicker response times |
| Patrol - Parks | Increase active presence in Parks to deter crime | New | RMS, Power BI | SO 5 | | TBD | Adding patrols within the parks |
| Criminal Investigations | Case clearance rate (all investigations) | Currently in use | Internal Database | SO7 | TBD | Increase clearance rate to 50% | Add investigators and increase investigative training |
| Criminal Investigations | Case clearance rate - forcible rape | New | RMS, Power BI | SO7 | TBD | TBD | Outcome |
| Criminal Investigations | Case clearance rate - robbery | New | RMS, Power BI | SO7 | TBD | TBD | Outcome |
| Criminal Investigations | Case clearance rate - aggravated assault | New | RMS, Power BI | SO7 | TBD | TBD | Outcome |
| Criminal Investigations | Case clearance rate - burglary | New | RMS, Power BI | SO7 | TBD | TBD | Outcome |
| Criminal Investigations | Case clearance rate - larceny theft | New | RMS, Power BI | SO7 | TBD | TBD | Outcome |
| Criminal Investigations | Case clearance rate - motor vehicle theft | New | RMS, Power BI | SO7 | TBD | TBD | Outcome |
| Criminal Investigations | Percent of cases declined for prosecution by District Attorney (all investigations) | New | TBD | SO7 | TBD | TBD | Measure of cases of arrest (per UCR definition) presented to HCDAO for prosecution that are declined by prosecutor to further action |
| Criminal Investigations | Percent of cases declined for prosecution by District Attorney (Part I UCR crimes) | New | TBD | SO7 | TBD | TBD | Measure of cases of arrest (per UCR definition) presented to HCDAO for prosecution that are declined by prosecutor to further action |
| Internal Support Services | Audit of cash receipting | Currently in use | County Auditor | SO8 | 100% | 100% | Ensure compliance in cash receipting procedures |
| Internal Support Services | Ensure accurate payroll | Currently in use | County Treasury | SO8 | 100% | 100% | Ensure employees are properly compensated for time and attendance |
| Patrol - District | Average overtime hours per constable - district | New | TBD | SO8 | TBD | TBD | Measure of efficiency |
| Patrol - District | Average overtime hours per constable - contract areas | New | TBD | SO8 | TBD | TBD | Measure of efficiency |
| Internal Support Services | Number of repair requests | Currently in use | Universal Services | SO8 | 4587 | 4600 | Projection, not a target |
| Internal Support Services | Percent of requests resolved within 1 hour | Currently in use | Universal Services | SO8 | 90% | 90% | Maintain clearance rate |
| Internal Support Services | Percent of deputies completing required training hours | Currently in use | INFORMA, TCLEDDS, and internal database | SO13, SO14 | 100% | 100% | Maintain compliance |
| Internal Support Services | Number of training hours offered | Currently in use | INFORMA, TCLEDDS, and internal database | SO13, SO14 | 578 | 867 | COVID restrictions reduced training hours. Assuming partial COVID restrictions remain in place, strive to increase numbers by 50% |
| Internal Support Services | Number of students trained | Currently in use | INFORMA, TCLEDDS, and internal database | SO13, SO14 | 963 | 1400 | COVID restrictions reduced training hours. Assuming partial COVID restrictions remain in place, strive to increase numbers by 50% |
| Civil Process Services | Number of civil processes successfully executed | Currently in use | Constable Tracking System | SO17 | 9,160 | 10,000 | Output measure/measure of workload |
| Civil Process Services | Civil process service rate (Percent of serviceable civil papers that are returned served) | Currently in use | Constable Tracking System | SO17 | 81% Executed | 85% Executed | Strive to execute all process. Changes in personnel and districts will aid in meeting target |
| Civil Process Services | Number of evictions per 100,000 residents | TBD | Constable Tracking System | SO17 | TBD | TBD | Reflection of eviction activity in community. Projection, not a target |
| Civil Process Services | Number of protective orders served (all types) | TBD | Constable Tracking System | SO17 | TBD | TBD | Output measure/measure of workload. |
| Civil Process Services | Percent of protective orders served (Number served / Number issued) | TBD | Constable Tracking System | SO17 | TBD | TBD | Measure of efficiency |

| 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 |
|---------------------------------|---|--|--|--|--------------------|------------------------------------|---|
| Warrant Services | Number of warrants served (all types) | TBD | Internal Database, JWEB | SO7, SO8 | TBD | TBD | Output measure/measure of workload |
| Warrant Services | Percent of warrants successfully executed (all types) | TBD | Internal Database, JWEB | SO7, SO8 | TBD | TBD | Measure of efficiency |
| Warrant Services | Percent of warrants (all types) resolved by arrest action | TBD | Internal Database, JWEB | SO7, SO8 | TBD | TBD | Outcome - reduced exposure to justice system |
| Victim Services | Number of victims contacted | Currently in use | Dynamic 365, RMS, Victim Database | SO12 | TBD | TBD | Attempt to maintain same level of contact amid COVID restrictions |
| Victim Services | Percent of victims successfully provided services and information | New | Dynamic 365, RMS, Victim Database | SO12 | TBD | TBD | Direct contact made with victim and a safety plan developed, proper documents completed, advocacy in court proceedings, or referral to appropriate agency |
| Citizen Accountability Services | Number of use of force incidents | Currently in use | Power BI, RMS, Internal Database | SO8, SO18 | TBD | TBD | Increase education and training to reduce use of force incidences |
| Citizen Accountability Services | Percent use of force (# of use of force incidents/total # of physical arrests) | New | Power BI, RMS, Internal Database | SO8, SO18 | TBD | TBD | qualifying use of force incidents are those events as directed to be reported by Constabulary policy and or a citizens compliant of use of force |
| Citizen Accountability Services | Average number of days to complete an investigation (not currently tracked) | New | Internal Database | SO8 | TBD | TBD | Efficiency measure (not currently tracked) |
| Citizen Accountability Services | Number of civilian complaints | Currently in use | Internal Database | SO8 | TBD | TBD | Output measure, projection not a target |
| Citizen Accountability Services | Number of internal investigations (use of force related) | Currently in use | Internal Database | SO8 | TBD | TBD | Investigations can be initiated internally or by citizen complaint. Projection not a target |
| Citizen Accountability Services | Percent of investigations with finding of "sustained" | Currently in use | Internal Database | SO8 | TBD | TBD | Outcome Measure, projection not a target |
| Citizen Accountability Services | Percent of investigations with finding of "not sustained," "unfounded," or "exonerated" | Currently in use | Internal Database | SO8 | TBD | TBD | Outcome Measure, projection not a target |
| Citizen Accountability Services | At-fault police collisions per 100,000 vehicle miles driven | New | Internal Database, Fleet Wave | SO8 | TBD | TBD | Service quality measure |
| Citizen Accountability Services | Liability payout (\$000) | New | Internal Database | SO8 | TBD | TBD | Outcome Measure, projection not a target |
| Internal Support Services | Percent of audits and regularly reports in compliance | Currently in use | Audit reports, internal audits and databases | SO8 | 100% Compliance | 100% Compliance | Maintain compliance with audits and regulatory reports |
| Internal Support Services | Percent accuracy of property room audit | Currently in use | FileOnQ | SO8 | 100% | 100% | Maintain level of accountability at 100% |
| Internal Support Services | Percent of recovered property returned to owners | Currently in use | FileOnQ | SO8 | TBD | TBD | Increase number of items returned through increased attempts at contacting owners |
| Internal Support Services | Meet statutory requirements in fulfilling requests in a timely manner | Currently in use | Internal Database | SO8 | TBD | TBD | Mandatory to meet statutory deadlines |
| Community Services | Number of programs and classes offered and events attended | Currently in use | Internal Database | SO9 , SO15 | TBD | TBD | Attempt to maintain same level of service amid COVID restrictions for in-person programs |
| Community Services | Number of people participating in programs or at events | Currently in use | Internal Database | SO9 , SO15 | TBD | TBD | Attempt to maintain same level of service amid COVID restrictions for in-person programs. |
| Community Services | Number of households on NextDoor | Currently in use | Internal Database | SO9 , SO15 | TBD | TBD | Increase media outreach |
| Community Services | Number of Facebook followers | Currently in use | Internal Database | SO9 , SO15 | TBD | TBD | Increase media outreach |
| Community Services | Number of website visitors | Currently in use | Internal Database | SO9 , SO15 | TBD | TBD | Increase media outreach |
| Community Services | Number of partner community organizations, clergy, community leaders to increase dialogue and build trust | New | Internal Database | SO8, SO9, SO10, SO11 | TBD | TBD | Completion of strategy in FY22 |
| Patrol | Develop community strategy to increase patrol in underserved areas of the precinct | New | Internal Database, RMS, Power BI | SO1-7 , SO12, SO16 | TBD | TBD | Completion of strategy in FY22 |

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 | Homeless Outreach | 3 positions to assist in homeless outreach plus vehicles and equipment. The vehicle request amount assumes annual payments over five years. | Homeless Outreach | SO18 | 3 | 0 | 3 |
| BR2 | Common/Public Nuisance | 5 positions to assist with public nuisance plus vehicles and equipment. The vehicle request amount assumes annual payments over five years. | Patrol | SO5, SO6, SO7 | 5 | 0 | 5 |
| BR3 | | Additional budget is needed and requested to fill all of the department's existing positions. | | | | | |
| BR4 | Vehicles | 8 new patrol vehicles for additional patrol services. The vehicle request amount assumes annual payments over five years. | Patrol | SO1, SO2, SO3, SO5, SO6, SO12, SO16 | | | |
| BR5 | Vehicles | 2 Pooled vehicles. The vehicle request amount assumes annual payments over five years. | Patrol | SO1, SO2, SO3, SO5, SO6, SO12, SO16 | | | |
| BR6 | Communications | 2 Additional dispatch personnel. | Patrol | SO3, SO12 | 2 | 0 | 2 |
| BR7 | Patrol-Toll Road | 9 Toll Road funded positions to patrol the toll road. This will be formally requested in an upcoming commissioner's court agenda. | Toll Road | SO2, SO3, SO4 | 9 | 0 | 9 |

| 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 |
| \$32,400 | \$29,460 | \$328,906 | \$390,766 |
| \$54,000 | \$49,100 | \$539,709 | \$642,809 |
| | | \$478,000 | \$478,000 |
| \$86,400 | \$78,560 | | \$164,960 |
| \$21,600 | \$19,640 | | \$41,240 |
| | \$12,670 | \$160,055 | \$172,725 |
| | | | |

| Ongoing Annual Cost - Future Years (if applicable) | | | 5-Year Total Cost |
|--|-------------------|---------------------|-------------------|
| Materials, Supplies and Other Non-Labor | Salary & Benefits | Annual Ongoing Cost | |
| \$48,657 | \$328,906 | \$377,563 | \$1,901,018 |
| \$81,095 | \$539,709 | \$620,804 | \$3,126,025 |
| | \$478,000 | \$478,000 | \$2,390,000 |
| \$129,752 | | \$129,752 | \$683,968 |
| \$32,438 | | \$32,438 | \$170,992 |
| | \$160,055 | \$160,055 | \$812,945 |
| | | | |

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: | Homeless Outreach |
| Division: | Homeless Outreach |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$390,766 |
|-------------------------------------|-----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The dramatic increase in homeless encampments within precinct two have caused an unsafe and unsanitary enviroment for the residents of Harris County. The challenge is to decrease the victimization of our most vulnerable population in our community. The opportunity is to implement the first phase of a four phased Homeless Outreach Team and Mental Health Division. |
| 2) Which department-level goals does this support? |
| This will support department level goal number eight, which is to implement a Homeless Outreach and Mental Health Division. |
| 3) What do you want to achieve with these additional funds? |
| These funds will help establish dedicated resources that will work with each individual and link them to appropriate programs and agencies based on their specific needs. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The objective is to improve the quality of life for the residents of precinct two by engaging in street outreach to the chronically homeless and focus on working to find individual solutions to the problems associated with homelessness and mental illness. This goal wil be accomplished within the first year. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| The performance metrics to be used will be the number of daily contacts with individuals, the number of referrals for services and the number of identification letters for the homeless population. Our target will be to consistently engage the homeless population and connect them to social services. |

| 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 daily contacts | Internal database | SO19 | 8,320 | Two contacts per hour for each deputy. |
| Number of referrals for services | Internal database | SO19 | 2,773 | One referral per contact (projecting 1/3 of contacts to accept referral. |
| Number of identification letters | Internal database | SO19 | 4,165 | One half of daily contacts. |

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:

Common/Public Nuisance

Division:

Patrol

Funding Request - Next Fiscal Year:

\$642,809

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The specific problem is the rising crime rate in Harris County. In the last few years violent crime has gradually increased, but much more drastically in the last year. The challenge is to obtain funding for more positions to help our precinct be proactive, rather than reactive. The funding is severely needed in order to place additional resources in our communities which will enable us to become proactive and keep the residents of Harris County Precinct Two safe. |
| 2) Which department-level goals does this support? |
| The department-level goal supported is both our first and third goal, which are to prevent and reduce crime in all communities and provide all residents with a fair, just, community engaged Constable's Office. |
| 3) What do you want to achieve with these additional funds? |
| The additional funds will assist our agency in developing a strategy that would address the changing culture of violent crime within our precinct. The funds will also assist with strategically placing additional resources within our precinct to help target high crime areas. By targeting these high crime areas, our goal is to deter criminals from committing crimes in order to protect the lives and property of our residents. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The proposed approach is to increase our district patrol to help target high crime areas in our precinct within the next year to make a significant reduction in crime. The objective is to do this with proactive police work targeting these high crime areas from previous statistical data, in order to significantly reduce the crime in our precinct. These additional resources will also allow us to utilize investigative technology, intelligence, best practices, problem solving, and community-oriented crime prevention strategies to accomplish our mission. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| The performance metrics that will be used to evaluate success will be the number of cases cleared through all investigations. In addition to patrol functions, these additional units will target prostitution, illegal gaming, illicit businesses, thefts, burglaries, criminal mischiefs, criminal trespassing, assaults, public lewdness, and all violent crimes. |

| 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 |
|--|-------------------|--|------------------------------------|-----------------------------------|
| Case clearance rate (all investigations) | Internal Database | SO1, SO12 | TBD | No prior reporting. |

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 Budget Request For Existing Positions

Division:

Funding Request - Next Fiscal Year:

\$478,000

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

In order to provide adequate police services, additional patrol units are requested for those areas of the precinct that have been consistently underserved and underprotected. Additional funding would provide us with the opportunity to place additional resources in our communities which will enable us to become proactive and keep the residents of Harris County Precinct Two safe.

2) Which department-level goals does this support?

The department-level goal supported is goal # 16, which is to increase patrol in underserved areas of the precinct through the addition of district patrol deputies and substations in areas identified as underserved and in need of services.

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

The additional funds will assist our agency in developing a strategy that would address the changing culture of violent crime within our precinct. The funds will also assist with strategically placing patrol units in historically underserved areas within our precinct. Our goal is to remove the disparity of patrol services that currently exists within communities of precinct two.

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

By restructuring and reorganizing, we will immediately be in a position to offer services to the historically underserved areas of our precinct. The proposed approach will be to target high crime areas in our precinct within the next year to make a significant reduction in crime. The objective is to provide our residents who are unable to participate in the Deputy Contract Program with the same services and opportunities enjoyed by those who currently participate in the Deputy Contract Program.

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

The performance metrics that will be used to evaluate success will be the increase in calls for service and a reduced response time. Our performance targets will be to provide a significant police presence in historically underserved areas of the precinct, which will produce an increase in calls for service.

| 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 |
|--|-------------------|--|------------------------------------|---|
| Increase in calls for service and a reduced response time. | Internal Database | SO1, SO2, SO3, SO5, SO16 | 98,048 calls for service. | Recorded calls for service in 2020 were 49,024. Additional patrol units will result in increased calls for service. |

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: | 8 new patrol vehicles |
| Division: | Patrol |
| Funding Request - Next Fiscal Year: | \$164,960 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The Precinct Two Constables Office currently has seventy one sworn personnel with an inventory of fourty two vehicles in its fleet. Of those fourty two vehicles, eight vehicles have mileage ranging from 101k to 210k miles. |
| 2) Which department-level goals does this support? |
| The department-level goal supported is goal # 16, which is to increase patrol in underserved areas of the precinct through the addition of district patrol deputies and substations in areas identified as underserved and in need of services. |
| 3) What do you want to achieve with these additional funds? |
| Safe and reliable vehicles will enable our deputies to respond to calls for service in a safe and effective manner. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| By replacing our depleted fleet, we will immediately be in a position to safely and consistently respond to all calls for service. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| N/A |

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 |
|--|-------------------|---|---------------------------------------|---|
| Increase in calls for service and a reduced response time. | Internal Database | SO1, SO2, SO3, SO5, SO16 | 98,048 calls for service. | Recorded calls for service in 2020 were 49,024. Additional patrol units will result in increased calls for service. |

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:

2 Pool Vehicles

Division:

Patrol

Funding Request - Next Fiscal Year:

\$41,240

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

The Precinct Two Constables Office currently has sixty-eight sworn personnel positions with an inventory of forty-two vehicles in its fleet. Of those forty-two vehicles, eight vehicles have mileage ranging from 101k to 210k miles. Twenty-two vehicles are shared amongst three patrol shifts further reducing life expectancy and supporting the need for additional vehicles in the event of an accident or malfunction.

2) Which department-level goals does this support?

The department-level goal supported is goal # 16, which is to increase patrol in underserved areas of the precinct through the addition of district patrol deputies and substations in areas identified as underserved and in need of services.

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

Safe and reliable vehicles will enable our deputies to respond to calls for service in a safe and effective manner.

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

By replacing our depleted fleet, we will immediately be in a position to safely and consistently respond to all calls for service.

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

N/A

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 |
|--|-------------------|--|------------------------------------|---|
| Increase in calls for service and a reduced response time. | Internal Database | SO1, SO2, SO3, SO5, SO16 | 98,048 calls for service. | Recorded calls for service in 2020 were 49,024. Additional patrol units will result in increased calls for service. |

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:

2 Additional Dispatch Personnel

Division:

Patrol

Funding Request - Next Fiscal Year:

\$172,725

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

In order to provide adequate communication services, additional dispatchers are requested in order to cover all department shifts. Additional dispatchers will properly staff the communications division to meet the increased demand of calls for service. Funding would also increase officer safety and increase our ability to provide 24 / 7 dispatch services.

2) Which department-level goals does this support?

The department-level goal supported are , which is to increase patrol in underserved areas of the precinct through the addition of district patrol deputies and substations in areas identified as underserved and in need of services.

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

The additional funds will assist our agency in developing a strategy that would address the changing culture of violent crime within our precinct. The funds will also assist with strategically placing patrol units in historically underserved areas within our precinct. Our goal is to remove the disparity of patrol services that currently exists within communities of precinct two.

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

By restructuring and reorganizing, we will immediately be in a position to offer services to the historically underserved areas of our precinct. The proposed approach will be to target high crime areas in our precinct within the next year to make a significant reduction in crime. The objective is to provide our residents who are unable to participate in the Deputy Contract Program with the same services and opportunities enjoyed by those who currently participate in the Deputy Contract Program.

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

The performance metrics that will be used to evaluate success will be the increase in calls for service and a reduced response time. Our performance targets will be to provide a significant police presence in historically underserved areas of the precinct, which will produce an increase in calls for service.

| 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 |
|--|-------------------|--|------------------------------------|---|
| Increase in calls for service and a reduced response time. | Internal Database | SO1, SO2, SO3, SO5, SO16 | 98,048 calls for service. | Recorded calls for service in 2020 were 49,024. Additional patrol units will result in increased calls for service. |

303 - Constable, Precinct 3

Sherman Eagleton

303 – Constable Precinct 3

Data as of 12/14/2020

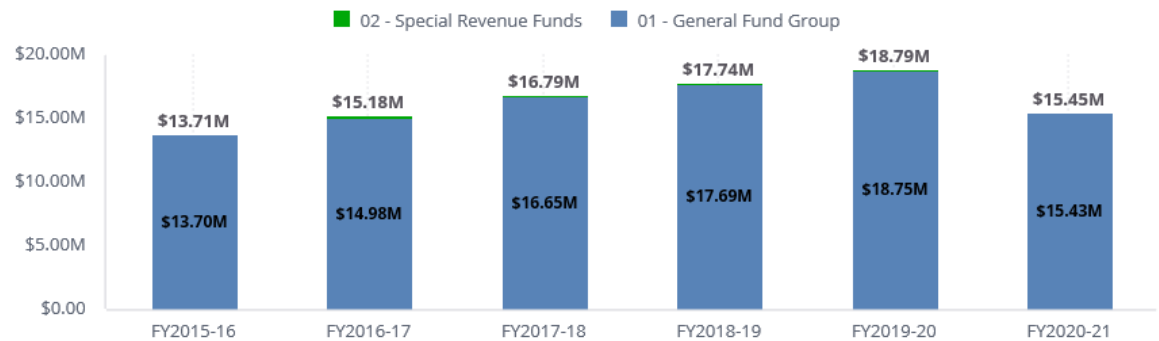
Expenditures

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

Expenditures Total for FY 2020-2021

\$15,445,487

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$18.39M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------|
| 303 | Constable Pct 3 |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

In partnership with the community, Harris County Precinct Three Constable's Office is dedicated to providing effective, efficient and professional law enforcement services to those we serve. We continue to seek outside resources to facilitate the needs of the department at no cost to the taxpayer. We embrace transparency, accountability and adhere to the highest moral and ethical standards. We strive to maintain excellence as we hold ourselves to a higher standard while fostering positive relationships with the communities we serve and enhancing their quality of life.

2. Vision

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

To be respected and trusted by all segments of Harris County's diverse community.

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 Precinct Three Constable's Office strives to protect and serve all those who live and work in our community. This is accomplished by working in cooperation with the community while maintaining transparency and accountability to preserve the highest level of trust from those we serve. Professional police services include preventive patrol, maintaining public order and safety, enforcing the law, and preventing, detecting, and investigating criminal activities. The responsibilities of our Patrol Division are allocated among eight sub-divisions, Crime Interdiction Unit, Toll Road Division, Emergency Response Division, Community Outreach, Neighborhood Contracts, School Contracts, Reserves and Patrol. Each sub-division is responsible for providing a unique service to those in our community. The department houses a 24 hour dispatch center, which receives emergency and nonemergency calls for services and ensures that appropriate resources are dispatched on a timely basis. Our Civil Division is responsible for the service of civil process throughout the precinct and also conducts the monthly tax sales for delinquent taxes and judgments. We are the custodial agency for Class C warrants that are issued from the Justice of the Peace Courts, which is maintained by our Warrant Division. The Records Division oversees the management of all departmental records. Our Administration Division provides supervision, management, and administrative support to our department.

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.

Patrol Division – The Patrol Division is the department's primary direct-service provider to our citizens. It is their responsibility to provide prompt, effective and courteous service and protection to the life and property of the citizens and visitors. The Patrol Division is divided into 8 sub-divisions.

Crime Interdiction Unit (CIU) - CIU identifies and analyzes problematic areas where quality of life issues are being impacted by violent crimes, narcotic transactions, narcotic users/abusers, prostitution, nuisance offenses and any other violations of state and local laws within the precinct; while forging strong community partnerships, through positive citizen interaction, communication, and education. This unit is flexible, easily adapts to the change of crime patterns and works in conjunction with local and federal agencies.

Toll Road Division – Toll Road responsibilities are to maintain the flow of traffic by keeping lanes clear and open and assuring the safety to its drivers by providing rapid response to incidents.

Emergency Response Division - Emergency response plays a critical role in disaster situation in regards to response, search and rescue, and recovery efforts. Our department is equipped with 11 High Mobility Multipurpose Utility Vehicles (Humvee), 3 2 ½-ton cargo trucks, 2 Heavy Expanded Mobility Tactical Trucks (HEMTT) and 5 boats ready for deployment at any time.

Community Outreach – This division focuses on building, strengthening and sustaining authentic community relationships. We have developed many successful programs including our RUOK and CASA programs that maintains the welfare of over 500 seniors in our precinct.

Neighborhood Contracts – We currently have 6 neighborhood contracts. The deputies play an integral role in maintaining the safety and security of the neighborhoods as well as developing collaborative interaction between neighborhood residents and their deputies.

School Contracts – We currently have 5 school contracts with over 50,000 students combined. Our school resource deputies assists the school administration in maintaining a safe and secure environment through their diverse training, knowledge and experience in handling situations.

Reserve Division – This division is comprised of dedicated volunteers who provide the department with extra personnel and can quickly be deployed during critical incidents. It also consists of 16 motorcycle deputies who assist with traffic control for community events and provide escorts for funerals for those facing financial hardships during their difficult time with no budget impact to the department.

Dispatch – Our dispatch is a 24 hour operation that is responsible for receiving, evaluating and disseminating information for all emergency and non-emergency calls. They work in partnership with the deputies by receiving as much information as possible to ensure the caller is receiving the most efficient service in a timely manner.

Civil Division – This division is responsible for the process, service and execution of legal documents on individuals and businesses in civil matters. In close partnership with numerous law firms, the Civil Division also prepares and conducts the monthly tax sale auction, as well as allocating the proceeds of the sale to the respective entities.

Warrant Division – Our Warrant Division is the custodial agency for all Class C and Child Support warrants issued through the Justice and Family Courts. They are responsible for the management and execution of these warrants.

Records Division - The Records Division oversees the management and operations of the department's records and provides professional service in processing and disseminating public records to the general public and other law enforcement agencies.

Administration Division – Our Administrative Division oversees the business operations, property room management, background investigations, courtroom security, Internal Affairs and the Recognition Program. The Administrative personnel also provides support services to our 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.

Our department does not have 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.

1. Reduce crime and reduce the fear of crime
2. Maintain Organizational Excellence
3. Prevention Focused Communities
4. Identify and Respond to Community Needs
5. Enhance Youth Engagement
6. Proactive Approach to Reduce Environmental Crimes

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. Reduce crime and reduce the fear of crime – Implement data driven, comprehensive approach to address people, place and behaviors impacting violent crimes. Supervisors will conduct timely analysis of crimes occurring during their shift to collect qualitative and quantitative data to establish and understand crime trends through evidenced based policing and assigning Areas of Responsibility (AOR) to target problem areas. Improve coordination and communications within the department and with internal and external stakeholders. Create sustainable improvement of quality of life issues in these AOR by attending community meetings, provide direct access to information, and build rapport with residents. Expand visibility by attending community events and strengthen relationships in the targeted AOR's.
2. Maintain Organizational Excellence - Maintain an environment where the department operates at its best by conducting employee surveys, reduce internal and external Internal Affairs complaints, reduce employee turnover rate, reduce disciplinary actions and terminations due to increasing employee morale which improve employee production and job performance. Maintain "Recognized Status" through the Texas Police Chiefs Association. Reduce the need of use of force by deputies by generating voluntary compliance. Focused training on enhancing professional presence, using tactical verbalization, sound decision making, de-escalation techniques, and alternatives to use of force, all with supervisory oversight

3. Prevention focused communities – Launch education campaign to reduce personal and property crimes by raising situational awareness and also prevent crimes through environmental design. Initiate Security Report Card Program where deputies assess potential security risks on the resident’s property. Initiate Project Safe Neighborhood where intelligence received from community members and local law enforcement target repeated offenders in the neighborhoods.
4. Identify and Respond to Community Needs – Develop a customer feedback system to ensure that the department is accomplishing its mission and expectations of the communities so that corrections can be made on a timely manner. Identify satisfaction and dissatisfaction by location. Hold virtual Town Hall Meetings and request input for ideas and topics and develop agendas on current and critical issues each neighborhood is facing.
5. Implementation of Youth Constable’s Academy and Mentoring Program - Foster positive interaction between the police, students and parents while providing youth with an introduction to Law Enforcement. Deputies will serve as mentors, interacting with each student on a personal level to establish a better understanding of the mutual challenges that youth and law enforcement officers face.
6. Proactive Approach to Reduce Environmental Crimes - Demand outweighs our resources. Because of our limited resources and a 28% increase in environmental enforcement, these responsibilities are delegated to our deputies in addition to their daily duties and responsibilities and investigations are often conducted after regular duty hours. Currently, our department has a reactive approach to combatting environmental crimes due to unavailable manpower. Our department needs to increase staff, provide the appropriate training, purchase necessary equipment and collaborate with other law enforcement agencies and other governmental entities responsible for environmental protection to enable us to have a proactive approach to this growing threat to our environment.

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 Harris County Precinct 3 Constable's Office operates in a consistent manner with Harris County's vision statement to be inclusive, equitable and transparent. This is also consistent with us being a Recognized Agency by conducting operations utilizing best practices.

The goals of the Precinct 3 Constable's Office are consistent and compliment the goals of Harris County, specifically the justice and safety goal statement of Harris County, where we promote safe, healthy and thriving communities. Our programs are designed to enhance public trust, prevent violence and trauma, reduce racial and economic disparities and minimize criminal justice exposure. One example of this is our Youth Outreach Program, which is specifically designed to introduce youth to the criminal justice system in a positive way and to avoid activity that could result in them entering into the criminal justice system negatively.

The Harris County goal statement regarding public health and improving the quality of life is a main priority for the Constable's Office. We believe many factors play into overall health and quality of life of an individual. Through our Community Outreach Programs, we often learn of individuals needing assistance with overgrown lawns, no air conditioning or heat during extreme weather conditions and needing medical care. We seek out resources to assist these individuals in need. We believe that early intervention and quality of individual's life can prevent catastrophic consequences.

Harris County Precinct 3 Constable's Office aligns with the goal statement regarding the environment for Harris County. Enforcing and investigating environmental crimes, cleaning up dumpsites, all with the goal of improving air, water and soil quality within the community. Our community policing efforts are consistent with the environmental goal by ensuring that residents have access to clean, safe and crime free green spaces.

Harris County Precinct 3 Constable's Office is in 100% agreement and compliance with the Harris County's goal of governance and customer service.

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.*

- Expansion of our RUOK and CASA Program - Our Senior Citizen programs continue to grow in the number of participants. Our newly developed CASA Program is specifically designed for our Hispanic senior citizens.
- Food Distributions and Mask Giveaways – Our department has held and participated in over 30 food distributions and mask giveaways to the communities
- Busted 2 Auto Theft Rings – Resulted in the recovery of 116 stolen vehicles including trailers and heavy equipment
- Environmental Crimes – Investigated 165 illegal dumping sites which resulted in the identification of 52 suspects
- Busted Human Trafficking Ring – Charged 2 suspects who were trafficking young females in the Houston area

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.*

- Youth Constable's Academy and Mentoring Program
- Capital Improvement for 904 Dell Dale – continuation of build out for FMO compliance
- Capital Improvement for Annex 8 – seeking resources to equip annex with new generator for our 24 hr communications and emergency operations center
- High Water Rescue – maintaining equipment, continuous training
- Green Energy Project – exploring adding electric vehicles to patrol fleet to reduce maintenance and fuels costs as well as reducing the impact to the environment
- Expanding Investigation Capabilities – partnering with local, state and federal law enforcement agencies to combat organized crime in the precinct

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.*

- TCIC/NCIC Audit
- Monthly Records Validation Audit
- Property Room Audit
- Monthly Compliance Audit
- Required Texas Police Chiefs Association Recognized Agency Inspection and Audits
- Criminal Justice Information System Audit (CJIS)

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

- Justice of the Peace Courts
- Harris County Tax Office
- Harris County District Clerk
- Harris County District Courts
- Harris County Family Courts
- Harris County Sheriff's Office

- Harris County Fire Marshal
- Harris County Commissioner's Office
- Universal Services
- Harris County Toll Road Authority

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

- School Contracts
- MUD/HOA Contracts
- Citizen Advisory Board
- Local chemical industries
- Local and state traffic infrastructure
- Texas Attorney General's Office
- Houston Eastside Prayer Gathering
- Northeast Minister's Alliance
- Citizens of Precinct 3

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.

Disparities are evident in our precinct; however, we do not let this effect the service we provide to the community. We are contracted with five different neighborhoods to provide extra law enforcement services. While we realize this option is not financially possible to the lower income neighborhoods and communities, we have measures in place to ensure there is no disparate treatment. We assign our patrol deputies that are not assigned to a contract and our Criminal Interdiction Unit to patrol these areas. In Community Relations, we specifically address the lower income communities by holding school supply giveaways, turkey giveaways, Christmas bicycle giveaways, and during the recent pandemic, our food distributions and mask giveaways have all been held in the lower income communities.

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 prevent disparate treatment among the population we serve, we aggressively recruit minority deputies to ensure we have a diverse workforce. Because we are a Recognized Agency, we adhere to the standards set by the Texas Police Chiefs Association regarding biased policing. We have a written directive that expressly prohibits biased based policing. Our policy exceeds state requirements for the prohibition of racial profiling and also prohibits the profiling on ethnic background, gender, sexual orientation, religion, economic status, age, cultural group or any other identifiable group.

- 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?*

Minorities represent 64% of the department personnel and 52% of our supervisory staff positions are held by minorities. We recruit deputies from different backgrounds to ensure a diverse representation to serve on our Hiring Selection Committee, Promotional Selection Committee and Administrative Disciplinary Committee. Through strategic use of diversity and inclusion, it allows our department to maximize value in community engagement, service delivery, improved workforce sustainability, and promote officer and citizen safety.

- 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.*

The department holds roll call training, training bulletins, training videos, annual policy training, as well as classroom instruction in accordance with state licensing guidelines. Classroom instruction includes Power Point presentations by various instructors including sexual harassment, biased base policing, racial profiling and other prohibited conduct.

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) |
|-------------------------|---|---|--|---------------------------|
| Patrol Division | The Patrol Division is the department's primary direct-service provider to our citizens. It is their responsibility to provide prompt, effective and courteous service and protection to the life and property of the citizens and visitors. The Patrol Division consists of district patrol deputies and CIU. In addition to their regular duties, the patrol division is also responsible for Emergency Response and Community Relations. | \$4,134,718 | \$4,282,780 | 40 |
| Toll Road | Toll Road responsibilities are to maintain the flow of traffic by keeping lanes clear and open and assuring the safety to its drivers by providing rapid response to incidents. | \$1,715,005 | \$1,727,008 | 16 |
| Neighborhood Contracts | Maintain safety and security of the neighborhoods as well as developing collaborative interaction between neighborhood residents and their deputies. | \$1,675,352 | \$1,759,507 | 16 |
| School Contracts | School resource deputies assists the school administration in maintaining a safe and secure environment through their diverse training, knowledge and experience | \$5,765,516 | \$5,828,365 | 53 |
| Administration Division | Oversees the business operations, property room management, background investigations, courtroom security, Internal Affairs and the Recognition Program, also provides support services to our department. | \$2,149,651 | \$2,169,789 | 18 |
| Communications Division | 24 hour operation that is responsible for receiving, evaluating and disseminating information for all emergency and non-emergency calls. | \$810,710 | \$823,861 | 11 |
| Civil Division | Responsible for the process, service and execution of legal documents on individuals and businesses in civil matters, as well as conducting monthly tax sales. | \$1,596,855 | \$1,601,841 | 18 |
| Warrant Division | Custodial agency for all Class C and Child Support warrants issued through the Justice and Family Courts. Responsible for the management/execution warrants. | \$300,459 | \$306,485 | 2 |

[illegible]



CONSTABLE SHERMAN EAGLETON

HARRIS COUNTY PRECINCT 3

ADMINISTRATION

COMMUNICATION SERVICES

EMERGENCY DISPATCH

RECORDS SERVICES

RECORDS DIVISION

SUPPORT SERVICES

BUSINESS OPERATIONS
PROPERTY ROOM
TRAINING
COURTROOM SECURITY
BACKGROUND INVESTIGATIONS
INTERNAL AFFAIRS
RECOGNITION PROGRAM

PATROL SERVICES

DISTRICT PATROL
CIU
COMMUNITY RELATIONS
TOLL ROAD DIVISION
NEIGHBORHOOD CONTRACTS
SCHOOL CONTRACTS
RESERVE DEPUTIES
EMERGENCY RESPONSE DIVISION

CIVIL SERVICES

CIVIL DIVISION

WARRANT SERVICES

WARRANT DIVISION

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 violent crimes and reduce the fear of crime | SO1 | Conduct timely analysis of crimes occurring on each shift to establish/understand crime trends -assign AOR accordingly. | CIU | Patrol | HCSO | Residents/Citizens of Precinct 3 |
| G1 | Reduce violent crimes and reduce the fear of crime | SO2 | Provide direct access to crime information to citizens by creating crime statistic dashboard on website. | Administration | Patrol | | Residents/Citizens of Precinct 3 |
| G1 | Reduce violent crimes and reduce the fear of crime | SO3 | Attend community events to build rapport and trust within the community. Use intelligence from community and stakeholders to target repeat offenders in AOR's. | Community Relations | Patrol Administration | | Neighborhood HOA |
| G1 | Reduce violent crimes and reduce the fear of crime | SO4 | Work in collaboration with local, state and federal agencies to target organized crime, reduce drug related crime, drug availability and organized crime | | | | |
| G1 | Reduce violent crimes and reduce the fear of crime | SO5 | Continue Fugitive Apprehension Task Force to target wanted fugitives in the precinct | CIU | Patrol | | |
| G1 | Reduce violent crimes and reduce the fear of crime | SO6 | Reduce number of crashes BY 10% on Toll Road by targeting aggressive and DWI drivers | Toll Rd | | | |
| G2 | Maintain Organizational Excellence | SO7 | Continue to implement Best Practices and maintain "Recognized" status through the Texas Police Chiefs Association | Administration | | | Texas Police Chiefs Association |
| G2 | Maintain Organizational Excellence | SO8 | Reduce use of force by generating voluntary compliance by focusing on enhanced training in tactical verbalization and de-escalation techniques | Patrol | Administration Training | | |
| G2 | Maintain Organizational Excellence | SO9 | Increase morale and productivity by conducting employee surveys to get a better understanding of the challenges individual deputies are facing. Seek deputy input before making key decisions. Create employee assessment matrix to measure productivity | Administration | All divisions | | |
| G2 | Maintain Organizational Excellence | SO10 | Continue to recruit, hire and retain a diverse, highly trained, qualified workforce | Administration | | | |
| G2 | Maintain Organizational Excellence | SO11 | Promote internal diversity and ensure professional growth opportunities | Administration | All divisions | | |
| G3 | Prevention focused communities | SO12 | Work closely with citizens to identify and resolve issues that can affect the quality of life in their neighborhood through a prevention based approach. | Neighborhood Contracts | Patrol Community Relations | | Residents/ Citizens in Precinct 3 Neighborhood HOA |
| G3 | Prevention focused communities | SO13 | Launch education campaign to reduce personal and property crimes through situational awareness and environmental design. | Neighborhood Contracts | Patrol Community Relations | | Residents/ Citizens in Precinct 3 Neighborhood HOA |
| G3 | Prevention focused communities | SO14 | Implement Security Report Card Program where deputies will assess homeowner's property and identify and potential risks for burglary, leaving a "Report Card" for the homeowner | Neighborhood Contracts | Patrol | | Residents/ Citizens in Precinct 3 Neighborhood HOA |
| G4 | Identify and respond to community needs | SO15 | Develop customer satisfaction survey on website as well as self addressed stamped postcards for deputies to distribute when call for service is completed | Community Relations / Patrol | Administration | | Residents/Citizens of Precinct 3 Neighborhood HOA's |

[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: | Patrol Services |
| Divisions (list all): | District Patrol, CIU, Community Relations |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$4,282,780 | 40 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The Patrol Division is our department's primary direct-service provider to our citizens. It includes our district patrol deputies, Crime Interdiction Unit, Community Relations, Emergency Response, and Reserves. The patrol division integrates community based policing in direct partnership with our citizens to help identify and resolve a variety of issues affecting the citizens and the quality of life in their communities. CIU identifies and analyzes problematic areas where quality of life issues are being impacted by violent crimes, narcotics, prostitution, nuisance offenses and any other violations of state and local laws within the precinct. Shared responsibilities among the patrol division are Emergency Response and Community Relations. Community Relations focuses on building, strengthening and sustaining authentic community relationships. Emergency response plays a critical role in disaster situation in regards to response, search and rescue, and recovery efforts. Our Reserve Division is comprised of dedicated volunteers who provide the department with extra personnel and can quickly be deployed during critical incidents. A joint effort among each division ensures the department's mission of community and evidence based policing are carried out precinct wide. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers of our patrol services include all citizens in Precinct 3 as well as those traveling through the precinct. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13. DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) the officer shall: (1) in every case authorized by the provisions of this code, interfere without warrant to prevent or suppress crime; (2) execute all lawful process issued to the officer by any magistrate court. |

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: | Patrol Services |
| Divisions (list all): | Toll Road Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,727,008 | 16 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The Toll Road Division is responsible for maintaining the flow of traffic by keeping lanes clear and open and ensuring the safety to the commuters by providing rapid response to incidents. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers of the Toll Road division are all commuters that travel our section of the toll road. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: | Patrol Services |
| Divisions (list all): | Neighborhood Contracts |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,759,507 | 16 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| We currently have 6 neighborhood contracts. The deputies play an integral role in maintaining the safety and security of the neighborhoods as well as developing collaborative interaction between neighborhood residents and their deputies. The deputies assigned to these contracts become familiar with the residents who live there, their patterns and become aware of anything unusual occurring in the neighborhood so they can respond accordingly. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The residents and homeowners of our six neighborhood contracts are our customers. We attend neighborhood HOA and community meetings and receive input regarding all aspects of the community and utilize reporting data towards traditional, non-traditional and forward thinking responses to challenging issues. |
| 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: | Patrol Services |
| Divisions (list all): | School Contracts |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$5,828,365 | 53 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The responsibilities of each school deputy is to promote rapport with students which results in strong relationships among the school, students and parents. These deputies work in a preventative manner with the students as well as provide intervention strategies for troubled youth and their parents. They assist with additional resources to the school in relation to his or her knowledge of the law and specialized training. The presence of school resource officers in schools has become an important part of the duty to protect children on campus. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| We currently have 5 school contracts with over 50,000 students combined. Our customers include the school administrators and staff, students and their parents. School supervisors meet regularly with school administrators to discuss any issues or concerns that arise. |
| 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 (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: | Support Services |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,169,789 | 18 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Our Administration Division oversees the business operations, property room management, background investigations, training, courtroom security, Internal Affairs and the Recognition Program. This division also provides support services to the department. Since receiving "Recognized Status" by the Texas Police Chiefs Association, we have additional measures and protocols in place to ensure organizational excellence. Risk analysis are conducted annually as well as use of force analysis. We maintain an effective and efficient system for ensuring that required reports, analyses, reviews, and other activities mandated by applicable accreditation standards are met during the annual accreditation cycle. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers of this department are the employees of the department. Currently we do not have a process in place to collect feedback, however, we address any problems or concerns the employees may have. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Property Room - various statutes referring to property. Code of Criminal Procedure Art. 18.09 SHALL SEIZE ACCUSED AND PROPERTY. When the property which the officer is directed to search for and seize is found he shall take possession of the same. Article 18.17 DISPOSITION OF ABANDONED OR UNCLAIMED PROPERTY (a) All unclaimed or abandoned personal property of every kind... Training - to meet training requirements. Texas Administrative Code Title 37, Part &, Chapter 218.3 (a) Each licensee shall complete the legislatively mandated continuing education in this chapter. Each appointing agency shall allow the licensee the opportunity to complete the legislatively mandated continuing education in this chapter. This section does not limit the number or hours of continuing education an agency may provide. |

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: | Communications Division |
| Divisions (list all): | Emergency Dispatch |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$823,861 | 11 |

1) Describe the Service and how it supports department goals.

Our 24 Hour Dispatch operation is responsible for receiving, evaluating and disseminating information for all emergency and non-emergency calls. Our dispatch staff continually strives to achieve the most effective emergency communications possible by providing high quality, professional and effective service to the caller as well as ensuring responder safety.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Customers include the citizens who live in Precinct 3, as well as those traveling through the Precinct. Currently there is no process in place to collect customer feedback, however we address any problems or concerns our customers may have.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

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: | Civil Process |
| Divisions (list all): | Civil Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$1,601,841 | 18 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Civil Division is responsible for the process, service and execution of legal documents on individuals and businesses in civil matters. They also work in close partnership with numerous law firms to conduct the monthly tax sales. Deputies will ensure that all civil process is served in a diligent manner to maintain and build trust. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers for the Civil Division are individuals or organizations that submit legal documents to be served by our deputies. Their expectations include timely service and execution of these documents. Currently there is no process in place to collect customer feedback, however we address any problems or concerns our customers may have. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Local Government Code Title 3, Subtitle B, Chapter 86. Sec. 86.021. GENERAL POWERS AND DUTIES. (a) A constable shall execute and return as provided by law each process, warrant and precept that is directed to the constable and is delivered by a lawful order. |

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): | Warrants Division |
| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
| \$306,485 | 2 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Our Warrant Division is the custodial agency for all Class C and Child Support warrants. They are responsible for the management and execution of these warrants. This division conducts business in an efficient, professional, sensitive, compassionate and respectful manner while executing their responsibilities as warrant deputies. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers of the Warrants Division are the Justice of the Peace Courts, Place 1 and 2, and also the Texas Attorney General Child Support Division. Currently there is no process in place to collect feedback, however we address any concerns or problems our customers may have. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Local Government Code Title 3, Subtitle B, Chapter 86. Sec. 86.021. GENERAL POWERS AND DUTIES. (a) A constable shall execute and return as provided by law each process, warrant, and precept that is directed to the constable and is delivered by a lawful officer. |

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: | Records |
| Divisions (list all): | Records Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$246,364 | 3 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Records Division oversees the management and operations of the department's records and provides professional service in processing and disseminating records to the general public and other law enforcement agencies. The records division strives to provide exceptional service and maintain organizational excellence by ensuring compliance with federal, state and local mandates for release of information. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for the Records Division are any individuals or organizations that requests records through the Public Information Act. Currently, we do not have a process in place to collect feedback, however, we address any problems or concerns our customers may have. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Government Code 552. Sec. 552.002. DEFINITION OF PUBLIC INFORMATION; MEDIA CONTAINING PUBLIC INFORMATION. (a) In this chapter, "public information" means information that is written, produced, collected, assembled, or maintained under a law or ordinance or in connection with the transaction of official business: (1) by a governmental body; Section 552.021 AVAILABILITY OF PUBLIC INFORMATION. Public information is available to the public at a minimum during the normal business hours of the governmental body. |

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 |
|---------------------------------------|---|--|---------------------------|--|--------------------|------------------------------------|--|
| Patrol Services | Number of violent crimes reported | Currently in use | RMS - Internal Data | SO1 | 527 | 474 | Decrease number of calls received for violent crimes in assigned AOR by 10% |
| Patrol Services - CIU | Number of parole violators and repeat offenders arrested | Currently in use | TCIC / NCIC Internal Data | SO5 | 106 | TBD | Reduce number of repeat offenders and parole violators on the street |
| Patrol Services - CIU | Number of arrests | Currently in use | Internal Data | SO4 | 569 | TBD | Reduce the availability of narcotics access |
| Patrol Services - CIU | Number of illegal weapons seized off the streets | Currently in use | Internal Data | SO4 | 67 | TBD | Reduce illegal firearms and related crimes |
| Patrol Services - CIU | Amount of drug money seized | Currently in use | Internal Data | SO4 | \$124,626 | TBD | Disrupt the financial structure of drug trafficking |
| Patrol Services - CIU | Volume of methamphetamines confiscated | Currently in use | Internal Data | SO4 | 1328 lbs | TBD | Reduce production and reduce environmental hazards associated with the production of meth |
| Patrol Services - CIU | Number of investigations conducted in collaboration with local, state and federal agencies to combat the sale and distribution of illegal drugs | Currently in use | Internal Data | SO4 | 30 | 50 | Increase collaborative efforts to dismantle drug trafficking rings |
| Patrol Services - CIU | Number of crime tips received on tip line | Currently in use | Internal Data | SO1 | 2,257 | TBD | Output / Workload Measure |
| Patrol Services - District Patrol | Number of calls for service | Currently in use | RMS - Internal Data | SO1 | 16,421 | TBD | Output / Workload Measure |
| Patrol Services - District Patrol | Average response time for calls for service | Currently in use | RMS - Internal Data | SO1, SO2 | 0:13:53 | TBD | Output / Workload Measure |
| Patrol Services - District Patrol | Average response time for Priority 1 calls | Currently in use | RMS - Internal Data | SO1, SO2 | 0:06:13 | TBD | Output / Workload Measure |
| Patrol Services - District Patrol | Number of self initiated calls and citizen contacts | Currently in use | RMS - Internal Data | SO1, SO2 | 74,022 | TBD | Output / Workload Measure |
| Patrol Services - District Patrol | Number of self initiated business checks | Currently in use | RMS - Internal Data | SO1, SO2 | 12,741 | TBD | Output / Workload Measure |
| Patrol Services - Community Relations | Number of satisfaction surveys filled out | New | Survey | SO15 | N/A | TBD | Ensure citizens are receiving quality, efficient service from department |
| Patrol Services - Community Relations | Average customer satisfaction score (1 to 5) | New | Survey | SO15 | N/A | 4.5 | Ensure citizens are receiving quality, efficient service from department and responding deputies |
| Patrol Services - Community Relations | Number of virtual town hall meetings held | New | Internal Data | SO16 | N/A | 10 | Receive input and feedback from communities |
| Patrol Services - Toll Rd | Number of minor accidents | Currently in use | RMS - Internal Data | SO6 | 226 | 199 | Reduce number of accidents on Toll Rd 10% by targeting aggressive drivers and DWI drivers |
| Patrol Services - Toll Rd | Number of major accidents | Currently in use | RMS - Internal Data | SO6 | 86 | 79 | Reduce number of accidents on Toll Rd 10% by targeting aggressive drivers and DWI drivers |
| Patrol Services - Toll Rd | Number of DWI arrests | Currently in use | RMS - Internal Data | SO6 | 54 | TBD | Output / Workload Measure |

| 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 |
|---|---|--|---------------------------|--|--------------------|------------------------------------|--|
| Patrol Services - Toll Rd | Number of DWI related accidents | Currently in use | RMS - Internal Data | SO6 | 7 | 5 | Reduce number of accidents on Toll Rd 10% by targeting aggressive drivers and DWI's |
| Patrol Services - Neighborhood Contracts | Number of property crimes | Currently in use | RMS - Internal Data | SO13 | 698 | 628 | Reduce property crimes BY 10% through education campaign and active patrols |
| Patrol Services - Neighborhood Contracts | Number of "Report Cards" issued | New | Internal Data | SO14 | N/A | TBD | Output Measure - Implementation of Security Report Card program |
| Patrol Services - Neighborhood Contracts | Number of Vacation Watch checked | Currently in use | RMS - Internal Data | SO12 | 1,275 | TBD | Output / Workload Measure |
| Patrol Services - Neighborhood Contracts | Number of self initiated citizen contacts | Currently in use | RMS - Internal Data | SO12 | 1,478 | TBD | Output / Workload Measure |
| Patrol Services - Neighborhood Contracts | Number of contract checks | Currently in use | RMS - Internal Data | SO13 | 6,436 | TBD | Output / Workload Measure |
| Patrol Services - School Contracts | Enrollment of juveniles in youth mentoring program | New | Internal Data | SO18, SO19, SO20 | N/A | 70 | Pilot program - enrollment increases as program develops |
| Patrol Services - School Contracts | Number of school campus checks | Currently in use | Internal Data | SO18 | 19,784 | TBD | Output / Workload Measure |
| Patrol Services - School Contracts | Number of truancy checks | Currently in use | Internal Data | SO18 | 1,924 | TBD | Output / Workload Measure |
| Support Services - Administration | Launch crime statistics dashboard | New | RMS - Internal Data | SO2 | N/A | Launch for 21-22 FY | Provide communities with real time crime information |
| Support Services - Administration | Create customer satisfaction survey on website | New | Survey | SO15 | N/A | 4.5 | Ensure citizens are receiving quality, efficient service from department and responding deputies |
| Support Services - Administration | Status through the Texas Police Chief's Association | Currently in use | TPCA / Internal Data | SO7 | Recognized | Recognized | Texas Police Chiefs Association |
| Support Services - Administration | Number of use of force incidents | Currently in use | Internal Data | SO8 | 45 | 39 | Reduce number of use of force by 10% through training and de-escalation techniques |
| Support Services - Administration | Number of civilian complaints | Currently in use | Internal Data | SO15 | 2 | TBD | Administrative operations |
| Support Services - Administration | Number of Internal Affairs Investigations | Currently in use | Internal Data | SO15 | 43 | TBD | Administrative operations |
| Support Services - Administration | Maintain highly diversified workforce by actively recruiting applicants from underrepresented backgrounds | Currently in use | Internal Data | SO10 | 64% | 64% | Maintain diverse representation |
| Support Services - Administration | Percentage of supervisory staff from underrepresented backgrounds | Currently in use | Internal Data | SO11 | 52% | 52% | Maintain diverse representation in supervisory staff |
| Support Services - Administration | Number of at fault accidents involving deputies | Currently in use | Internal Data | SO7 | 2 | TBD | Administrative operations |
| Support Services - Administration | Create performance matrix to evaluate overall performance including administrative complaints, on duty injuries, sick hours used, self initiated citizen contacts and productivity time | New | Internal Data | SO9 | N/A | TBD | Recommended by the National Institute of Justice using the IMPACTT assessment |
| Communications Division Emergency Dispatch | Develop quality assurance assessment for individual dispatchers, increasing the target score as the assessment program develops | New | Internal Data | SO9 | N/A | 80% | Recommended starting point by APCO International |
| Civil Process - Civil Division | Execution rate of civil process received | Currently in use | Constable Tracking System | SO9 | 82% | 86% | Continue to work towards all processes served |

| 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 Process - Division | Civil | Number of processes received | Currently in use | Constable Tracking System | SO9 | 12,356 | TBD | Output / Workload Measure |
| Civil Process - Division | Civil | Number of processes received from other precincts | Currently in use | Constable Tracking System | SO9 | 288 | TBD | Output / Workload Measure |
| Civil Process - Division | Civil | Number of processes executed | Currently in use | Constable Tracking System | SO9 | 7,196 | TBD | Output / Workload Measure |
| Civil Process - Division | Civil | Number of service attempts made | Currently in use | Constable Tracking System | SO9 | 19,504 | TBD | Output / Workload Measure |
| Civil Process - Division | Civil | Number of Execution and Order of Sale received | Currently in use | Internal Data | SO9 | 27 | TBD | Output / Workload Measure |
| Civil Process - Division | Civil | Number of Tax Sales received | Currently in use | Internal Data | SO9 | 84 | TBD | Output / Workload Measure |
| Civil Process - Division | Civil | Number of Tax Resales received | Currently in use | Internal Data | SO9 | 20 | TBD | Output / Workload Measure |
| Civil Process - Division | Civil | Number of Tax Sales canceled before auction | Currently in use | Internal Data | SO9 | 202 | TBD | Output / Workload Measure |
| Civil Process - Division | Civil | Number of Tax Sales struck off | Currently in use | Internal Data | SO9 | 12 | TBD | Output / Workload Measure |
| Warrant Services - Warrant Division | | Execution rate of child support warrants | Currently in use | JWEB | SO9 | 74% | TBD | Output / Workload Measure |
| Warrant Services - Warrant Division | | Clearance rate of warrants executed | Currently in use | JWEB | SO9 | 249% | TBD | Output / Workload Measure |
| Warrant Services - Warrant Division | | Number of warrants cleared by community service | Currently in use | JWEB | SO9 | 10 | TBD | Output / Workload Measure |
| Warrant Services - Warrant Division | | Number of warrants cleared by deferred adjudication | Currently in use | JWEB | SO9 | 42 | TBD | Output / Workload Measure |
| Warrant Services - Warrant Division | | Number of warrants cleared by dismissal | Currently in use | JWEB | SO9 | 4,790 | TBD | Output / Workload Measure |
| Warrant Services - Warrant Division | | Number of warrants cleared by arrest | Currently in use | JWEB | SO9 | 1,848 | TBD | Output / Workload Measure |
| Warrant Services - Warrant Division | | Number of warrants cleared by payment | Currently in use | JWEB | SO9 | 890 | TBD | Output / Workload Measure |
| Warrant Services - Warrant Division | | Number of warrants cleared by payment plan | Currently in use | JWEB | SO9 | 250 | TBD | Output / Workload Measure |
| Warrant Services - Warrant Division | | Number of warrants cleared by making arrangements with the court | Currently in use | JWEB | SO9 | 317 | TBD | Output / Workload Measure |
| Records Services - Records Division | | Maintain timely delivery on public information requests | Currently in use | Internal Data - Records | SO9 | 100% | 100% | Compliance with Local Government Code sec. 552.221 |
| Requested Environmental Crimes Positions | | Increase environmental crimes investigations | New | Internal Data | SO22, SO23, SO24 | 70 sites investigated resulting in 45 charges | TBD | Pending requested funding and positions approval |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

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 2 deputies to combat environmental crimes

Division:

Patrol

Funding Request - Next Fiscal Year:

\$325,978

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

Our department began implementing efforts to address the illegal disposal of solid waste in the precinct shortly after January 2017, by implementing the "See Something, Say Something" (SSSS) Program. The SSSS developed partnerships with the various Home Owners Associations in our precinct and has proven successful since implementation. Our department also developed social media sites which allow citizens to report illegal dumping incidents and submit photographs of individuals and vehicles that may be involved in illegal activity. This effort has been productive in increasing community participation and gathering critical information. These deputies work throughout the precinct facilitating the cleanup of areas where illegal disposal of solid waste is taking place and then conduct the investigation to try and identify either the suspect or the owner of the solid waste. The deputies also coordinate the deployment of stationary cameras, license plate reader or game cameras in an attempt to photograph and obtain useful investigative information. The duties of these investigations are assigned to the Patrol Division and CIU, in addition to their regular duties. Currently, the demand for responding to and investigating these crimes has gone beyond our current resources. We are currently experiencing an overwhelming number of requests to investigate areas plagued with illegal disposal of solid waste. We have experienced a large number of requests in the Northeast area, specifically from the Greater Northeast Civic Club Coalition. The funding requested will provide 2 deputy positions, 2 patrol cars (at full cost), camera equipment and server.

2) Which department-level goals does this support?

SO6

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

We believe that if funding were available, we could designate two full time deputies to target the illegal disposal of solid waste. Along with facilitating the abatement of the areas affected by illegal dumping throughout the precinct and specifically the Northeast area. With the purchase of video recording equipment, this would enable our department to have a proactive rather than reactive approach.

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

The proposed approach for the environmental division and successful enforcement of identifying and apprehending violators committing acts of illegal dumping is to utilize covert electronic recording devices in conjunction with data server that can store large amounts of data that can be used as evidence in judicial proceedings. A reasonable timeline for successfully purchasing and installing the covert electronics is dependent on the delivery of the necessary equipment. The vendors are estimating approximately 2-4 weeks after payment. We currently have trained and certified personnel to conduct the installation of the covert electronics. This will greatly expedite the process of installing the equipment and having it operational. Upon the delivery of the electronic equipment, the expectation of installing and having the equipment operational would be no more than a week, depending on weather conditions.

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

Fill in Table Below

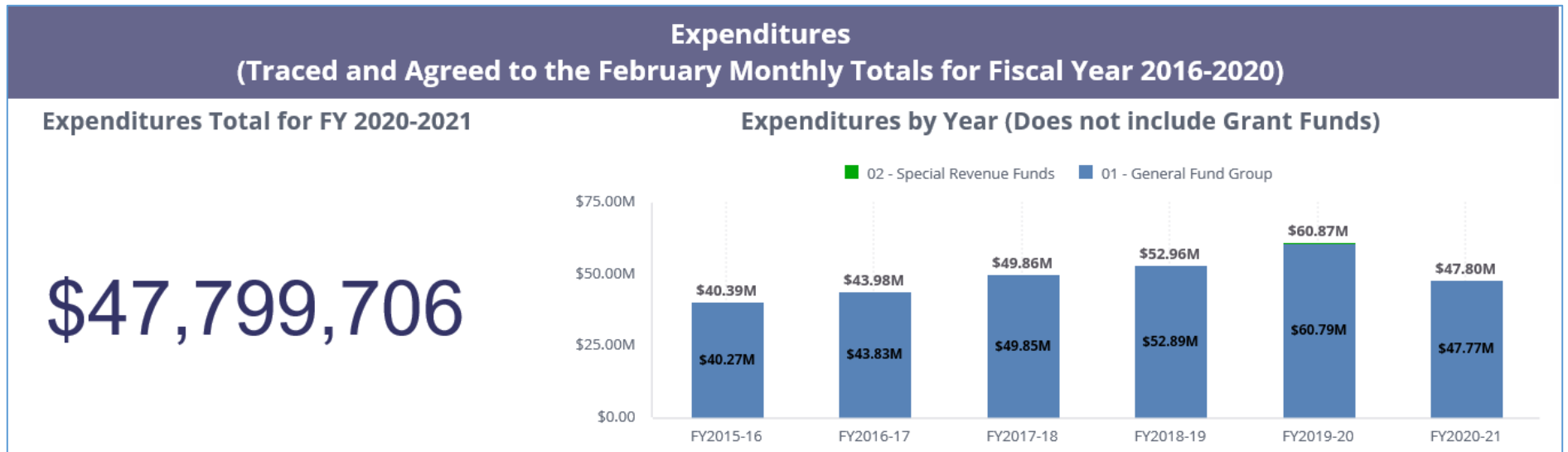
| Performance Metric Description | Data Source | Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3) | Target Metric Value for FY 2021-22 | Rationale for Target Metric Value |
|--|---------------|---|------------------------------------|---|
| Proactive real time electronic surveillance | Internal Data | SO6 | 50% overall clearance rate | The goal of reducing illegal dumping |
| Reduce the number of chronic illegal dump sites. | Internal Data | SO6 | 10% reduction per year | To reduce reported chronic dumping sites |
| Dump sites abated | Internal Data | SO6 | 5.6 per month | increase 10% dump sites abated |
| Public Awareness Campaign | Internal Data | SO6 | Target two communities per week | Educate communities on illegal dumping |
| Enforcement Action | Internal Data | SO6 | 20% increase from previous year | Determine criminal charges or citations |
| See Something, Say Something | Internal Data | SO6 | 10% increase from previous year | Increase tip line use to report illegal dumping sites |
| Deploy no dumping signage | Internal Data | SO6 | 2 per month | Assist in deterring illegal dumping |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

304 - Constable, Precinct 4

Mark Herman

304 – Constable Precinct 4

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$56.93M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------------|
| 304 | Harris County Constable Precinct 4 |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The mission of the Harris County Precinct 4 Constables Office is to improve the quality of life for our citizens by working collaboratively with area law enforcement, commissioner's court, our community and our contract holders to prevent crime, enforce laws, reduce fear, increase mobility and target violent offenders for prosecution.

2. Vision

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

The vision of the Precinct 4 Constables Office is to be the nation's leader in Constabulary and contract policing. Our vision will be accomplished by implementing innovative and modernized law enforcement strategies that exceed the expectations of the citizens of Harris County and Precinct 4.

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.

The Precinct 4 Constable's Office is the largest Constables Office in the United States. The agency provides law enforcement services throughout the Precinct 4 community, including contracting for law enforcement services with 88 utility districts and homeowner associations. In addition to servicing contracts, the Precinct 4 Constable's Office responds to approximately 220 district calls a day, which otherwise would have to be answered by the Harris County Sheriff's Office. The agency is responsible for documenting, tracking and serving civil process and orders from the Justice of the Peace Courts as well as providing security for the courts. The agency is responsible for providing patrols to the Harris County toll roads and Parks located within Precinct 4. However, we are most proud of the "Community Policing" we provide that works to accomplish several of our goals.

The National Conference of State Legislatures describes "Community policing" as an approach to law enforcement that uses community partnerships and problem-solving techniques to proactively address public safety concerns. Community policing is one of our top priorities and one of the main services we strive to provide on a daily basis. According to the U.S. Department of Justice. Community policing proponents assert that by building strong relationships, communities and police are better able to respond to and communicate during crisis situations. The Precinct 4 Constables Office has found this to be true. As we continue to put the community's needs first and fulfill our Mission Statement we are able to provide the services the community needs to keep all safe and secure.

The Precinct 4 Constable's Office has nearly 600 employees, all of which embrace the core values of honor, integrity, compassion, and respect and are dedicated to providing high-quality law enforcement services to Harris County and Precinct 4.

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.

Executive – The Executive Division includes the executive command staff which is responsible for oversight and management of all Department operations. The Executive Division also includes sub-divisions that report to the executive command staff which includes Internal Affairs, Human Resources, Public Information and Relations, and Budget and Planning.

Patrol – The Patrol Division includes all Patrol Districts (East, West, North, Central, South) as well as the Toll Road, Parks and Special Operations Divisions. The Patrol Division is also responsible for investigating accidents, maintaining roadway and neighborhood safety, the contract deputy program, responding to emergency and non-emergency contract and district calls-for-service, reviewing and investigating fleet accidents, pursuits, use of force incidents and citizen complaints, attending community meeting, multi-agency initiatives and conducting crime prevention initiatives.

Civil and Support Services – The Civil and Support Services Division is responsible for all Civil, Writs, Warrants and Courts operations for the Justice of the Peace Courts. The Civil and Support Services Division also is responsible for criminal investigations, training, technical services, records, property and evidence, communications and the citizens police academy.

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.

Grants – Overtime Selective Traffic Enforcement Programs

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. Enforce the Law
2. Prevent Crime
3. Reduce Fear
4. Increase Accountability
5. Maintain Organizational Excellence
6. Improve Justice of the Peace Court Services
7. Increase Mobility
8. Target Violent Offenders for Prosecution

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).

Our primary services include Executive Management, Human Resources, Budget and Planning, Internal Affairs, Public Information, Uniformed Law Enforcement through Community Policing, Citizen Accountability Services, Accident Investigations, Fleet Review Board, Civil and Court Services, Investigations, Training, Citizens Police Academy, Technical Services, Communications, Records, Property and Evidence, and TCOLE Advisory Board. Our services provide the following activities:

1. Participate in and expand the contract deputy program.
2. Practice community-oriented policing.
3. Attend various community meetings.
4. Establish, maintain and grow partnerships with community members, business leaders, religious leaders and area law enforcement agencies.
5. Conduct proactive criminal investigations.
6. Provide educational, awareness and safety information through various means such as social media, community presentations and publications.
7. Conduct detailed follow-up criminal investigations.
8. Participate in local and regional task forces to reduce DWIs, combat violent crimes, conduct fugitive apprehension, and reduce motor vehicle accidents.
9. Operate the Precinct 4 Citizens Police Academy.
10. Thoroughly investigate all use of force incidents.
11. Thoroughly investigate all citizen complaints.
12. Increase quality and quantity of training
13. Require citizen involvement and oversight over all law enforcement training and curriculum.
14. Conduct proactive patrol on county roadways, toll roads and major thoroughfares.
15. Reduce traffic congestion by efficiently and effectively investigating motor vehicle accidents.
16. Increase access to supervisory and management training.
17. Increase lateral opportunities to personnel.
18. Provide up to date officer safety equipment, including fully outfitted and safe vehicles for law enforcement use.
19. Utilize technology to document and track process service.
20. Provide court security during all business hours of JP courts.
21. Conduct operations to clear class c warrants issued by the courts,
22. Serve civil process in orders effectively, efficiently and in a timely manner

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 mission of the Precinct 4 Constable's Office is consistent with Harris County goals and we share common objectives which include reducing fear, having safer neighborhoods, preventing violent crime, reducing motor vehicle accidents, improving relationships and trust between law enforcement and the public, and improving accountability and transparency.

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.*

- **Increased number of patrol contracts**
- **Increased number of contract patrol deputies**
- **Opened new patrol substation at almost no-cost to the County**
- **Increased transparency and accountability by outfitting all personnel with body-worn cameras**
- **Improved communication and transparency with the public through social media and other outlets**

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.*

- **Revamp organizational structure to increase efficiency, effectiveness, and accountability**
- **Develop a contract crime rate (CCR) that provides relevant and comparable quantitative statistics that can better be measured and managed.**
- **Develop a contract satisfaction rate (CSR) that provides relevant qualitative data regarding department effectiveness, citizen satisfaction, citizen trust and fear of crime.**
- **Develop a custom app for smart devices that increases communication and transparency with the public regarding real-time crime information and data.**
- **Develop systems that can efficiently track and manage all identified performance metrics.**

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.*

External Audits

- Routine TCOLE Training Audit
- Routine TCOLE Personnel Audit
- Routine TCIC / NCIC Audit

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

- Harris County Judge
- Harris County Commissioner Precinct 1
- Harris County Commissioner Precinct 2
- Harris County Commissioner Precinct 3
- Harris County Commissioner Precinct 4
- Harris County Attorney's Office
- Harris County District Attorney's Office
- Harris County Sheriff's Office
- Harris County Justice of the Peace Court 4-1
- Harris County Justice of the Peace Court 4-2
- Harris County Office of Homeland Security and Emergency Management
- Harris County Universal Services
- Harris County Human Resources and Risk Management
- All members of the Harris County Precinct 4 Constable's Office

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

- All community members that reside, work, visit or travel through Harris County, Precinct 4.
- Local community, business, non-profit and religious leaders
- Local chambers of commerce
- Local ISDs and their police departments
- Local colleges and universities and their police departments
- Local elected officials

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. The Precinct 4 Constable's Office considers all areas that are not under a contract patrol program, to be underserved and therefore disparaged. Many underserved communities include those that are newly established, due to significant growth and development in Precinct 4, as well as areas that are severely socioeconomically disadvantaged.

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.*

Participate and expand the contract deputy program. The Precinct 4 Constable's Office meets with disparaged communities and their representatives, such as municipal utility districts and homeowner associations, to discuss, propose and plan the contract deputy program and its benefits. The Precinct 4 Constable's Office provides educational and awareness presentations through in-person and online methods to assist with improving crime prevention and police-citizen relationship building. The Precinct 4 Constable's Office also meets with and partners with community, religious and business leaders in disparaged communities to collaborate on how the Precinct 4 Constable's Office can help better service the community. The Precinct 4 Constable's Office also provides district patrol and pro-active criminal investigations in disparaged communities as well.

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 Precinct 4 Constable's Office conducts recruiting efforts at the police academy located at the University of Houston – Downtown, which is the most diverse university in the country. The Precinct 4 Constable's Office conducts recruiting efforts at the police academy located at the Houston Community College which is a minority majority institution of higher education. The Precinct 4 Constable's Office tracks the racial, ethnic and gender makeup of the organization and seeks to achieve a culturally representative law enforcement agency.

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.*

Training provided includes cultural diversity, civilian interaction, de-escalation, and crisis intervention. Those training courses are required by the department. Many of these courses are offered several times a year in-person and are also provided through the Department's online training program, available to department personnel at no cost, 24/7/365.

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) |
|-------------------|---|---|--|---------------------------|
| Executive | | | | |
| | | | | |
| | Executive Management | \$1,309,728 | | 8 |
| | Human Resources | \$337,142 | | 4 |
| | Budget and Planning | \$102,557 | | 1 |
| | Internal Affairs | \$255,403 | | 2 |
| | Public Information | \$221,454 | | 2 |
| Patrol | | | | |
| | | | | |
| | Uniformed Law Enforcement through Community Policing (District Patrol Included in Uniformed Law Enforcement) | \$5,414,637 | | 51 |
| | (Contract Patrol Included in Uniformed Law Enforcement) | \$29,864,434 | | 323 |
| | (Parks Patrol Included in Uniformed Law Enforcement) | \$3,371,051 | | 35 |
| | (Toll Road Patrol Included in Uniformed Law Enforcement) | \$4,497,373 | | 46 |
| | Citizen Accountability Services | \$375,858 | | 4 |
| | Accident Investigations | \$419,011 | | 4 |
| | Fleet Review Board | \$86,249 | | 1 |
| | | | | |
| Civil and Support | | | | |
| | | | | |
| | Civil and Court Services | \$4,392,623 | | 41 |
| | Investigations | \$1,876,225 | | 17 |
| | Training | \$261,784 | | 2 |
| | Citizens Police Academy | \$86,175 | | 1 |
| | Technical Services | \$415,037 | | 3 |
| | Communications | \$2,024,464 | | 25 |
| | Records | \$898,114 | | 11 |
| | Property and Evidence | \$213,588 | | 2 |
| | TCOLE Advisory Board | \$92,912 | | 1 |



HARRIS COUNTY CONSTABLE, PRECINCT 4

CONSTABLE MARK HERMAN

"Proudly Serving the Citizens of Precinct 4"

Harris County Constable Pct 4

Executive

Executive Management

Human Resources

Internal Affairs

Budget and Planning

Public Information

Patrol

Uniformed Law Enforcement
through Community Policing

Citizen Accountability Services

Accident Investigations

Fleet Review Board

Civil & Support

Investigations

Civil & Court Services

Training

Citizens Police Academy

TCOLE Advisory Board

Records

Technical Services

Property and Evidence

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 | Enforce the Law | | | | | | |
| | | SO01 | Reduce Part 1 violent crimes by 5% | Patrol | Civil and Support | | |
| | | SO02 | Reduce Part 1 property crimes by 5% | Patrol | Civil and Support | | |
| | | SO03 | Reduce all other crime by 5% | Patrol | Civil and Support | | |
| | | SO04 | Decrease response times to calls for service by 5% | Patrol | Civil and Support | | |
| | | SO05 | Respond to contract and district calls-for-service | Patrol | | | |
| | | SO06 | Partner with other law enforcement organizations in multi-agency initiatives | Patrol | Civil and Support, Executive | | |
| G2 | Prevent Crime | | | | | | |
| | | SO07 | Conduct community-based crime prevention initiatives | Patrol | Civil and Support | | |
| G3 | Reduce Fear | | | | | | |
| | | SO08 | Bolster community engagement | Patrol | Executive, Civil and Support | | |
| | | SO09 | Minimize exposure to the criminal justice system – where possible – through the use of diversion services and improved access to mental health services | Patrol | | | |
| | | SO10 | Connect crime victims to support services | Civil and Support | Patrol | | |
| G4 | Increase Accountability | | | | | | |
| | | SO11 | Provide regular and transparent reporting to the public | Patrol | | | |
| | | SO12 | Respect the life, liberty, and dignity of all individuals and all actions | Patrol | Civil and Support, Executive | | |
| G5 | Maintain Organizational Excellence | | | | | | |
| | | SO13 | Improve employee retention | Executive | | | |
| | | SO14 | Increase contract patrol service | Executive | | | |
| | | SO15 | Increase number of contract deputies | Executive | | | |
| | | SO16 | Improve recruiting efforts | Executive | | | |
| | | SO17 | Increase training access and opportunity | Civil and Support | Executive | | |
| | | SO18 | Provide outstanding operational support for law enforcement, warrant execution, civil processes, and court security | Civil and Support | | | |
| | | SO28 | To propose salary studies and budget adjustments as necessary in keeping with fair-market value in an effort to attract and retain qualified employees | Executive | | Civil and Support, Patrol | Commissioner's Court, Budget Office, County Law Enforcement |
| G6 | Improve Justice of the Peace Services | | | | | | |
| | | SO19 | Increase clearance of class c warrants without jailing by 10% | Civil and Support | | | |
| | | SO20 | Complete civil and criminal process received from the Justice of the Peace Courts | Civil and Support | | | |
| | | SO21 | Enter all warrants received from the Justice Courts | Civil and Support | | | |
| | | SO22 | Provide security during Justice Courts operating hours | Civil and Support | | | |
| G7 | Increase Mobility | | | | | | |
| | | SO23 | Patrol safe roadways | Patrol | | | |
| | | SO24 | Decrease number of intoxicated and SBI and accidents and fatalities | Patrol | | | |
| | | SO25 | Decrease accident related road closure time by 10% | Patrol | | | |
| G8 | Target Violent Offenders for Prosecution | | | | | | |
| | | SO26 | Increase number of sex-offender verifications by 10% | Patrol | | | |
| | | SO27 | Increase number of arrests for violent crimes | Patrol | Civil and Support | | |

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: | Executive Management |
| Divisions (list all): | Executive |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,309,728 | 8 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Executive management is responsible for the leadership, management and oversight of all department operations including all functions within the Executive, Patrol and Support Divisions. Executive management is responsible for the development of and progress towards all Department goals. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All Department personnel and residents and visitors of Harris County and Precinct 4. Expectations include the ethical, efficient, professional, and impartial administration of a law enforcement agency. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: | Human Resources |
| Divisions (list all): | Executive |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$337,142 | 4 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Human Resources supports the entire Department by processing and managing employee payroll and benefits as well as external contracts with utility districts and homeowner associations. Human Resources is also responsible for ensuring compliance with all applicable local, state and federal laws and regulations related to hiring and employment. Human Resources is a necessary function for Department operations. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Human Resources customers include all Department personnel and current and prospective contract holders. Expectations include compliance with local, state, and federal laws and regulations, timely processing of payroll and benefit requests, and timely processing of contract related matters. All Human Resources personnel are evaluated on an annual basis. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: | Budget and Planning |
| Divisions (list all): | Executive |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$102,557 | 1 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Budget and Planning is responsible for all matters related to purchasing, financial responsibility and planning, and grants. Budget and Planning is a necessary function of the Department. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Budget and Planning customers include Executive Management. Budget and Planning is expected to provide proper handling of purchasing and financial matters and providing financial reports and plans for Executive Management. All Budget and Planning personnel are evaluated on an annual basis. |
| 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: | Internal Affairs |
| Divisions (list all): | Executive |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$255,403 | 2 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Internal Affairs is responsible for investigating criminal complaints of Department personnel, reviewing suspected excessive use of force by Department personnel, referring appropriate internal cases to the District Attorney's Office, conducting background checks on applicants, processing applicants and prospective employees, and investigating all incidents involving the discharge of a firearm by Department personnel. This service is directly related to the following goals: Enforce the law, reduce fear, increase accountability. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Internal Affairs serves citizens that file complaints, Executive Management, and Department personnel. Internal Affairs is expected to objectively and without bias conduct their investigations and inquires in a timely manner and make appropriate criminal referrals when applicable. All Internal Affairs personnel are evaluated on an annual basis. |
| 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 (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: | Public Information and Relations |
| Divisions (list all): | Executive |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$221,454 | 2 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Public Information and Relations is responsible for community engagement through in-person meetings, social media platforms, and news media outlets. Public Information and Relations is also responsible for the creation and distribution of physical and digital publications to the public regarding crime statistics, crime prevention, safety tips, and other relevant information. Public Information and Relations assists the Department with community-oriented policing, increased transparency, and increased community-police interaction. This service is directly related to the following goals: Prevent crime, increase accountability, and reduce fear. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Public Information and Relations customers include all residents and visitors of Harris County and Precinct 4. Expectations include timely and accurate information related to area crime statistics, safety tips, public safety events and transparent operations. All Public Information and Relations personnel are evaluated on an annual basis. |
| 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: Uniformed Law Enforcement & Community-Oriented
Divisions (list all): Patrol

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$43,369,242 | 455 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Uniformed Law Enforcement and Community Oriented Policing is a broad service that includes many activities. These activities include contract patrol, district patrol, traffic enforcement, toll road patrol, county parks patrol, proactive criminal investigations, street-level follow-up criminal investigations, criminal investigation referrals, attendance at community meetings, emergency and non-emergency response to calls-for-service, and community outreach. This service also includes the contract deputy program which allows residents of Harris County and Precinct 4 to have more access to law enforcement services. Uniformed Law Enforcement and Community-Oriented Policing helps to achieve the following goals: Enforce the law, reduce fear, prevent crime, increase mobility, and target violent offenders for prosecution. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Uniformed Law Enforcement and Community Oriented Policing customers include all residents and visitors of Harris County and Precinct 4. Customers also include individuals who utilize the toll roads and visit the county parks. Expectations include fair and impartial law enforcement. Feedback is collected at community meetings, events, via social media, and individual interaction. All uniformed personnel are evaluated on an annual basis. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| <p>Texas Code of Criminal Procedure</p> <p>Art. 2.12. WHO ARE PEACE OFFICERS.</p> <p>The following are peace officers:</p> <p>(2) constables, deputy constables, and those reserve deputy constables who hold a permanent peace officer license issued under Chapter 1701, Occupations Code;</p> <p>Art. 2.13. DUTIES AND POWERS.</p> <p>(a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means.</p> <p>(b) The officer shall:</p> <p>(1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime;</p> <p>(2) execute all lawful process issued to the officer by any magistrate or court;</p> <p>(3) give notice to some magistrate of all offenses committed within the officer's jurisdiction, where the officer has good reason to believe there has been a violation of the penal law; and</p> <p>(4) arrest offenders without warrant in every case where the officer is authorized by law, in order that they may be taken before the proper magistrate or court and be tried.</p> <p>Local Government Code</p> <p>Sec. 351.061. AUTHORITY TO CONTRACT.</p> <p>To protect the public interest, the commissioner's court of a county may contract with a nongovernmental association for the provision of law enforcement services by the county on a fee basis in the geographical area represented by the association.</p> <p>Sec. 351.064. USE OF DEPUTIES.</p> <p>(a) If the sheriff or county official agrees to provide the services, the sheriff or official may provide the services by using deputies. The sheriff or county official retains authority to supervise the deputies who provide the services and, in an emergency, may reassign the deputies to duties other than those to be performed under the contract.</p> <p>(b) A deputy shall perform duties under the contract in the same manner as if the deputy were performing the duties in the absence of the contract.</p> <p>(c) A deputy performing duties under the contract remains a county employee subject to the same benefits and restrictions as any other deputy.</p> <p>Texas Water Code</p> <p>Sec. 49.216. ENFORCEMENT BY PEACE OFFICERS.</p> <p>(a) A district may contract for or employ its own peace officers with power to make arrests when necessary to prevent or abate the commission of:</p> <p>(1) any offense against the rules of the district when the offense or threatened offense occurs on any land, water, or easement owned or controlled by the district;</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: | Citizen Accountability Services |
| Divisions (list all): | Patrol, Support, Executive |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$342,301 | 4 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| All citizen complaints received by the Department are reviewed and investigated. All parties are advised of a disposition at the completion of the investigation. All criminal complaints are referred to Internal Affairs which may, after review, make a referral to the District Attorney's Office as needed. All Use of Force incidents involving Department personnel are proactively reviewed and investigated by committee. Incidents that are identified that may involve excessive use of force are referred to Internal Affairs who then, after review, may make a referral to the District Attorney's Office when appropriate. This service helps to achieve the following goals: Enforce the law, increase accountability, and reduce fear. Pursuit Review Board reviews all incidents of Department personnel involved in a motor vehicle pursuit. Pursuit Review Board is responsible for producing a disposition of each pursuit and assigning appropriate training or corrective action if applicable. This service helps achieve the following goals: Reduce fear, increase mobility, increase accountability, enforce the law. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include all individuals that file a complaint. Their expectations include an objective, fair, and timely investigation as well as notification and explanation of a disposition. Customers include all individuals involved in a Use of Force incident. Their expectations include an objective, fair, and impartial investigation. Customers include Department personnel involved in pursuits. Expectations include fair and timely investigations and objective correction action if applicable. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: | Accident Investigations |
| Divisions (list all): | Patrol |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$421,957 | 4 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Accident Investigations investigates all accidents involving serious bodily injury, intoxication, death or Department personnel. This service helps achieve the following goals: Enforce the law, increase accountability, and increase mobility. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Accident Investigations customers include Department personnel and individuals involved in qualified accidents. Expectations include accurate, fair, impartial, and timely investigations that reach a logical conclusion and disposition. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: | Fleet Review Board |
| Divisions (list all): | Patrol |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$79,595 | 1 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Fleet Review Board reviews all incidents involving Department personnel motor vehicle accidents while operating Department approved motor vehicles. Fleet Review Board is responsible for producing a disposition of each fleet accident and assigning appropriate training or corrective action if applicable. This service helps achieve the following goals: Reduce fear, increase mobility, and increase accountability. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include Department personnel involved in fleet accidents. Expectations include fair and timely investigations and objective correction action if applicable. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: Civil and Court Services
Divisions (list all): Civil and Support

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$4,392,623 | 41 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Court Services includes all activities related to the JP Courts or other applicable courts. These activities include entry and service of civil process, warrants and writs, and security of the courts. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Court Services customers include the courts, defendants, plaintiffs, parties of suit, and visitors of the courts. Expectations include timely and accurate service of process, safe service of warrants, empathetic service of process, safety of court personnel and judges, and safety of court visitors. All Court Services personnel are evaluated on an annual basis. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| <p>Local Government Code Sec. 86.021. GENERAL POWERS AND DUTIES</p> <p>(a) A constable shall execute and return as provided by law each process, warrant, and precept that is directed to the constable and is delivered by a lawful officer. Notices required by Section 24.005 (Notice to Vacate Prior to Filing Eviction Suit), Property Code, relating to eviction actions are process for purposes of this section that may be executed by a constable.</p> <p>(b) A constable may execute any civil or criminal process throughout the county in which the constable's precinct is located and in other locations as provided by the Code of Criminal Procedure or by any other law.</p> <p>(c) A constable expressly authorized by statute to perform an act or service, including the service of civil or criminal process, citation, notice, warrant, subpoena, or writ, may perform the act or service anywhere in the county in which the constable's precinct is located.</p> <p>(d) Regardless of the Texas Rules of Civil Procedure, all civil process may be served by a constable in the constable's county or in a county contiguous to the constable's county, except that a constable who is a party to or interested in the outcome of a suit may not serve any process related to the suit. All civil process served by a constable at any time or place is presumed to be served in the constable's official capacity if under the law the constable may serve that process in the constable's official capacity. A constable may not under any circumstances retain a fee paid for serving civil process in the constable's official capacity other than the constable's regular salary or compensation. Any fee paid to a constable for serving civil process in the constable's official capacity shall be deposited with the county treasurer of the constable's county.</p> <p>(e) The constable shall attend each justice court held in the precinct.</p> |

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: Criminal Investigations
Divisions (list all): Civil and Support

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,771,624 | 17 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Criminal Investigations conducts investigations related to burglary and theft, illegal gambling, money laundering, organized crime, prostituion, human trafficking, environmental crimes, child pornography, sexual solicitation of minors, child custody interference, and family violence. This service helps to achieve the following goals: Enforce the law, prevent crime, target violent offenders for prosecution, reduce fear, and increase retention. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include residents and visitors of Harris County and Precinct 4. Expectations include fair, impartial, and timely investigation of quality of life crimes and technology-facilitated crimes,. All Criminal Investigations personnel are evaluated on an annual basis. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| <p>Texas Code of Criminal Procedure Art. 2.12. WHO ARE PEACE OFFICERS. The following are peace officers: (2) constables, deputy constables, and those reserve deputy constables who hold a permanent peace officer license issued under Chapter 1701, Occupations Code;</p> <p>Art. 2.13. DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime; (2) execute all lawful process issued to the officer by any magistrate or court; (3) give notice to some magistrate of all offenses committed within the officer's jurisdiction, where the officer has good reason to believe there has been a violation of the penal law; and (4) arrest offenders without warrant in every case where the officer is authorized by law, in order that they may be taken before the proper magistrate or court and be tried.</p> |

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: | Training |
| Divisions (list all): | Civil and Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$261,784 | 2 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Training provides Department personnel and personnel from outside law enforcement agencies TCOLE approved training in various topics including use of force, crime scene investigation, body-worn camera use, excited delirium, crisis intervention, firearms, defensive tactics, arrest search and seizure, culture diversity, civilian interaction, first-line supervisor, family violence investigations, evidence handling, instructor certification and much more. Training also facilitates the hosting of external training providers, acts as a liaison to TCOLE, and coordinates all required firearm qualifications. This service helps to achieve the following goals: Enforce the law, prevent crime, reduce fear, increase accountability, increase retention, increase mobility and target violent offenders for prosecution. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include Department personnel and individuals that attend training from other agencies. Customers also include residents and visitors of Harris County and Precinct 4. Expectations include a wide variety of training opportunities, management training, scenario-based training, liability training, and core course training with a high-level of quality and accessibility. Expectations also include a well-trained and responsible law enforcement agency. All courses and instructors are evaluated in writing at the completion of a course. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: | Citizens Police Academy |
| Divisions (list all): | Civil and Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$84,023 | 1 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Citizens Police Academy provides nine weeks of instruction to selected civilian participants that apply to participate in the program. The program is designed as a police-community partnership and outreach effort. The program teaches participants about all facets of the law enforcement profession as well as the Department. The program includes one-on-one interaction with Department personnel from all ranks and assignments. Participants who successfully complete the program participate in a graduation and are invited to join the Citizen Police Academy Alumni Association for continued partnerships and interaction. This service helps achieve the following goals: Reduce fear and increase accountability. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include residents of Harris County and Precinct 4 that apply to and are accepted into the program. Expectations include high-quality information regarding the law enforcement profession and Department, frequent and meaningful interactions with Department personnel, a better understanding of the challenges and successes by law enforcement, and being a part of a professional, reputable program. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: | Technical Services |
| Divisions (list all): | Civil and Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$415,037 | 3 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Technical Services provides logistical and planning support for all technology needs within the Department. Technical Services is also responsible for fleet and technological equipment inventories as well as compliance with local, state and federal technology and security related regulations. Technical Services is a necessary support function of the Department. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include all Department personnel and Executive Management. Expectations include timely resolutions to technology issues and accurate and efficient planning for future technology needs. All Technical Services personnel are evaluated on an annual basis. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: | Communications |
| Divisions (list all): | Civil and Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,930,068 | 24 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Communications is responsible for handling emergency and non-emergency calls-for-service from the public. Communications is responsible for inputting data, communicating via radio and computer to patrol personnel and outside agencies, and communicating with citizens in need of service. This service helps to achieve the following goals: enforce the law, prevent crime, increase accountability, target violent offenders for prosecution, and increase mobility. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include all individuals who call and request assistance as well as Department personnel. Expectations include timely and accurate information with a calm demeanor. All communications personnel are evaluated on an annual basis. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: | Records |
| Divisions (list all): | Civil and Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$813,903 | 10 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Records is responsible for maintaining paper and electronic records generated by the Department. Records is responsible for corresponding with members of the public and outside agencies to facilitate FOIA and Open Records Requests. Records is also responsible for records management system quality assurance as well as maintaining databases containing video and audio records. Records is a necessary function of the Department that supports all aspects of the Department. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include Department personnel and individuals requesting information. Expectations include accurate data entry, retrieval, redaction, and dissemination of records. All Records personnel are evaluated on an annual basis. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: | Property and Evidence |
| Divisions (list all): | Civil and Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$213,588 | 2 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Property and Evidence is responsible for the intake of recovered property and evidence from Department personnel and the transfer of property and evidence to the Sheriff's Office Property and Evidence Room. Property and Evidence are responsible for the proper handling of property and evidence and proper entry and removal of property and evidence from the records management system. This service helps achieve the following goals: Enforce the law, prevent crime, increase accountability and target violent offenders for prosecution. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include the Sheriff's Office Property and Evidence Division and Department personnel. Expectations include the timely and accurate entry and handling of property and evidence and no human errors involving evidence that lead to a criminal case being dismissed. All property and evidence personnel are evaluated on an annual basis. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: | TCOLE Advisory Board |
| Divisions (list all): | Civil and Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$79,595 | 1 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| TCOLE Advisory Board is made up of Department personnel and non-employee civilians that are responsible for reviewing and approving all training curriculum for the Department. This service helps achieve the following goals: Increase accountability. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include all residents and visitors of Harris County and Precinct 4. Expectations include high-quality, relevant training curriculum being provided to law enforcement personnel. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Occupations Code Sec. 1701.252. PROGRAM AND SCHOOL REQUIREMENTS; ADVISORY BOARD. (a) Unless a school has created an advisory board for developing a curriculum, the commission may not issue a license to the school or approve a training program or course for officers or county jailers other than a program created by the Bill Blackwood Law Enforcement Management Institute of Texas. (b) At least one-third of the members of an advisory board under Subsection (a) must be public members who meet the qualifications required of a public member of the commission. |

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.

| 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 |
|---------------------------------|--|--|----------------------|--|--------------------|------------------------------------|--|
| Citizen Accountability Services | # of citizen complaints | Currently in use | IBA | SO11, SO12 | 92 | 104 | Reduce by 5% |
| Citizen Accountability Services | # of sustained citizen complaints | Currently in use | IBA | SO11, SO12 | 7 | 8 | Reduce by 10% |
| Citizen Accountability Services | # of sustained in-part complaints | Currently in use | IBA | SO11, SO12 | 10 | 11 | Reduce by 10% |
| Citizen Accountability Services | # of vehicle pursuits | Currently in use | Pursuit Review Board | SO11, SO12 | 66 | 70 | This is a projection, not a target |
| Citizen Accountability Services | # of pursuits terminated | Currently in use | Pursuit Review Board | SO11, SO12 | 7 | 10 | This is a projection, not a target |
| Citizen Accountability Services | # of pursuits ending with arrest | Currently in use | Pursuit Review Board | SO11, SO12 | 58 | 60 | This is a projection, not a target |
| Citizen Accountability Services | % of pursuits involving crashes | Currently in use | Pursuit Review Board | SO11, SO12 | 19 | 15 | Decrease % of crashes |
| Citizen Accountability Services | average length of pursuits | Currently in use | Pursuit Review Board | SO11, SO12 | 6.7 miles | 6 miles | Reduce the length pursuits / safety of public |
| Citizen Accountability Services | pursuits over 10 miles | Currently in use | Pursuit Review Board | SO11, SO12 | 56 | 60 | This is a projection, not a target |
| Citizen Accountability Services | pursuits under 10 miles | Currently in use | Pursuit Review Board | SO11, SO12 | 10 | 10 | This is a projection, not a target |
| Citizen Accountability Services | pursuits ending in pursuit related injury | New | Pursuit Review Board | SO11, SO12 | N/A | 2 | Keep pursuits from endangering the public |
| Citizen Accountability Services | # of use of force incidents | Currently in use | Use of Force Board | SO11, SO12 | 256 | 250 | Minimize use of force incidents when feasible |
| Citizen Accountability Services | % of use of force incidents reviewed | Currently in use | Use of Force Board | SO11, SO12 | 100% | 100% | Review all use of force incidents |
| Citizen Accountability Services | # of use of force incidents referred to internal affairs | Currently in use | Use of Force Board | SO11, SO12 | 5 | 4 | This is a projection, not a target |
| Citizen Accountability Services | # of use of force committees | Currently in use | Use of Force Board | SO11, SO12 | 2 | 3 | Increase by 1 |
| Citizen Accountability Services | # of cases alleging excessive use of force commenced against the Constable's Office 4 in state and federal court | Currently in use | Executive Division | SO11, SO12 | N/A | TBD | Developing efficient method to track/measure this data |

| 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 |
|----------------------------------|---|--|--------------------------|--|--------------------|------------------------------------|---|
| Citizen Accountability Services | # of use of force incidents / total # of arrests (use of force ratio) | New | Use of Force Board | SO11, SO12 | N/A | TBD | Developing efficient method to track/measure this data |
| Citizen Accountability Services | liability payouts (\$000) | New | Executive Division | SO11, SO12 | N/A | TBD | Developing efficient method to track/measure this data |
| Civil and Court Services | # of class c warrants entered | Currently in use | Warrants Division | SO21 | 30859 | 32000 | This is a projection, not a target |
| Civil and Court Services | # of class c warrants cleared | Currently in use | Warrants Division | SO21 | N/A | TBD | Developing efficient method to track/measure this data |
| Civil and Court Services | # of class c warrants cleared by arrest | New | Warrants Division | SO21 | N/A | 500 | This is a projection, not a target |
| Civil and Court Services | # of class c warrants cleared without jailing | New | Warrants Division | SO19 | N/A | 500 | Attempt to collect fines over jail time |
| Civil and Court Services | % of class c warrants cleared without jailing | New | Warrants Division | SO19 | N/A | TBD | Developing efficient method to track/measure this data |
| Civil and Court Services | # of civil process received | Currently in use | Civil Division | SO20 | 22062 | 24000 | This is a projection, not a target |
| Civil and Court Services | # of civil process served successfully | Currently in use | Civil Division | SO20 | 13265 | 15000 | This is a projection, not a target |
| Civil and Court Services | civil process service rate (% of serviceable civil papers that are returned served) | New | Civil Division | SO20 | N/A | TBD | Developing efficient method to track/measure this data |
| Civil and Court Services | # of civil process attempts | Currently in use | Civil Division | SO20 | 49947 | 55000 | This is a projection, not a target |
| Civil and Court Services | # of evictions received | Currently in use | Civil Division | SO20 | 1694 | 1800 | This is a projection, not a target |
| Civil and Court Services | # of evictions performed | Currently in use | Civil Division | SO20 | N/A | TBD | Developing efficient method to track/measure this data |
| Civil and Court Services | # of evictions performed per 100,000 residents | New | Civil Division | SO20 | N/A | TBD | Developing efficient method to track/measure this data |
| Civil and Court Services | # of hours worked providing security for the courts | Currently in use | Writs Dvision | SO22 | 8582 | 8800 | This is a projection, not a target |
| Civil and Court Services | # of court security incidents | New | Courts Division | SO22 | N/A | TBD | Developing efficient method to track/measure this data |
| Civil and Court Services | # of writs process received | Currently in use | Writs Dvision | SO20 | 5123 | 5400 | This is a projection, not a target |
| Civil and Court Services | # of writs process served successfully | Currently in use | Writs Dvision | SO20 | 2269 | 2400 | This is a projection, not a target |
| Civil and Court Services | # of writs process attempts | Currently in use | Writs Dvision | SO20 | 2584 | 2800 | This is a projection, not a target |
| Civil and Court Services | % of writs process served successfully | New | Writs Dvision | SO20 | N/A | TBD | Developing efficient method to track/measure this data |
| Citizens Police Academy | # of citizen police academy participants | Currently in use | Training Division | SO08 | 0 | 20 | No 2020 class due to COVID, target level 1 class for 2021 |
| Public Information and Relations | # of of visits to public website | New | PIO | SO08 | N/A | TBD | Developing efficient method to track/measure this data |
| Public Information and Relations | # of total reach for social media platforms | New | PIO | SO08 | N/A | TBD | Developing efficient method to track/measure this data |
| Public Information and Relations | # of press releases/media advisories completed | New | PIO | SO08 | N/A | TBD | Developing efficient method to track/measure this data |
| Investigations | # of prostitution and human trafficking arrests | Currently in use | REU | SO03 | 22 | 30 | Conducting more operations |
| Investigations | # of illegal gambling and money laundering arrests | Currently in use | REU | SO03 | 28 | 35 | Conducting more operations |
| Investigations | # of environmental tips received | Currently in use | Envrmental Crimes Unit | SO03 | 110 | 135 | Increasing access to submit tips, Increase by 10% |
| Investigations | # of environmental crimes related charges | Currently in use | Environmental Crimes Div | SO03 | 64 | 80 | Increasing more reporting of environmental crimes |
| Investigations | # of victims provided with victim assistance resources | Currently in use | Family Violence Unit | SO10 | 624 | 682 | Increase by 5% |
| Investigations | # of regulatory activity tips received | Currently in use | REU | SO18 | 147 | 160 | Ability to Provide Tips Online |
| Property and Evidence | # of items received | Currently in use | Property Division | SO18 | 6551 | 7000 | This is a projection, not a target |
| Property and Evidence | # of items released | Currently in use | Property Division | SO18 | 57 | 70 | This is a projection, not a target |
| Property and Evidence | # of items transferred | Currently in use | Property Division | SO18 | 4818 | 5000 | This is a projection, not a target |
| Property and Evidence | # of HCDA requests | New | Property Division | SO18 | N/A | TBD | This is a projection, not a target |
| Communications and Dispatch | # of hours worked | Currently in use | IBA | SO18 | 43,439 | 52000 | Fully Staffed Communications Center |
| Communications and Dispatch | # of telephone calls received | Currently in use | CAD | SO18 | 340132 | 408000 | This is a projection, not a target |

| 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 |
|-----------------------------|---|--|--------------------|--|--------------------|------------------------------------|--|
| Communications and Dispatch | # of messages taken | Currently in use | Communications | SO18 | 28781 | 30,000 | This is a projection, not a target |
| Communications and Dispatch | # of faxes sent | Currently in use | Communications | SO18 | 3309 | 3500 | This is a projection, not a target |
| Communications and Dispatch | # of teletypes sent | Currently in use | CAD | SO18 | 2172 | 2300 | This is a projection, not a target |
| Communications and Dispatch | # of TCIC NCIC entries | Currently in use | CAD | SO18 | 9019 | 9200 | This is a projection, not a target |
| Communications and Dispatch | # of towed vehicle entries | Currently in use | CAD | SO18 | 8298 | 8500 | This is a projection, not a target |
| Communications and Dispatch | # of radio hours | Currently in use | Communications | SO18 | 8779 | 9000 | This is a projection, not a target |
| Communications and Dispatch | average call hold time | New | Communications | SO18 | N/A | TBD | Developing efficient method to track/measure this data |
| Fleet Review Board | # of at-fault accidents | Currently in use | Fleet Review Board | SO11, SO12 | 47 | 40 | Increased training and standards |
| Fleet Review Board | # of vehicles downed due to at-fault accidents | Currently in use | Fleet Review Board | SO11, SO12 | 4 | 4 | Decrease by 10% |
| Fleet Review Board | # of vehicles downed due to non-at-fault accidents | Currently in use | Fleet Review Board | SO11, SO12 | 3 | 3 | Decrease by 10% |
| Fleet Review Board | vehicle damage cost due to at-fault accidents | Currently in use | Fleet Review Board | SO11, SO12 | 159420 | 145000 | Decrease by 10% |
| Fleet Review Board | vehicle damage cost due to non-at-fault accidents | Currently in use | Fleet Review Board | SO11, SO12 | 193714 | 175000 | Decrease by 10% |
| Internal Affairs | # of background investigations | Currently in use | Internal Affairs | SO15, SO16 | 138 | 150 | Increase number of background investigations due to increased applicants |
| Internal Affairs | # of officer involved shooting investigations | Currently in use | Internal Affairs | SO12 | 6 | 5 | This is a projection, not a target |
| Internal Affairs | # of cases referred to internal affairs | Currently in use | Internal Affairs | SO12 | 14 | 15 | This is a projection, not a target |
| Internal Affairs | # of internal affairs cases referred to the district attorney's office | Currently in use | Internal Affairs | SO12 | 5 | 5 | This is a projection, not a target |
| Internal Affairs | # of applicants that passed background investigation | Currently in use | Internal Affairs | SO15 | 86 | 90 | This is a projection, not a target |
| TCOLE Advisory Board | # of civilians on TCOLE advisory board | Currently in use | Training Division | SO08, SO11 | 5 | 7 | Increase by 2 |
| TCOLE Advisory Board | # of TCOLE advisory board meetings | Currently in use | Training Division | SO08, SO11 | 1 | 2 | Increase by 50% |
| Training | % of operations personnel that have body cameras | Currently in use | Training Division | SO17 | 100 | 100 | All patrol deputies issued and trained |
| Training | % of operations personnel that have been trained in excited delirium | Currently in use | Training Division | SO17 | 100 | 100 | Maintian all patrol deputies trained |
| Training | % of operations personnel that have been trained in crisis intervention | New | Training Division | SO17 | N/A | 75 | Increase deputies trained in mental health response |
| Training | % of operations personnel that have been trained in cultural diversity | New | Training Division | SO17 | N/A | 75 | Increase deputies trained in cultural diversity |
| Training | % of operations personnel that have been trained in citizen interaction | Currently in use | Training Division | SO17 | 100 | 100 | Maintain 100 percent |
| Training | % of operations personnel that have been trained in community policing | New | Training Division | SO17 | N/A | 75 | Maintain a high level of community policing |
| Training | % of sworn and non-sworn first line supervisors that have been trained in first-line supervision training | New | Training Division | SO17 | N/A | 75 | Ensure training for supervisors |
| Training | % of sworn and non-sworn mid-managers that have been trained in mid-management training | New | Training Division | SO17 | N/A | 75 | Ensure training for supervisors |

| 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 |
|----------------------|--|--|-------------------|--|--------------------|------------------------------------|--|
| Training | % of sworn and non-sworn command level managers that have been trained in command level training | New | Training Division | SO17 | N/A | 75 | Ensure training for command |
| Training | % of operations personnel issued a less-lethal weapon | Currently in use | Training Division | SO08, SO12 | 100 | 100 | Continue to issue less lethal devices |
| Training | # of total classes | Currently in use | Training Division | SO16 | 281 | 300 | This is a projection, not a target |
| Training | # of total hours of instruction | Currently in use | Training Division | SO17 | 40877 | 50000 | This is a projection, not a target |
| Training | # of total students | Currently in use | Training Division | SO17 | 2967 | 3500 | This is a projection, not a target |
| Training | # of total outside agency students | Currently in use | Training Division | SO17 | 754 | 900 | This is a projection, not a target |
| Training | # of total online training hours | Currently in use | Training Division | SO17 | 17797 | 20000 | This is a projection, not a target |
| Budget and Planning | % of operations personnel issued body cameras | Currently in use | Budget | SO12, SO18 | 100% | 100% | Maintain 100% of patrol deputies issued body cameras |
| Budget and Planning | # of vehicles purchased | Currently in use | Budget | SO18 | 13 | 30 | Maintain safe and cost-effective fleet |
| Budget and Planning | # of invoices receipted (intake) | Currently in use | Budget | SO18 | 13 | 30 | This is a projection, not a target |
| Budget and Planning | # of issues identified in chapter 59 audits | New | Budget | SO18 | 887 | 1000 | This is a projection, not a target |
| Budget and Planning | # bullet proof vests purchased and issued | Currently in use | Budget | SO18 | 0 | 0 | Maintain clean audits |
| Human Resources | # of personnel that voluntarily separated employment | Currently in use | Human Resources | SO13 | N/A | TBD | Developing efficient method to track/measure this data |
| Executive Management | # of sworn applicants hired | Currently in use | Human Resources | SO16 | 80 | 70 | Increase retention |
| Executive Management | # of recruitment activities | New | Training Division | SO16 | N/A | 3 | Once every 4 months |
| Executive Management | # of new contracts added | Currently in use | Human Resources | SO14 | N/A | TBD | Developing efficient method to track/measure this data |
| Executive Management | # of new contract deputies added | Currently in use | Human Resources | SO14, SO15 | N/A | TBD | Developing efficient method to track/measure this data |
| Executive Management | # of contracts that cancelled/did not renew | Currently in use | Human Resources | SO14, SO15 | N/A | TBD | Developing efficient method to track/measure this data |
| Executive Management | # of contract deputies reduced by contract | Currently in use | Human Resources | SO14, SO15 | 0 | 0 | Keep contracts satisfied with service |
| Executive Management | # of interviews conducted for specialized assignments | New | IBA | SO13 | N/A | 10 | Provide additional opportunities to transfer |
| Executive Management | # of personnel tested for corporal | New | Training Division | SO13 | 28 | 31 | Increase by 10% |
| Executive Management | # of personnel that passed the written exam for corpraol | New | Training Division | SO13 | 25 | 28 | Increase by 10% |
| Executive Management | # of personnel that passed the oral board for corporal | New | Training Division | SO13 | 25 | 28 | Increase by 10% |
| Executive Management | # of personnel tested for sergeant | New | Training Division | SO13 | 20 | 22 | Increase by 10% |
| Executive Management | # of personnel that passed the written exam for sergeant | New | Training Division | SO13 | 20 | 22 | Increase by 10% |
| Executive Management | # of personnel that passed the oral board for sergeant | New | Training Division | SO13 | 20 | 22 | Increase by 10% |
| Executive Management | # of total applicants | Currently in use | Training Division | SO16 | 194 | 210 | Increase of applicants by 5% |
| Executive Management | # of applicants that passed the physical agility test | Currently in use | Training Division | SO16 | 80 | 90 | Encourage better applicants to apply |
| Executive Management | # of applicants that passed the written test | Currently in use | Training Division | SO16 | 108 | 120 | Encourage better applicants to apply |
| Executive Management | # of salary studies and budget adjustments proposed to attract and retain qualified employees | New | Budget | SO28 | N/A | 1 | This is a projection, not a target |
| Human Resources | # of contracts and contract changes processed | New | Human Resources | SO14, SO18 | N/A | TBD | Developing efficient method to track/measure this data |
| Human Resources | Sworn employee turnover rate (separations for all reasons / headcount) | | Human Resources | SO13 | N/A | TBD | Developing efficient method to track/measure this data |
| Human Resources | Sworn employee quit rate (voluntary resignations / headcount) | | Human Resources | SO13 | N/A | TBD | Developing efficient method to track/measure this data |
| Human Resources | # of retirements | New | Human Resources | SO13 | N/A | TBD | Developing efficient method to track/measure this data |
| Human Resources | # of reported employee injuries | New | Human Resources | SO13, SO18 | N/A | TBD | Developing efficient method to track/measure this data |
| Human Resources | Workforce composition by race versus HC demographics | New | Human Resources | SO11, SO16 | N/A | TBD | Developing efficient method to track/measure this data |
| Human Resources | Workforce composition by gender versus HC demographics | New | Human Resources | SO11, SO16 | N/A | TBD | Developing efficient method to track/measure this data |
| Human Resources | # of payroll processing transactions completed | New | Human Resources | SO18 | N/A | TBD | Developing efficient method to track/measure this data |

| 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 |
|--|---|--|------------------|--|--------------------|------------------------------------|--|
| Records | # of public records requests received | Currently in use | Records Division | SO18 | 3568 | 3700 | This is a projection, not a target |
| Records | # of public records requests fulfilled | Currently in use | Records Division | SO18 | 3418 | 3600 | This is a projection, not a target |
| Records | # of telephone calls received | Currently in use | Records Division | SO18 | 18671 | 19500 | This is a projection, not a target |
| Records | # of supplements entered | Currently in use | Records Division | SO18 | 4542 | 4800 | This is a projection, not a target |
| Records | # of TCIC NCIC entries | Currently in use | Records Division | SO18 | 2032 | 2200 | This is a projection, not a target |
| Records | # of accident reports requests fulfilled | Currently in use | Records Division | SO18 | 837 | 900 | This is a projection, not a target |
| Records | # of required reports completed | Currently in use | Records Division | SO18 | 20 | 20 | This is a projection, not a target |
| Records | % of required reporting deadlines met | Currently in use | Records Division | SO18 | 100 | 100 | Maintain 100 percent |
| Records | average time to fulfill public records requests | Currently in use | Records Division | SO18 | 7 Business Days | 7 Business Days | All request fulfilled under 10 business days |
| Records | DA video files uploaded | Currently in use | Records Division | SO18 | 11891 | 12000 | This is a projection, not a target |
| Records | DA video requests received | Currently in use | Records Division | SO18 | 3521 | 3700 | This is a projection, not a target |
| Technical Services | average number of busines days to resolve trouble tickets | New | Tech Services | SO18 | N/A | 2 | Keep contracts satisfied with service |
| Technical Services | # of trouble tickets received | Currently in use | Tech Services | SO18 | 1009 | 1200 | This is a projection, not a target |
| Technical Services | # of trouble tickets resolved | Currently in use | Tech Services | SO18 | 965 | 1200 | All trouble tickets are assigned a disposition |
| Technical Services | # of vehicles downed due to mileage/mechanical | Currently in use | Tech Services | SO18 | 0 | 10 | This is a projection, not a target |
| Technical Services | % of inventoried items accounted for | New | Tech Services | SO18 | N/A | 100 | Maintain constant log of county equipment |
| Uniformed Law Enforcement and Community Policing | # of Part 1 violent crimes per 100,000 residents | New | Superion | SO02 | N/A | TBD | Developing efficient method to track/measure this data |
| Uniformed Law Enforcement and Community Policing | # of Part 1 property crimes per 100,000 residents | New | Superion | SO02 | N/A | TBD | Developing efficient method to track/measure this data |
| Uniformed Law Enforcement and Community Policing | # of Part 1 violent crimes per 100,000 residents in contracted areas | New | Superion | SO01 | N/A | TBD | Developing efficient method to track/measure this data |
| Uniformed Law Enforcement and Community Policing | # of Part 1 property crimes per 100,000 residents in contracted areas | New | Superion | SO02 | N/A | TBD | Developing efficient method to track/measure this data |
| Uniformed Law Enforcement and Community Policing | # of burglary of motor vehicle in contract areas | New | Superion | SO02 | N/A | 1900 | Approximately 85% of BMV reported |
| Uniformed Law Enforcement and Community Policing | # of burglaries of a habitation/building reported in contract areas | New | Superion | SO02 | N/A | 750 | Approximately 85% of Burglaries of a Hab Reported |
| Uniformed Law Enforcement and Community Policing | # of robberies reported in contract areas | New | Superion | SO03 | N/A | 185 | Approximately 85% of Robberies |
| Uniformed Law Enforcement and Community Policing | # of motor vehicle thefts in contract areas | New | Superion | SO02 | N/A | 225 | Approximately 85% of Theft of Motor Veh |
| Uniformed Law Enforcement and Community Policing | # of aggravated assaults reported in contract areas | New | Superion | SO01 | N/A | 75 | Approximately 85% of Agg Assaults/Not Fmly |
| Uniformed Law Enforcement and Community Policing | # of arsons reported in contract areas | New | Superion | SO02 | N/A | 20 | Approximately 85 percent of Arsons |
| Uniformed Law Enforcement and Community Policing | # of multi-agency initiatives | New | IBA | SO06 | N/A | 4 | Once A Quarter |
| Uniformed Law Enforcement and Community Policing | # of crime prevention initiatives | New | IBA | SO07 | N/A | 100 | Conduct Multiple Initiative a Month |
| Uniformed Law Enforcement and Community Policing | # of community meetings attended | New | IBA | SO07 | N/A | 500 | Attending HOA/MUD/Chamber Meetings |

| 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 |
|--|---|--|-------------|--|--------------------|------------------------------------|---|
| Uniformed Law Enforcement and Community Policing | # of community events attended | New | IBA | SO07 | N/A | 150 | Attend Grand Openings/NNO/Parades etc.. |
| Uniformed Law Enforcement and Community Policing | # of gun locks distributed | New | IBA | SO07 | N/A | 150 | Provide Free Gun Locks at all stations |
| Uniformed Law Enforcement and Community Policing | # of motor vehicle burglary prevention report cards distributed | New | IBA | SO07 | N/A | 750 | Report Cards wil be issued to all deputies |
| Uniformed Law Enforcement and Community Policing | # of mental health calls that resulted in arrest | New | IBA | SO09 | N/A | 50 | Use Mental Health Diverstion to its fullest |
| Uniformed Law Enforcement and Community Policing | # of mental health calls that resulted in EDO (emergency detention order) | New | IBA | SO09 | N/A | 250 | 25% Of Mental Health Calls |
| Uniformed Law Enforcement and Community Policing | # of mental health calls that resuled in voluntary hospital admission | New | IBA | SO09 | N/A | 100 | 10% Of Mental Health Calls |
| Uniformed Law Enforcement and Community Policing | # of mental health calls that resulted in referral to outside LE agency | New | IBA | SO09 | N/A | 50 | 5% of Mental Health Calls |
| Uniformed Law Enforcement and Community Policing | # of contract calls for service | Currently in use | IBA | SO04, SO05 | 287454 | 30000 | This is a projection, not a target |
| Uniformed Law Enforcement and Community Policing | # of district calls for service | Currently in use | IBA | SO04, SO05 | 81549 | 83000 | This is a projection, not a target |
| Uniformed Law Enforcement and Community Policing | # of sex offender verifications | New | IBA | SO26 | N/A | 500 | Ensure Registered Sex Offenders are in Compliance |
| Uniformed Law Enforcement and Community Policing | # of enforcement actions completed through jail diversion programs | New | IBA | SO09 | N/A | 300 | Allow Patrol To Take Full Advantage of Diversion |
| Uniformed Law Enforcement and Community Policing | # of online vacation watches received | New | IBA | SO07 | N/A | 1000 | Encourage Citizens to Sign Up For This Service |
| Uniformed Law Enforcement and Community Policing | # of online extra patrol requests | New | IBA | SO07 | N/A | 350 | Encourage Citizens to Reach Out Online |
| Uniformed Law Enforcement and Community Policing | # of online traffic complaints received | New | IBA | SO22 | N/A | 350 | Encourage Citizens to Reach Out Online |
| Uniformed Law Enforcement and Community Policing | # of felony arrests | Currently in use | IBA | SO01, SO02, SO27 | 1257 | 1500 | This is a projection, not a target |
| Uniformed Law Enforcement and Community Policing | # of misdemeanor arrests | Currently in use | IBA | SO03 | 1644 | 2100 | This is a projection, not a target |
| Uniformed Law Enforcement and Community Policing | # of incident reports | Currently in use | IBA | SO18 | 40520 | 44000 | This is a projection, not a target |
| Uniformed Law Enforcement and Community Policing | # of calls-for-service dispatched and self-initiated | Currently in use | IBA | SO04 | 416286 | 450000 | This is a projection, not a target |
| Uniformed Law Enforcement and Community Policing | # of patrol miles driven | Currently in use | IBA | SO08, SO23 | 6688303 | 7300000 | This is a projection, not a target |
| Uniformed Law Enforcement and Community Policing | # of charges filed | Currently in use | IBA | SO01, SO02, SO03 | 3434 | 4000 | This is a projection, not a target |
| Uniformed Law Enforcement and Community Policing | Response Time to Priority 2 Calls-For-Service | New | CAD | SO04 | 5:39 | 5:05 | Reduce by 10% |
| Uniformed Law Enforcement and Community Policing | Response Time to Priority 1 Calls-For-Service | New | CAD | SO04 | 8:34 | 7:22 | Reduce by 10% |

| 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 |
|--|--|--|-------------|--|--------------------|------------------------------------|--|
| Uniformed Law Enforcement and Community Policing | # of moving violations enforced | Currently in use | IBA | SO23, SO24 | 46,090 | 61,900 | Increase by 10% |
| Accident Investigations | # of SBI/fataility crashes investigated | Currently in use | RMS/CRIS | SO24 | 91 | 105 | To decrease by 5% |
| Uniformed Law Enforcement and Community Policing | Time of accident related road closure | Currently in use | RMS/CRIS | SO25 | 36 | 40 | Targeting a 25 minute avg max road closure. |
| Accident Investigations | # of vehicular collisions/accidents | New | RMS/CRIS | SO22 | N/A | 25 | To decrease by 5% |
| Accident Investigations | # of injury collisions | New | RMS/CRIS | SO24 | N/A | TBD | Developing efficient method to track/measure this data |
| Accident Investigations | # of fatal collisions | New | RMS/CRIS | SO24 | N/A | TBD | Developing efficient method to track/measure this data |
| Accident Investigations | # of traffic fatalities (motorists/passengers) | New | RMS/CRIS | SO24 | N/A | TBD | Developing efficient method to track/measure this data |
| Accident Investigations | # of traffic fatalities (bicyclists/pedestrians) | New | RMS/CRIS | SO24 | N/A | TBD | Developing efficient method to track/measure this data |
| Accident Investigations | # of DWI collisions | New | RMS/CRIS | SO24 | N/A | TBD | Developing efficient method to track/measure this data |
| Accident Investigations | # of DWI fatalities | New | RMS/CRIS | SO24 | N/A | TBD | Developing efficient method to track/measure this data |
| Accident Investigations | # of DWI arrests | Currently in use | RMS | SO24 | 660 | 900 | Increase DWI arrests |

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 | SO54 | Fleet replacement and additions | | | \$1,950,000 | \$1,950,000 | \$1,950,000 | \$1,950,000 |
| 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 | HC Commissioner Precinct 3 | 4 Deputies and 1 Sergeant assigned to Pct 3 Parks and Enviromental Protection | \$544,937 |
| REV2 | HC Commissioner Precinct 4 | 9 deputies and 1 Sergeant assigned to Pct4 Parks | \$968,565 |
| REV3 | | | |
| REV4 | | | |
| REV5 | | | |
| REV6 | | | |
| REV7 | | | |
| REV8 | | | |
| REV9 | | | |
| REV10 | | | |
| REV11 | | | |
| REV12 | | | |
| REV13 | | | |
| REV14 | | | |
| REV15 | | | |
| REV16 | | | |
| REV17 | | | |
| REV18 | | | |
| REV19 | | | |
| REV20 | | | |
| Total | | | \$1,513,502 |

305 - Constable, Precinct 5

Ted Heap

305 – Constable Precinct 5

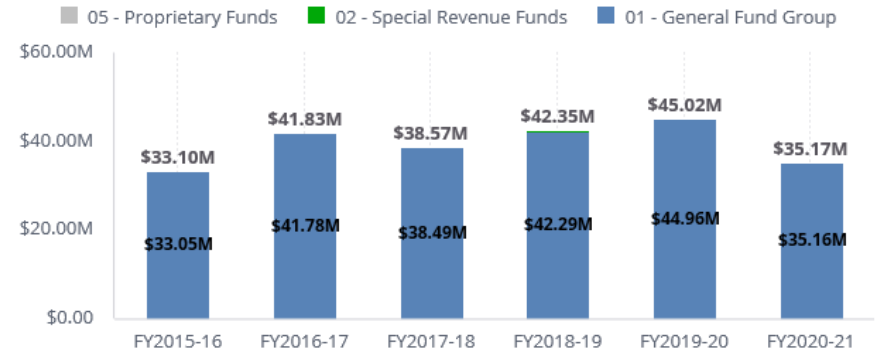
Data as of 12/14/2020

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

Expenditures Total for FY 2020-2021

\$35,168,801

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$44.19M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------|
| 305 | Constable Precinct 5 |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

To preserve our future and keep our communities safe by upholding the Constitution of the United States, preserving the peace, and enforcing the laws of the State of Texas. Harris County Precinct Five Constable will achieve these objectives by working cooperatively with the public and always serving with honor and integrity.

2. Vision

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

The Harris County Precinct Five Constable's Office is dedicated to being a model law enforcement agency that links innovative and technology-driven crime fighting methods and community involvement to enhance community policing.

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 Pct. 5. Constable's Office has 434 positions, which includes 382 sworn personnel, 19 communications officers, and 33 clerical positions. Pct. 5 serves a population of 1.2 million people living within 302 square miles.

Pct. 5's core divisions include civil process, warrants, precinct patrol, parks patrol, and toll road patrol. The department has several supporting divisions which enhance our ability to better serve all communities of Pct. 5. Some of these divisions include: K-9, victim services, animal cruelty, motorcycle patrol, investigative support, child abuse/internet crimes, environmental crimes, code enforcement, emergency & high water rescue, and community outreach divisions. These additional divisions have allowed Pct. 5 to grow into a modern full service law enforcement agency.

The patrol division is the department's largest division and is primarily a contract patrol program which serves 54 contracted neighborhoods. Following the Community Policing approach, the highly visible community oriented patrols are able to deter crime, respond faster when a crime does occur, and focus more time and effort on investigating each crime to its conclusion. District patrol units expand the community policing model to the underserved areas of the precinct.

The Pct. 5 Civil and Writ Division serve over 60,000 court process papers each year. This division also provides court security for two JP courts in Pct. 5.

The criminal warrant division is responsible for processing warrants from the precinct Justice of the Peace courts and child support cases from the AG's Office.

The Parks divisions provides patrol services to over 60 county parks totaling approximately 14,000 acres, community centers, libraries, and Flood Control District property, within precinct 5.

The Toll Road Division is tasked with facilitating the flow of traffic on over 50 miles of toll roads, as well as provide security for the patrons who utilize them.

Since Constable Heap took office in 2017 the training division has increased deputy training 179 percent. The focus of this increased training has been on de-escalation techniques, proper use of force training, citizen interaction training, crisis intervention training, body worn camera use, and many additional classes to enhance deputy professionalism.

The role of the Victim Assistance Unit is to assist victims and their loved ones following a violent crime by providing direct assistance through advocacy, support, education, and outreach. The unit attempts to mitigate the effects of the incident, decrease secondary victimization, and assist in moving from a victim to a survivor.

Pct. 5 uses technology for increased efficiency and safety. Drones have been added allowing deputies to gain significant situational awareness day or night. This technology has helped Pct. 5 rescue missing persons and safely capture fugitives.

It's not just the capabilities of the department that make it such an effective agency, it's the professionalism and commitment to duty as well. The Precinct 5 Constable's Office has earned a highly regarded and respected place among area law enforcement agencies consistent with the department vision.

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.

Patrol Division- Provides community oriented patrol services to 54 contracted neighborhoods and all other residents of the precinct. In addition to the contracted patrol deputies the division also includes motorcycle patrol, K-9, dispatch, animal crimes, internet and child abuse, environmental, and property room divisions.

Parks Divisions - Provides patrol services to over 60 county parks totaling approximately 14,000 acres, community centers, libraries, and Flood Control District property, within precinct 5.

Toll Road Division - The Toll Road Division is tasked with facilitating the flow of traffic on the toll roads, as well as provide security for the patrons who utilize them.

Civil Division- Serves and executes over 60,000 civil process orders annually, and provides bailiffs for the justice of the peace courts.

Warrant Division – Responsible for processing and serving misdemeanor warrants.

Patrol Support Division - Provides specially trained deputies to investigate crimes and work with the community to address crime trends.

Professional Standards and Support Division: Includes recruiting, training, open records, property room, victim services, information technology, internet crimes, and human resource 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.

Victim Services: The role of the Victim Assistance Unit is to assist victims and their loved ones following a violent crime by providing direct assistance through advocacy, support, education, and outreach. The unit attempts to mitigate the effects of the incident, decrease secondary victimization, and assist in moving from a victim to a survivor. This division is predominantly funded through grants.

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. Ensure a safe community for residents to live, learn, and work, by reducing crime.
2. Foster and sustain organizational excellence.
3. Provide diligent, efficient and compassionate service to all parties of a civil action.
4. Execute warrants in a safe, timely, and respectful manner.
5. Connect crime victims to support services.
6. Build community trust in law enforcement.
7. Provide equitable access to, and distribution of, law enforcement 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).

1. Expand patrol services by adding patrol contracts and increasing high visibility patrol services in underserved communities. Additionally, increasing personnel to our crimes against children and animal crimes unit to specifically reduce these types of crime
2. Embrace data-driven, evidence based practices. Recruit and retain a qualified, diverse, and highly-trained workforce. Create Employee Representative Council to give a voice to employee concerns and address ideas and issues.
3. Continually monitor the changes in process needs to ensure diligent and efficient service with compassion while maintaining professionalism and providing social service information when appropriate.
4. When appropriate, facilitate the execution of warrants through means other than arrest to increase safety and clearance rates, and treat respondents in a respectful manner.
5. Engage teenage victims of crime by building partnerships with the youth development organizations and schools in the community. Work with foreign consulates to ensure victim services are provided to marginalized communities or those uncomfortable utilizing the criminal justice system.
6. Respect the life, liberty, and dignity of all individuals in every interaction. Provide regular and transparent reporting to the public. Build relationships with precinct clergy and community leaders to increase trust by soliciting input from the community and increasing dialogue.
7. Identify areas within the precinct that are underserved and increase patrol visibility and access in those areas through additional patrol deputies and substations.

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 department goals align closely with the Harris County Goal Statement, specifically the Justice and Safety, Public Health, Flooding, and Governance and Customer Service goals. Reducing crime in underserved communities, expanding community outreach, facilitating blood drives and PPE events, expanding victim services, addressing police reform with community leaders, and the Constable/Chaplain/ Pastor Alliance, all strive to increase dialogue with all communities of the precinct, particularly the underserved populations. This increased connection with the various communities reduces racial and economic disparities in their interactions with law enforcement and in the aftereffects of exposure to the criminal justice system. These goals also reduce violence and trauma and foster public trust in law enforcement and the justice system. The other department goals support these efforts by increasing diversity to better represent the communities served, increase professionalism, and ensure not every interaction with law enforcement is a negative experience. Programs such as the homeless outreach program, encourage and allow people to move forward with their lives as opposed to being caught in a downward economic cycle that often leads to further interactions with the criminal justice system. The growth of the department's disaster response teams aid all of Harris County through cooperation with emergency management. Pct. 5 is focused on good governance and customer service through professional and effective law enforcement, social programs that emphasize outreach to all communities, inclusion in all the programs we offer, and equality in all that we do.

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.*
 - Expanded patrol services to underserved communities: Working with community leaders we allocated available patrol units to areas identified as underserved.
 - Expanded area law enforcement participation in the animal cruelty task force: Worked with area law enforcement agencies and other stakeholders to increase participation in the task force.
 - Created Constable/Chaplain/Pastor alliance: Working with area community leaders and Chaplain/Pastors to help improve law enforcement relations in the community.
 - Expanded victim services: Added victim liaisons to work with immigrant communities and teens.
 - Increased trust and accountability by fully implementing our Body Worn Camera program.

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.*
 - Expanding Victim Services outreach to work with immigrant communities and area youth.
 - Expanding Animal Cruelty Task Force by finalizing a partnership with HPD to add up 100 additional trained officers to the task force, and seeking additional law enforcement partners.
 - Expanding Child Crime Unit: formalizing plans to expand the internet crimes against children and child abuse units. Unfortunately there will never be enough investigators to adequately respond to these predators.
 - Creation of Constable/Chaplain/Pastor Alliance: this is a growing initiative that is just now beginning to have an impact in building trust between the partners and the community.
 - Increasing disaster preparedness and response capabilities: expansion of department capabilities for the ever increasing likelihood of disasters and significant events.
 - Created Employee Representative Council (ERC) in order to give a voice to employee concerns, and address ideas and issues. Allows employees to be proactive participants in the decision making process.
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.*
 - Chapter 59 Seized and Forfeited Assets
 - Federal Seized and Forfeited Assets
 - Property Room Audit
 - Texas Commission on Law Enforcement Audit
 - Racial Profiling Report/Audit
 - Investigative Cash Fund Audit
 - LEOSE training fund Report/Audit
 - Department Inventory Audit
 - TCIC/NCIC
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
 - District Attorney's Office
 - Harris County law enforcement departments
 - Commissioners and County Judge
 - Harris County Attorney's Office
 - Judiciary
 - Juvenile Dept.
 - Probation Dept.
 - Hospital system
 - Fire and EMS
6. *Who are the department's key external stakeholders? Provide a bulleted list.*
 - All members of the Public / Community
 - Business Community
 - Crime Prevention Organizations
 - Media
 - Community Services
 - Neighborhood Crime Prevention Groups
 - Community Member Leaders

- Police Unions
- Volunteers

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.

- Precinct 5 encompasses a very racially, economically, and ethnically diverse area of the county. Crime and victimization rate disparities exist in areas where recent explosive residential and business growth has occurred, including in socioeconomically disadvantaged areas.
2. *What strategies, if any, does your department have in place to remove or address these disparities?*
 - Precinct 5 recognizes disparities exist so we train our deputies in issues related to equity and racism. We also provide many programs such as homeless outreach, victim services, crime prevention, and citizen awareness campaigns to make all communities within the precinct aware of available services to help reduce disparities. We are also collaborating with community leaders and clergy to help promote the department programs, and identify areas where additional patrols would be most effective in the underserved areas of the precinct.
 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 frequently analyze the diversity of our staff, and recruitment and attrition demographics. To represent the communities we serve we recruit from institutions that have a diverse student population. We also attend many community events to encourage minority populations to take advantage of the many programs we offer to make them more familiar with our agency and inspire them to consider law enforcement careers.
 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.*
 - The department offers extensive training related to equity and institutional racism, unconscious bias, diversity, and inclusion. The training listed from a-k are more recent offerings made available to all employees to enroll in for training credit. Classes' l-p are mandatory classes that are taught on four year cycles.

- a. Anti-Bias training for law enforcement
- b. Civil Rights
- c. Cultural Awareness
- d. Communications Skills
- e. Implicit Bias
- f. Hate crimes training for law enforcement
- g. The LGBTQ community
- h. Managing Homeless Populations
- i. Generational Differences
- j. Autism Training for law enforcement
- k. Ethics in Law Enforcement
- l. Crisis Intervention Training
- m. Cultural Diversity
- n. Interacting with drivers who are deaf and hard of hearing
- o. De-escalation techniques
- p. Civilian Interaction Training program

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 | Constable and command staff. | \$548,070 | \$645,285 | 3 |
| | | | | |
| Support Services | Clerical support, recruiting, IT operations, training, community relations, and open records. | \$3,490,697 | \$4,557,439 | 22 |
| | | | | |
| Civil | Service and execution of civil process including: writs, citations, protective orders, restraining orders, subpoenas, etc. This division also provides bailiffs for court security and clerical support staff. | \$5,170,224 | \$6,120,635 | 44 |
| | | | | |
| Warrants | Execution of criminal warrants and child support cases. Includes investigators responsible for follow-up criminal investigations and clerical support staff. | \$1,102,816 | \$1,688,262 | 12 |
| | | | | |
| Patrol | Provides community oriented patrol services to contracted areas and proactive/community patrol to non-contracted areas of the precinct. Includes motorcycle patrol, K-9 units, animal crimes unit, dispatch, internet and child abuse crimes, investigative support, victim services, property room, and environmental crime unit. | \$23,025,876 | \$26,906,437 | 247 |
| | | | | |
| Parks Patrol | Conducts proactive patrol services to over 60 county parks, community centers, libraries, and Flood Control District property. | \$4,282,087 | \$5,459,230 | 41 |
| | | | | |



Harris County Constable Precinct 5
Organizational Chart
Effective November 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.

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|--|--------------------------|---|-----------------|----------------------------------|--|---|
| G1 | Ensure a safe community for residents to live, learn, and work, by reducing crime | SO1 | Add patrol contracts in underserved areas of the precinct | Patrol Division | Community Outreach | BMD, District Attorney's Office | Public, Neighborhood, MUDS |
| | | SO2 | Continue to maintain quick response times to calls for service. Less than 2 min 30 sec | Patrol Division | Communications, Parks, Toll Road | HC 911, District Attorney's Office | Community members and businesses |
| | | SO3 | Increase prosecution of internet and abuse crimes against children by 20% | Patrol Division | Investigative support | District Attorney's Office | Public and businesses |
| | | SO4 | Increase prosecution of crimes against animals by 5% | Patrol Division | Animal Crimes | District Attorney's Office | All members of the public |
| | | SO5 | Continue to provide high visibility district patrol to high crime and underserved areas to reduce crime | Patrol Division | Parks, Patrol Support | District Attorney's Office | Public and businesses |
| | | SO6 | Increase deployment of speed trailers to reduce traffic violations promoting safe communities | Patrol Division | Parks | District Attorney's Office | Public and businesses |
| | | SO7 | Reduce crimes against persons and property by 10% | Patrol Division | Parks, Toll Road | District Attorney's Office | Public and businesses |
| | | SO8 | Increase investigative clearance rate by 12% | Patrol Division | Investigative support | District Attorney's Office, SO | Public and businesses |
| | | SO9 | Increase prosecution of environmental crimes by 10% | Patrol Division | Animal Crimes | District Attorney's Office, County LE | Public and businesses |
| | | | | | | | |
| | | | | | | | |
| G2 | Foster and sustain organizational excellence | SO10 | Increase data-driven, evidence based practices | Administration | All Divisions | Commissioners Court, County Law Enforcement | All members of the community and businesses |
| | | SO11 | Propose salary studies and budget adjustments as necessary to ensure compensation is at fair market value in an effort to attract and retain quality employees | Administration | All Divisions | Budget Office, Commissioners Court, County Law Enforcement | All members of the community, prospective and current employees |
| | | SO12 | Maintain a high level of training excellence to include an emphasis on citizen interactions, de-escalation, diversity, racism, inclusion, implicit bias, and use-of-force options. Increase training hours and students by 50% from 2020 levels | Training | All Divisions | County Law Enforcement, District Attorney's Office | All members of the community and businesses |
| | | SO13 | Create employee representative council to increase communication between the command staff and deputies | Administration | All Divisions | | All members of the community and businesses |
| | | SO14 | Recruit and retain a highly qualified and diverse workforce. Increase minority hire rate to 80% | Recruiting | All Divisions | | All members of the community and businesses |
| | | | | | | | |
| G3 | Provide diligent, efficient and compassionate service to all parties of a civil action | SO15 | Continue to provide timely and efficient civil process service by varying shifts and adjusting districts to account for growth. Increase service of civil process by 6% | Civil | Administration | Issuing court, County Attorney's Office, and DA's Office | Courts, Attorneys, Plaintiffs, Defendants |

[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: | Clerical Support |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$562,500 | 6 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The department administrative clerical support staff manage cash receipting, payroll, and support Command Staff in carrying out various projects and tasks. The Chief Clerk is responsible for managing all clerical staff, employee insurance, purchasing/receiving, budget preparation, and serve as a liaison for Harris County departments while building productive relationships. These positions are critical in achieving our vision and mission, and support the department goal of providing excellent service to all stakeholders. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include department personnel, county departments, vendors, members of the public, and other law enforcement departments. All customers interacting with the administrative support staff expect friendly, courteous, competent, and efficient service. We ensure a high level of service by tracking timely and accurate cash receipting which is audited on a fixed schedule, payroll is checked for accuracy, and project timelines are met. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Local Government Code Title 4, Subtitle B, Chapter 113 Management of County Money. Sec. 113.002. COUNTY TREASURER'S RECORD OF RECEIPTS AND EXPENDITURES. The county treasurer shall keep an account of the receipts and expenditures of all money that the treasurer receives by virtue of the office and of all debts due to and owed by the county. The treasurer shall keep accurate, detailed accounts of all the transactions of the treasurer's office. Sec. 113.003. RECEIPT OF MONEY BY COUNTY TREASURER. The county treasurer shall receive all money belonging to the county from whatever source it may be derived. |

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: | IT Operations Support | |
| Divisions (list all): | Administration | |
| | Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
| | \$572,173 | 6 |

| | |
|----|---|
| 1) | Describe the Service and how it supports department goals. |
| | <p>Provides technical support to all division in the department, technology in patrol cars (cameras, laptops, radar, radios, printers, mobile afis), body cameras, desktops, download points, security cameras, scanners, printers, Tasers, maintain databases, statistical analysis, crime analytical mapping, drones, driving simulator, firearms simulator. The IT Operations Support service also ensures compliance with statutory mandates in relation to racial profiling reports, CJIS accessibility requirements, and body camera functionality.</p> |
| 2) | Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| | <p>All personnel and divisions of department, state agencies, local law enforcement agencies, and the general public who rely on the department technology to work properly to ensure efficient and effective service. Properly functioning technology allows officers to respond to calls for service, investigate crimes, record video for transparency, and call for additional aid when needed for medical, fire, etc. Use of an online work request and feedback form ensure high level service is being provided.</p> |
| 3) | Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| | <p>This service is mandated through Texas CJIS Systems Access Policies, Racial Profiling Data Collection requirements, and Body Worn Camera statutes. Title 37, Texas Administrative Code, Chapter 217, (4) has never been on court-ordered community supervision or probation for any criminal offense above the grade of Class B misdemeanor or a Class B misdemeanor within the last ten years from the date of the court order;</p> <p>(5) is not currently charged with any criminal offense for which conviction would be a bar to licensure;</p> <p>(6) has never been convicted of an offense above the grade of a Class B misdemeanor or a Class B misdemeanor within the last ten years; Texas Occupations Code 1702.655 A law enforcement agency that receives a grant to provide body worn cameras to its peace officers or that otherwise operates a body worn camera program shall adopt a policy for the use of body worn cameras. Texas Occupations Code 1701.164 Chief administrators of law enforcement agencies that meet the criteria must submit racial profiling reports to their governing body, as well as TCOLE.</p> |

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 Outreach |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$210,401 | 2 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The community outreach service develops and delivers community oriented programs, free to the public. Programs include: Teen Academy, Citizens Police Academy, Rape Aggression Defense program (RAD), community events, Hero Read, Stranger Danger, Internet and Social Media Safety, Life 101, Home and Personal Safety, Fraud Awareness, Senior Safety, Neighborhood Crime Watch, Workplace Violence and Active Shooter Response. These programs are important in achieving the goal of building community trust through education and services. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The Community Outreach unit promotes the available programs through contact with various community and business groups, school districts, and through social media. The goal is to make everyone in all areas of the precinct aware of the programs. Feedback is provided through verbal and written correspondence and through positive referrals to other groups in the community. |
| 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 (#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: | Victim Services |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$275,387 | 3 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Assist victims and their loved ones following a violent crime. Provide direct assistance to crime victims through advocacy, support, education, and outreach. Mitigate effects of the incident, decrease secondary victimization, increase involvement and cooperation of victims and witnesses in the criminal justice system, and assist in moving from a victim to a survivor. This supports the department goal of connecting crime victims to support services. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| This service is available to all victims of crime. Victims are often left with physical and mental damage that is not addressed by the criminal justice system. Victim services helps victims meet their expectations of becoming as close to being whole again as possible. Feedback is obtained through written and verbal correspondence, either in person or through our website. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Code of Criminal Procedure Article 56.02 - Crime Victims' Rights. (c) The office of the attorney representing the state, and the sheriff, police, and other law enforcement agencies shall ensure to the extent practicable that a victim, guardian of a victim, or close relative of a deceased victim is afforded the rights granted by this article and Article 56.021 and, on request, an explanation of those rights. |

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: | Property Room |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$156,224 | 2 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The property room serves the community by storing property from criminal cases, found property, and stolen property. The property is either stored to be used as possible evidence in criminal cases, or efforts are made to contact owners for the return of the property in cases of found or stolen property. This is an important department service that builds public trust when items are returned, or helps reduce crime by allowing effective prosecution of cases. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The public, DA's Office, and the courts are all customers of this service. There are very high expectations for accurate intake, record keeping, and transfer of property. Periodic audits are conducted to ensure expectations are being met of found, stolen, or seized property for court cases or to be returned. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, various statutes referring to property. Code of Criminal Procedure Art. 18.09 SHALL SEIZE ACCUSED AND PROPERTY. When the property which the officer is directed to search for and seize is found he shall take possession of the same. Article 18.17 DISPOSITION OF ABANDONED OR UNCLAIMED PROPERTY (a) All unclaimed or abandoned personal property of every kind... |

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: | Recruiting |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$256,876 | 2 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The recruiting unit visits universities and training academies seeking diverse and highly trained applicants that will reflect the diversity in community and maintain the high standards necessary for a professional workforce. A professional, highly trained, and diverse workforce builds community trust, fosters organizational excellence, and leads to reductions in crime. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers include the new applicants and the academies that train them. The indirect customers include the public, courts, prosecutors, victims, suspects, and anyone who interacts with the officers hired by the recruiting unit. All customers expect professional, highly trained deputies that contribute to organizational excellence. Feedback is typically measured as the department's reputation from the customers perspective. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Administrative Code, Title 37, Chapter 217 lists standards before appointment may be made. The recruiting division is tasked with ensuring the standards are met. (b) The commission shall issue a license to an applicant who meets the following standards: (1) minimum age requirement: (2) minimum educational requirements: (3) is fingerprinted and is subjected to a search of local, state and U.S. national records and fingerprint files |

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: | Training |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$483,052 | 4 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| There are many mandates concerning required training for police officers. To reach organizational excellence and develop a professional workforce training far beyond the minimum is necessary. The training unit conducts extensive training to reach those goals and focuses on officer and public safety. A deputy must be trained on issues related to equity, diversity, unconscious bias, and on how to interact with citizens, and then how to deescalate situations when emotions become elevated. If situations progress to physical confrontations then deputies must be able to control the encounter with as little force as necessary. A lot is expected of police officers and extensive training is required to maintain public trust and provide fair and equitable service to everyone. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Indirectly through the actions of the deputies, the public, and all members of the justice system are customers of this service. The community expects professional, highly trained deputies, who respect the life, liberty, and dignity of all individuals. Feedback is provided through training course evaluations, and through the department website. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Training requirements. Texas Administrative Code Title 37, Part 8, Chapter 218.3 (a) Each licensee shall complete the legislatively mandated continuing education in this chapter. Each appointing agency shall allow the licensee the opportunity to complete the legislatively mandated continuing education in this chapter. This section does not limit the number or hours of continuing education an agency may provide. |

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: | Open Records |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$179,496 | 2 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Responds to public information act requests. Providing timely responses to requests for public information fosters transparency and builds community trust in the department. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include any public member or institution seeking information for the sake of transparency. It is expected that the information is provided in a complete and timely manner. Feedback is provided through the department website. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, Texas Government Code 552. Sec. 552.002. DEFINITION OF PUBLIC INFORMATION; MEDIA CONTAINING PUBLIC INFORMATION. (a) In this chapter, "public information" means information that is written, produced, collected, assembled, or maintained under a law or ordinance or in connection with the transaction of official business: (1) by a governmental body; Section 552.021. AVAILABILITY OF PUBLIC INFORMATION. Public information is available to the public at a minimum during the normal business hours of the governmental body. |

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: | Civil Process Service and Execution |
| Divisions (list all): | Civil |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$5,284,885 | 44 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Civil Division is responsible for the service and execution of all civil process issued through the JP courts in the precinct, District and County courts, and courts from across the state and country. Efficient service and execution of civil process is a core responsibility of the department. Providing diligent and compassionate service to the community by helping all parties navigate through the legal process and helping to provide access to social services when appropriate builds community trust. Organizational excellence is achieved through effective, efficient, and professional service while being respectful of all parties. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include plaintiffs and defendants in a legal suit, the courts from which the process is issued, and the attorneys. The civil division is essentially the enforcement arm of the courts and the parties to the suit and the courts expect effective, accurate, and timely service. Feedback is often provided by the involved parties through verbal or written communication or through the department website that is set up to receive complaints or compliments. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, Local Government Code Title 3, Subtitle B, Chapter 86. Sec. 86.021. GENERAL POWERS AND DUTIES. (a) A constable shall execute and return as provided by law each process, warrant, and precept that is directed to the constable and is delivered by a lawful officer. (e) The constable shall attend each justice court held in the precinct. |

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: | Warrant Service |
| Divisions (list all): | Warrants |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,279,239 | 12 |

1) Describe the Service and how it supports department goals.

Warrant personnel are responsible for servicing Class C warrants and Child Support Warrants issued from the Attorney Generals Office. Respondents are treated respectfully and given notice of warrant issuance through mail outs and attempts to contact them by phone. Clearance of warrants by arrest is a last resort. High clearance rates and professional, respectful service supports department goals.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Customers of this service include the courts of issuance, the respondents of the warrant, Attorney Generals Office, parties involved, and the general public when the punitive nature of warrants are viewed as a deterrent. The expectation is the warrants will be served in a safe, timely, and respectful manner. Feedback is normally collected through our website complaint compliment link.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Yes, Local Government Code Title 3, Subtitle B, Chapter 86. Sec. 86.021. GENERAL POWERS AND DUTIES. (a) A constable shall execute and return as provided by law each process, warrant, and precept that is directed to the constable and is delivered by a lawful officer.

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: | Communications |
| Divisions (list all): | Patrol |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$1,347,454 | 17 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Provides emergency communications for public calling 911 or emergency services number. Communication Officers route the emergency and non-emergency calls to the deputy closest to the subject address. The communication center is linked to the Greater Harris County 911 Network System. Additionally, the dispatchers monitor deputies during the shift for safety. Communication Officers are licensed and certified through the Texas Commission on Law Enforcement and receive annual training. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers of this vital service include the public requesting emergency services or information, the deputies who rely on the dispatchers for their safety, and the entire justice system. The expectation is that the communication officers will provide calm, professional, compassionate, and accurate information to the deputy and the public. All dispatch telephone lines are recorded for quality assurance. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Health and Safety Code Title 9, Subtitle B. Chapter 771A Access to Emergency Communications Services in General (c) Notwithstanding any other law, a business service user that owns or controls a telephone system or an equivalent system that uses Internet Protocol enabled service and provides outbound dialing capacity or access shall configure the telephone system or equivalent system to allow a person initiating a 9-1-1 call on the system to directly access 9-1-1 service by dialing the digits 9-1-1 |

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: | Contract and District Patrol |
| Divisions (list all): | Patrol |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$24,611,062 | 225 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Provides community oriented patrol services to 54 contracted neighborhoods and district patrol to all other areas of the precinct, mainly focusing on the underserved areas. In addition to the contracted patrol and district deputies the division also includes motorcycle patrol, K-9, and investigative support deputies. There are many secondary services provided by the patrol division including vacation watches, welfare checks, targeted patrol in areas requested by the community, speed trailer deployment, high water rescue, and general community engagement, to name a few. This service helps ensure a safe community for residents to live, learn, and work by reducing crime. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All residents of the precinct and the criminal justice system are customers of this service. The customers expect and deserve organizational excellence, transparency, equitable access and distribution of the service, professionalism, and compassion. Feedback is normally provided through our complaint and compliment process and through our social media sites. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13. DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime; (2) execute all lawful process issued to the officer by any magistrate or 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: | Park Patrol |
| Divisions (list all): | Parks |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$4,387,569 | 41 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The Harris County Precinct 5 Parks Patrol Division applies an innovative approach to providing patrols to the more than 60 county parks, encompassing approximately 14,000 acres. The Parks Division utilizes marked patrol vehicles, foot patrols, ATV patrols, and bicycle patrols in efforts to cover all areas of the parks including the more remote and heavily wooded sections. The diversity of these patrols allows for the division to maintain a higher degree of visibility. Additionally, the Parks Division is responsible for patrols of Harris County flood control district property, U.S Army Corps of Engineering property, six Harris County Precinct 3 Commissioners Community Centers, and five Harris County Libraries. This service helps ensure a safe community for residents. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers of this service include the public enjoying the expansive park system, community centers, and the libraries within the precinct. Additionally, the entire criminal justice system is a customer of this service. The customers expect and deserve organizational excellence, transparency, equitable access and distribution of the service, professionalism, and compassion. Feedback is normally provided through our complaint and compliment process and through our social media sites. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13. DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime; |

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: | Toll Road Patrol | |
| Divisions (list all): | Toll Road | |
| | Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
| | \$6,895,320 | 63 |

| | |
|-----------|--|
| 1) | Describe the Service and how it supports department goals. |
| | The Toll Road Division is tasked with facilitating the flow of traffic on the toll roads, as well as provide security for the patrons who utilize them. This includes enforcing all traffic laws, investigating accidents, and being available for motorist assistance when needed. This service helps ensure a safe community for residents to live, learn, and work by reducing crime. |
| 2) | Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| | Customers of this service include the public and businesses utilizing the extensive toll road system, and the entire criminal justice system. The customers expect and deserve organizational excellence, transparency, professionalism, and compassion. Feedback is normally provided through our complaint and compliment process and through our social media sites. |
| 3) | Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| | Code of Criminal Procedure - Art. 2.13. DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime; |

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: | Administrative Operations |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$593,790 | 3 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The administration provides employees with the resources and equipment necessary to provide exceptional service to the public. It is critical for the administration to lead with fairness, consistency, and equity, setting the tone for the department and influencing moral and how interactions with the community are conducted. Good communication to set goals, and guidance to promote the department mission and vision is critical. Oversight of the department's various divisions and performance of the employees helps foster and sustain organizational excellence. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include the public and employees of the department. The community expects a professional, transparent, and compassionate department that addresses misconduct, and adheres to the law. Feedback is attained through an open door policy with all supervisors and by frequent interaction with community groups and organizations. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The Texas Constitution Article 5, Section 18 (a) establishes the office of the Constable. Local Government Code Section 86.021 addresses powers and duties. The Texas Code of Criminal Procedure (Article 2.12[2]) defines peace officers. |

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.

| 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 |
|-------------------------|---|--|------------------------------------|--|-----------------------------|------------------------------------|---|
| Patrol - Contract | Number of patrol contract positions added | Currently in use | Internal Database | SO 1 | 2 | 2 | Output measure |
| Patrol - District | Number of calls for service (all calls, all geographies served) | Currently in use | Power BI, CAD | SO2 | Over 320K calls for service | 320K | FY 2021-22 represents a projection, not target |
| Patrol - District | UCR Part 1 Crimes calls as a % of all calls for service (all calls, all geographies served) | New | Power BI, CAD | SO2 | 1.00% | 1.00% | FY 2021-22 represents a projection, not target |
| Patrol - Contract | Number of calls for service (contract patrol only) | Currently in use | Power BI, CAD | SO2 | 215,814 | 250,000 | FY 2021-22 represents a projection, not target |
| Patrol - Contract | UCR Part 1 Crimes calls as a % of all calls for service (contract patrol only) | New | Power BI, CAD | SO2 | 1.60% | 1.60% | FY 2021-22 represents a projection, not target |
| Communications | Average response time for calls for service (all calls, all geographies served) | Currently in use | Power BI, CAD | SO2 | 2 min 24 sec | Less than 2 min 30 sec | Time from call first received to Constable Office for dispatch until arrival of first Constable Unit. Intend to add contracts and substations to better position resources for quicker response times |
| Patrol - Contract | Average response time for calls for service (all calls, contract patrol only) | Currently in use | Power BI | SO2 | 2 min 27 sec | Less than 2 min 30 sec | Time from call first received to Constable Office for dispatch until arrival of first Constable Unit |
| Patrol - District | Average response time for Priority 1 service calls (all calls, all geographies served) | Currently in use | Power BI | SO2 | 4 min 34 sec | Less than 4 min 30 sec | Time from call first received to Constable's Office for dispatch until arrival of first unit on scene |
| Patrol - Contract | Average response time for Priority 1 service calls (contract patrol only) | Currently in use | Power BI | SO2 | 4 min 41 sec | Less than 4 min 30 sec | Time from call first received to Constable's Office for dispatch until arrival of first unit on scene |
| Patrol - District | Number of vehicular collisions/accidents | Currently in use | RMS | SO5, SO6 | 3,266 | 10% reduction | Increase speed trailer use, use data to detect high accident rate locations, increase participation in STEP traffic enforcement grant |
| Patrol - District | Number of injury collisions | Currently in use | Power BI, CAD | SO5, SO6 | 478 | 500 | Measure of road safety |
| Patrol - District | Number of vehicular-related fatalities | New | TBD | SO5, SO6 | TBD | TBD | Measure of road safety |
| Patrol - District | Number of DWI collisions/accidents | New | TBD | SO5, SO6 | TBD | TBD | Measure of road safety |
| Patrol - District | Number of DWI arrests | Currently in use | Power BI, CAD | SO5, SO6 | 422 | 450 | FY 2021-22 represents a projection, not target |
| Patrol - District | UCR Part I Violent crime per 100,000 residents (all geographies served) | New | Power BI, ATLAS Mapping | SO 7 | 0.0004 (497 total) | 0.0004 | Per capita figures reflects all geographical areas served by Constabulary |
| Patrol - District | UCR Part I Property crime per 100,000 residents (all geographies served) | New | Power BI, ATLAS Mapping | SO 7 | 0.002 (2881 total) | 0.002 | Per capita figures reflects all geographical areas served by Constabulary |
| Patrol - Contract | UCR Part I Violent crime per 100,000 residents (contract patrol only) | New | Power BI, ATLAS Mapping | SO 7 | 0.002 (375 total) | 0.002 | Per capita figures reflect geographical areas where the Constabulary provides contract patrol services only |
| Patrol - Contract | UCR Part I Property crime per 100,000 residents (contract patrol only) | New | Power BI, ATLAS Mapping | SO 7 | 0.012 (2165 total) | 0.01 | Per capita figures reflect geographical areas where the Constabulary provides contract patrol services only |
| Patrol - Toll Road | Number of vehicular collisions/accidents (Toll Road) | Currently in use | RMS, Powers BI, internal databases | SO 7, SO 6 | 1,662 | 10% reduction | Increase DWI recognition training and public awareness, use data to identify speeding and crash metrics and adjust patrol practices to reduce instances |
| Patrol - Toll Road | Number of DWI Investigations (Toll Road) | Currently in use | RMS, Powers BI, internal databases | SO 7, SO 6 | 253 DWI | 18% increase | Increase DWI recognition training and public awareness, use data to identify speeding and crash metrics and adjust patrol practices to reduce instances |
| Patrol - Toll Road | Number of speeding citations (Toll Road) | Currently in use | RMS, Powers BI, internal databases | SO 7, SO 6 | 10,123 speeding citations | 10% reduction | Increase DWI recognition training and public awareness, use data to identify speeding and crash metrics and adjust patrol practices to reduce instances |
| Patrol - Parks | Increase active presence in Parks to deter crime | New | RMS, Power BI | SO 7 | TBD | TBD | Adding patrols within the parks |
| Criminal Investigations | Number of cases assigned | Currently in use | Internal Database | SO 8 | 1145 | 1150 | FY 2021-22 represents a projection, not target |
| Criminal Investigations | Number of cases assigned per investigator | Currently in use | Internal Database | SO 8 | 115 | 115 | Measurement of workload; FY 2021-22 represents a projection, not target |
| Criminal Investigations | Case clearance rate (all investigations) | Currently in use | RMS, Internal database | SO 8 | 38% | Increase clearance rate to 45% | Increase investigative training, add more investigators |
| Criminal Investigations | Case clearance rate - all UCR Part I and Part II crimes | New | RMS, Power BI | SO 8 | 1821 cleared by arrest | 1821 | "Clearance rates" should be consistent with the FBI's Uniform Crime Reporting (UCR) Program, law enforcement agencies can clear, or "close," offenses in one of two ways: by arrest or by exceptional means. Although an agency may administratively close a case, that does not necessarily mean that the agency can clear the offense for UCR purposes. |
| Criminal Investigations | Case clearance rate - forcible rape | New | RMS, Power BI | SO 8 | 4 | 4 | Outcome |
| Criminal Investigations | Case clearance rate - robbery | New | RMS, Power BI | SO 8 | 7 | 7 | Outcome |
| Criminal Investigations | Case clearance rate - aggravated assault | New | RMS, Power BI | SO 8 | 30 | 30 | Outcome |

| 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 Investigations | Case clearance rate - burglary | New | RMS, Power BI | SO 8 | 23 | 23 | Outcome |
| Criminal Investigations | Case clearance rate - larceny theft | New | RMS, Power BI | SO 8 | 54 | 54 | Outcome |
| Criminal Investigations | Case clearance rate - motor vehicle theft | New | RMS, Power BI | SO 8 | 27 | 27 | Outcome |
| Criminal Investigations | Percent of cases declined for prosecution by District Attorney (all investigations) | New | TBD | SO 8 | TBD | TBD | Measure of cases of arrest (per UCR definition) presented to HCDAO for prosecution that are declined by prosecutor to further action |
| Criminal Investigations | Percent of cases declined for prosecution by District Attorney (Part I UCR crimes) | New | TBD | SO 8 | TBD | TBD | Measure of cases of arrest (per UCR definition) presented to HCDAO for prosecution that are declined by prosecutor to further action |
| Criminal Investigations | Number of environmental crime investigations | Currently in use | RMS, Power BI | SO 9 | 134 | 10% increase | Increase use of pole cameras |
| Criminal Investigations | Case clearance rate - environmental crimes | New | Internal Database | SO 9 | TBD | TBD | Outcome Measure, projection not a target |
| Criminal Investigations | Number of internet crimes against children | Currently in use | RMS, Power BI | SO3 | 337 | 337 | Outcome Measure, projection not a target |
| Criminal Investigations | Case clearance rate - crimes against children | New | Internal Database | SO3 | TBD | TBD | Outcome Measure, projection not a target |
| Criminal Investigations | Number of animal crimes | Currently in use | RMS, Power BI | SO4 | 306 | 306 | Outcome Measure, projection not a target |
| Criminal Investigations | Case clearance rate - animal crimes | New | Internal Database | SO4 | TBD | TBD | Outcome Measure, projection not a target |
| Internal Support Services | Audit of cash receipting | Currently in use | County Auditor | SO 10 | 100% | 100% | Ensure compliance in cash receipting procedures |
| Internal Support Services | Ensure accurate payroll | Currently in use | County Treasury | SO 10 | 100% | 100% | Ensure employees are properly compensated for time and attendance |
| Patrol - District | Average overtime hours per constable - district | New | TBD | SO 10 | TBD | TBD | Measure of efficiency |
| Patrol - District | Average overtime hours per constable - contract areas | New | TBD | SO 10 | TBD | TBD | Measure of efficiency |
| Internal Support Services | Number of repair requests | Currently in use | Universal Services | SO 10 | 4587 | 4600 | Projection, not a target |
| Internal Support Services | Percent of requests resolved within 1 hour | Currently in use | Universal Services | SO 10 | 90% | 90% | Maintain clearance rate |
| Internal Support Services | Percent of deputies completing required training hours | Currently in use | INFORMA, TCLEDS, and internal database | SO 12 | 100% | 100% | Maintain compliance |
| Internal Support Services | Number of training hours offered | Currently in use | INFORMA, TCLEDS, and internal database | SO 12 | 578 | 867 | COVID restrictions reduced training hours. Assuming partial COVID restrictions remain in place, strive to increase numbers by 50% |
| Internal Support Services | Number of students trained | Currently in use | INFORMA, TCLEDS, and internal database | SO 12 | 963 | 1400 | COVID restrictions reduced training hours. Assuming partial COVID restrictions remain in place, strive to increase numbers by 50% |
| Internal Support Services | Number of Applicants | Currently in use | TCOLE, Internal Database | SO 14 | 182 | 200 | Output measure |
| Internal Support Services | Percent of applicants from underrepresented racial groups | Currently in use | TCOLE, Internal Database | SO 14 | 78% | 80% | Measure of efficiency |
| Internal Support Services | Percent of hires from underrepresented racial groups | Currently in use | TCOLE, Internal Database | SO 14 | 79% | 80% | Outcome measure |
| Civil Process Services | Number of civil processes successfully executed | Currently in use | Constable Tracking System | SO 15, SO 16 | 16,355 | 17,000 | Output measure/measure of workload |
| Civil Process Services | Civil process service rate (Percent of serviceable civil papers that are returned served) | Currently in use | Constable Tracking System | SO 15, SO 16 | 74% Executed | 80% Executed | Strive to execute all process. Changes in personnel and districts will aid in meeting target |
| Civil Process Services | Number of evictions per 100,000 residents | New | Constable Tracking System | SO 15, SO 16 | 180 | 200 | Reflection of eviction activity in community. Projection, not a target |
| Civil Process Services | Number of protective orders served (all types) | New | Constable Tracking System | SO 15, SO 16 | 151 | 160 | Output measure/measure of workload. |
| Civil Process Services | Percent of protective orders served (Number served / Number issued) | New | Constable Tracking System | SO 15, SO 16 | 49% | 50% | Measure of efficiency |
| Warrant Services | Number of warrants served (all types) | Currently in use | Internal Database, JWEB | SO 18, SO 19 | 6,772 | 7,000 | Output measure/measure of workload |
| Warrant Services | Percent of warrants successfully executed (all types) | Currently in use | Internal Database, JWEB | SO 18, SO 19 | 140% | 140% | Measure of efficiency |
| Warrant Services | Percent of warrants (all types) resolved by arrest action | Currently in use | Internal Database, JWEB | SO 18, SO 19 | 7% | 5% | Outcome - reduced exposure to justice system |
| Victim Services | Number of victims contacted | Currently in use | Dynamic 365, RMS, Victim Database | SO 20 | 1062 victims served | Maintain same level of service | Attempt to maintain same level of contact amid COVID restrictions |
| Victim Services | Percent of victims successfully provided services and information | New | Dynamic 365, RMS, Victim Database | SO 20 | 100% | 100% | Direct contact made with victim and a safety plan developed, proper documents completed, advocacy in court proceedings, or referral to appropriate agency |
| Citizen Accountability Services | Number of use of force incidents | Currently in use | Power BI, RMS, Internal Database | SO 21 | 57 | 50 | Increase education and training to reduce use of force incidences |
| Citizen Accountability Services | Percent use of force (# of use of force incidents/total # of physical arrests) | New | Power BI, RMS, Internal Database | SO 21 | 1.60% | 1.50% | qualifying use of force incidents are those events as directed to be reported by Constabulary policy and or a citizens compliant of use of force |
| Citizen Accountability Services | Average number of days to complete an investigation (not currently tracked) | New | Internal Database | SO 21 | TBD | TBD | Efficiency measure (not currently tracked) |
| Citizen Accountability Services | Number of civilian complaints | Currently in use | Internal Database | SO 21 | 35 | 35 | Output measure, projection not a target |
| Citizen Accountability Services | Number of internal investigations (use of force related) | Currently in use | Internal Database | SO 21 | 32 | 32 | Investigations can be initiated internally or by citizen complaint. Projection not a target |
| Citizen Accountability Services | Percent of investigations with finding of "sustained" | Currently in use | Internal Database | SO 21 | 69% | 70% | Outcome Measure, projection not a target |
| Citizen Accountability Services | Percent of investigations with finding of "not sustained," "unfounded," or "exonerated" | Currently in use | Internal Database | SO 21 | 31% | 30% | Outcome Measure, projection not a target |
| Citizen Accountability Services | At-fault police collisions per 100,000 vehicle miles driven | New | Internal Database, Fleet Wave | SO 21 | TBD (34 at-fault fleets) | TBD | Service quality measure |
| Citizen Accountability Services | Liability payout (\$000) | New | Internal Database | SO 21 | \$53,500 | \$50,000 | Outcome Measure, projection not a target |

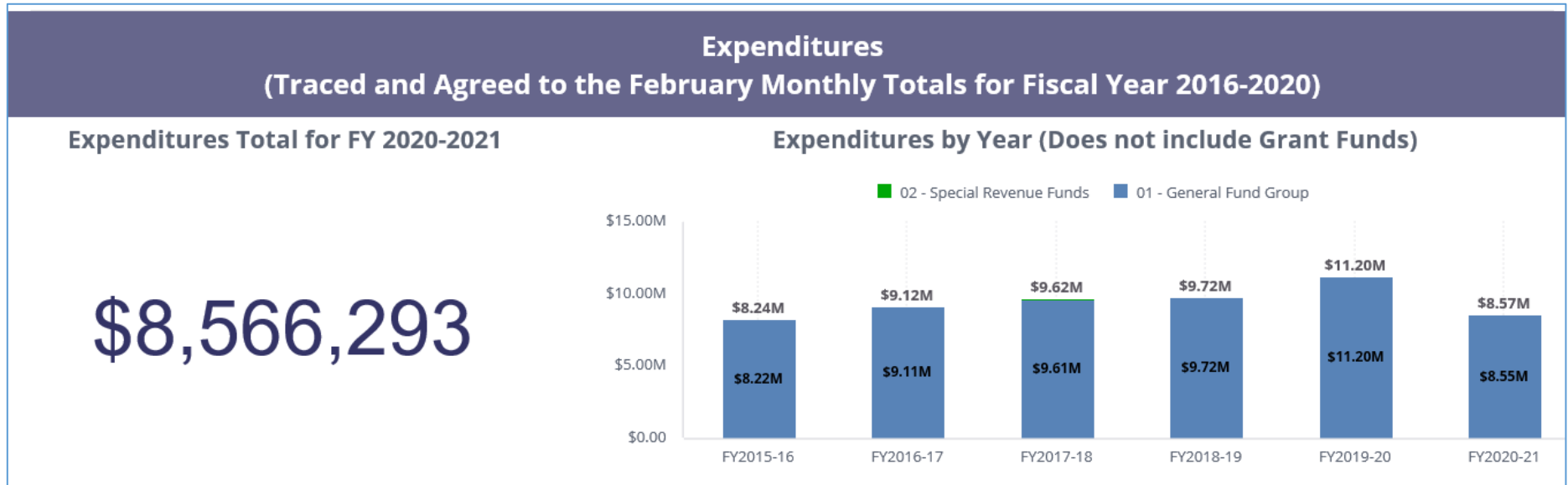
| Service | Performance Metric Description | Is the performance metric currently in use or new? | Data Source | Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3) | Metric Value (YTD) | Target Metric Value for FY 2021-22 | Rationale for Target Metric Value |
|---------------------------|---|--|--|--|--------------------|------------------------------------|---|
| Internal Support Services | Percent of audits and regularly reports in compliance | Currently in use | Audit reports, internal audits and databases | SO 21 | 100% Compliance | 100% Compliance | Maintain compliance with audits and regulatory reports |
| Internal Support Services | Percent accuracy of property room audit | Currently in use | FileOnQ | SO 21 | 100% | 100% | Maintain level of accountability at 100% |
| Internal Support Services | Percent of recovered property returned to owners | Currently in use | FileOnQ | SO 21 | 72% | 75% | Increase number of items returned through increased attempts at contacting owners |
| Internal Support Services | Meet statutory requirements in fulfilling requests in a timely manner | Currently in use | Internal Database | SO 21 | 100% | 100% | Mandatory to meet statutory deadlines |
| Community Outreach | Number of programs and classes offered and events attended | Currently in use | Internal Database | SO 22 | 120 | 120 | Attempt to maintain same level of service amid COVID restrictions for in-person programs |
| Community Outreach | Number of people participating in programs or at events | Currently in use | Internal Database | SO 22 | 40,920 | 40,920 | Attempt to maintain same level of service amid COVID restrictions for in-person programs. |
| Community Outreach | Number of households on NextDoor | Currently in use | Internal Database | SO 22 | 300K | 330K | Increase media outreach |
| Community Outreach | Number of Facebook followers | Currently in use | Internal Database | SO 22 | 21K | 24K | Increase media outreach |
| Community Outreach | Number of website visitors | Currently in use | Internal Database | SO 22 | 53K | 58K | Increase media outreach |
| Community Outreach | Number of partner community organizations, clergy, community leaders to increase dialogue and build trust | New | Internal Database | SO23 | TBD | TBD | Completion of strategy in FY22 |
| Patrol | Develop community strategy to increase patrol in underserved areas of the precinct | New | Internal Database, RMS, Power BI | SO24 | TBD | TBD | Completion of strategy in FY22 |

306 - Constable, Precinct 6

Silvia Trevino

306 – Constable Precinct 6

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$10.60M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------------|
| 306 | Harris County Constable Precinct 6 |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

Harris County Precinct 6 Constable's Office is committed to serving Harris County, by demonstrating a high level of professionalism and ethical standards while working in partnership with our community to promote a safe and secure environment.

2. Vision

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

Precinct 6 will continue to strengthen community relationships by creating partnerships, building public trust, and reducing crime to enhance public safety while working with diverse communities to improve the quality of life.

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 Precinct 6 Constable's Office serves an approximate area of 32 square miles. We serve approximately 170,000 constituents and that number increases yearly with all the new development of residential high rises and homes being built in Precinct 6's East End, Second Ward, EADO, Magnolia and Fifth Ward area. We have 110 employees; these employees consist of 55 full-time deputy positions, 3 part-time deputy positions, 33 contract deputy positions, 9 telecommunication officers, 11 clerk positions and 17 non-paid reserve deputies.

As of January 1, 2020, to October 23, 2020, the Harris County Precinct 6 Constable's Office has responded to over 85,600 calls for service, this is a 20% increase in calls over the same time in 2019. Despite this increase in call volume, our response time average has also improved with an average response time of 3:38 minutes. Our Patrol Division has recorded 2,301 traffic stops and wrote over 1,573 citations and 728 warnings. Additionally, Precinct 6 has completed 3,955 reports, made over 700 arrests, 143 of those were for DWI and worked 212 accidents to date. Accidents in the Precinct have shown a decrease of 25% compared to this same time last year. This decrease is a big part of the newly implemented Motorcycle Division that deployed early this year by taking two patrol deputies off the street and placing them on motorcycles. Although, this has reduced the number of officers available to take calls for service, the unit has contributed significantly to accident reduction and school zone enforcement. The unit recorded 664 traffic stops and wrote 172 citations, 598 warning and responded to 86 accidents and completed 173 reports. This is due to implementing a fourth district, which has put our deputies closer to the area they patrol, thus maintaining the response time while improvising patrol manpower.

The K-9 Division have been deployed over 100 times and have confiscated over 100 pounds of marijuana, cocaine, meth, heroin and over 3 pounds of Fentanyl, including tracking 5 suspects. The unit plays a vital role within the community by assisting with and attending public demonstrations, educational events and presentations. The K9 Division is implemented by using deputies from the Patrol Division.

Bicycle and ATV Division was implemented early this year and has proven to be a success, especially with the pandemic and social distancing. The community has shown a stronger present in the parks, giving the unit a closer community outreach. This unit operates with a portion of time from several officers within the department, while still exemplifying the best practices for stakeholders.

The Civil Division received over 3,019 processes to serve, made 5,240 service attempts, and collect \$666,843.21 in fees and tax sales for Harris County. Due to COVID19, Civil process fees and tax sales have decreased this year.

The Warrant Division continues to receive Justice of Peace and capias warrants and it currently has 10,841 JP warrants on file. The division is clearing approximately 600 warrants a year.

The Property Room & Evidence Division has collected 933 pieces of evidence this year alone, 313 pieces of that are narcotics and 136 pieces are firearms. Our property room is currently in possession of 2423 pieces, which includes property & evidence.

The Reserve Division continues to be a key component to in our community outreach. The unit has volunteered 5,100 hours of police services in patrol, senior events, civic club meetings and community partnered events at no cost to the stakeholders.

Although, this is a brief summary of operations, the department continues to implement innovative and effective law enforcement programs that foster the public's trust, reduce racial and economic disparities, and minimizes the exposure of the criminal justice system while exemplifying high-quality law enforcement services and being transparent in all we do.

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.

PATROL – provides community policing and responds to calls for service throughout the Precinct. Those calls range from suspicious persons, burglaries, theft, drug activity, family violence, assaults, accidents, reports of citizen's complaints, DWI's, accidents, etc.

MOTORCYCLE PATROL – Provide traffic enforcement on roadways, with an emphasis on school zones within in Pct. 6 and assist in working accident scenes. This program was implemented by taking two patrol deputies off the street.

BICYCLE PATROL – Deputies patrol the parks and bike trails in the Precinct on police bicycles. This is implemented by using a portion of time from several deputies in patrol who are certified in bicycle patrol.

ATV – Deputies patrol the parks, bayous, bike trails, and areas with unavailable access to vehicles. This is implemented by using a portion of time from several deputies in patrol who are certified in ATV patrol.

K9 – Assist department and other county agencies with canine interdiction. The K-9's are certified in narcotic detection, locating missing persons, tracking suspects, and locating evidence.

HOUSING CONTRACT PATROL – Is a contract deputy program with an 80/20 coverage. The Houston Housing Authority consist of 15 properties throughout Harris County that Precinct 6 provides law enforcement services.

EAST END DISTRICT CONTRACT PATROL – Is a contract deputy program with an 80/20 coverage. Precinct 6 provides law enforcement services throughout the 16 square miles of the District.

GULFGATE CONTRACT PATROL - Is a contract deputy program with an 80/20 coverage. Precinct 6 provides law enforcement services throughout the Gulfgate shopping center.

CIVIL – Serves court papers from Justice of the Peace, County and District Courts in Harris County as well as other counties in Texas.

WRITS - Executes Writs of Execution, Writs of Sequestration, Writs of Possession, Tax Sales, Execution and Order of Sale, and Bond Forfeitures.

WARRANT - Performs various tasks related to the service of criminal warrants and works with various law enforcement agencies in the apprehension of persons with outstanding misdemeanor charges.

PROPERTY & EVIDENCE – Maintains control of all property and evidence in the same condition received and to preserve the integrity of the evidence being held for court exhibits.

COMMUNICATIONS CENTER - Handles calls for service, dispatch, and handles the flow of criminal justice information.

BACKGROUND & RECRUITING - recruits, interviews, investigates, screens and hires all qualified applicants for certified law enforcement and civilian positions within the Precinct 6 Office.

ADMINISTRATIVE – Provides law enforcement support in a civilian compacity.

IAD – Investigates internal and external complaints of possible suspicions of law-breaking and professional misconduct attributed to officers on the force.

HIGH WATER RESCUE – Certified swift water technicians deploy in man-made and natural disasters such as hurricanes, storm surge and flooding in order to rescue victims from waters. This division consist of several deputies from patrol that come together and work as one unit during emergencies situations.

HOMELESS OUTREACH – Identifying the homeless community, verifying their welfare, needs and referring available assistance. This is implemented by using deputies in patrol.

BALIFF– Provide security for the Justice of the Peace Courts Position 1 and 2.

HUMAN RESOURCES / PAYROLL– Administrative support & process payroll.

INFORMATION TECHNOLOGY - Assist the department with technology issues and upgrades.

RECORDS DIVISION – Responds to public request.

CRIMINAL INVESTIGATIONS - Investigating criminal offenses, making arrests, preparing charges for prosecution, maintaining records and criminal files and providing testimony as required.

ENVIRONMENTAL CRIMES – Investigates environmental crimes, including, air, water and soil quality in the communities

TRAINING – Monitors the training hours of each officer to ensure that state mandated courses and hours are up to date. Presents available training courses for certified law enforcement and communication personnel through state certified training providers.

BUILDING SECURITY – Deputies assist with the traffic throughout our county buildings, reducing the opportunity for an active shooter and/or individual to commit crimes within and around the buildings while providing a sense of security for our residents, visitors and our county employees.

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.

COVID 19 PPE Grant These funds are used to purchase personal protection equipment for the department.

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. Establish Building Security
2. Establish an Investigator Division
3. Reduce accidents and speeding in school zones with the Motorcycle Division
4. Establish a Victims Assistance Program
5. Broaden Community Partnerships
6. Reduce Environmental Crimes
7. Department Training License become a state training provider through TCOLE
8. Increase number of Certified High-Water Rescue Technicians (HWR)

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).

See attached FORM 4A

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 the services that the Department operates under and future plans align with the County's mission and goals. As a law enforcement entity, Justice and Public Safety is at the top of our list. With the goals set forth, we will continue to promote public safety, healthy communities and continue to foster public trust. We work closely with the businesses in our Precinct to promote a safe environment so that they can prosper from the economic opportunity in Harris County. The population continues to grow, and new housing development of residential high rises and new homes are being built in the Precinct. Meanwhile, we continuously work with these developments and new residents who are moving into the Precinct to build safe and healthy neighborhoods. The department implemented its first ever Motorcycle Patrol this year by improvising two patrol deputies and placing them on motorcycles. The overall goal was to reduce accidents and complaints of speeders, we reached that goal with a 14% reduction compared to last year without motorcycles. This has created less traffic congestion and less complaints of speeders from stakeholders and school administrators. The program has been accepted by the community and has proven to be effective in its goals. We plan to implement an Environmental Crimes Division to investigate environmental crimes, including, air, water and soil quality in the communities by implementing preventive and responsive action in corroboration with partnering agencies. Illegal dumping and graffiti have made a huge impact on beautification, the environment, public health, housing and economic opportunity within our Precinct. The bayou's and surrounding areas of Precinct 6 have shown to be prone to flooding quickly in the previous disasters. We grew our fleet in the High-Water Rescue Division by adding two 2.5-ton trucks, two 15' inflatable motorized rafts and an additional Humvee so that we can deploy and rescue in all of Harris County while partnering with Harris County Emergency Management. The department will be applying to become a state training provider, where we can instruct Crisis Intervention Team (CIT) to educate officers about mental health issues. This will reduce the risk of injury for both the officer and the individual with mental illness and reduce arrests. It also can offer additional courses that meet the needs of the community we serve. We continually to promote public safety and accountable government by using are best practices by improvising our patrol officers to fill-in upon availability for building security. The following Harris County buildings currently do not have any building security officers: 5900 Canal St. Houston, TX 77011, 1001 SSgt. Macario Garcia Houston, TX 77011 and 333 Lockwood Dr. Houston, TX 77011. Our goal is critical that a deputy be assigned to each of these buildings to deter a possible active shooter and provide a safe flow of people throughout these buildings without decreasing our patrol manpower. Building Security Deputies are also designed to assist with the flow of traffic throughout the building, reduce the opportunity for individuals to commit crimes within and around the building while also providing security for our residents, visitors, and our county employees. Our domestic violence calls increased 18% from this time last year and are projected to increase by years end. With this increase, the need for a deputy to be assigned to The Crime Victim Assistance Program is vital to meet the goals of Harris County. The Victim Assistance Program's goal is to ensure that the rights of victims are observed and to provide crisis intervention, information, education and referrals to help alleviate the short- and long-term effects of mental and/or physical trauma experienced from a crime. The unit will provide assistance and resources to our citizens and victims of reported offenses.

The department continues to implement innovative and effective law enforcement programs that foster the public's trust, reduce racial and economic disparities and minimizes the exposure of the criminal justice system while exemplifying high-quality law enforcement services and being transparent in all we do.

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.*

- Body cams for every deputy – making deputies more efficient, safe and transparent.
- Dept. National Night Out – Over 1,800 stakeholders attend, this leads to a better relationship with the public, builds trust and confidence in the public service that we provide.
- Social Media – With the COVID 19 Pandemic, the Department has adapted to social distancing by using social media and Zoom meetings with stakeholders and civic clubs to be accessible for their needs.
- K9 – 2 additional narcotic detection K9's has made a positive impact in community relations, officer and citizen safety, tracking missing children/persons and evidence location.
- Motorcycle Units – has contributed significantly toward public relations, the reduction of traffic accidents, overall traffic flow and safer driving in our school zones.
- 4 Districts – The Department implemented a 4th district to improve community outreach, a stronger police presence and faster response times with the same manpower.

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.*

- Department of Public Safety – Passed
- 1033 LESO Program - Passed

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

- All Members of Harris County Commissioners Court
- Harris County District Courts
- Harris County Civil Courts
- Harris County Juvenile Courts
- Harris County Juvenile Detention Center
- Harris County Family Courts
- Harris County District Attorney's Office
- Harris County District Clerk
- Harris County County Clerk
- Harris County Tax Assessor

- *Harris County Emergency Management*
- *Harris County Justice of the Peace Precinct 6 Position 1 and Position 2*
- *Harris County Institute of Forensic Science*
- *Harris County Constables Office Precinct's 1,2,3,4,5,7 and 8*
- *Harris County Sheriff's Office*
- *Harris County Facilities & Property Maintenance*
- *Harris County Universal Services*

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

- *The people of the community*
- *The Civic Clubs*
- *Our Senior Citizen Groups*
- *Neighborhood Civic Centers*
- *Our Businesses within our Precinct*
- *Houston Independent School District*
- *Houston ISD Police*
- *Houston Police Department*
- *Metro Police Department*
- *All other agencies MOU.*

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 department is aware of the disparities in several parts of the Precinct where gentrification is being develop. There is a diversity of homeless people, some with mental disabilities, and health issues. Families are getting evicted from their homes due to low income and/or loss of jobs. (The COVID 19 pandemic has played a big part.)*

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

- *The department has implemented a Homeless Outreach where we connect the homeless population to needed service providers within our community. The department is currently working with Commissioner Adrian Garcia's office to provide an information pamphlet regarding housing assistance.*

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 recruits over a broader geographic area and participates in several recruiting efforts with surrounding community colleges, universities and career fairs. We also share job postings on our website, social media and with stakeholders.*

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.*

- *The Certified personnel use a state certified training provider or The Texas Commission on Law Enforcement for training and the Harris County Human Resources & Risk Management training portal. At this time, training is limited to web base only due to the COVID 19 pandemic.*

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) |
|---|---|---|--|---------------------------|
| Patrol, Bicycle, ATV | Provides community policing and responds to calls for service throughout the Precinct. Along with 3 Partime Patrol Deputies | \$3,801,389 | \$4,503,427 | 36.5 |
| Motorcycle | Provide traffic enforcement on roadways, with an emphasis on school zones within Pct. 6 and assist in working accident scenes. | \$205,704 | \$243,970 | 2 |
| K9 | Assist department and other county agencies with canine interdiction. The K-9's are certified in narcotic detection, locating missing persons, tracking suspects, and locating evidence. | \$348,781 | \$450,313 | 4 |
| Housing Contract East End Contract Gulfgate Contract Homeless Outreach | Is a Contract Deputy Program with an 80/20 coverage. Provide law enforcement services. Newly implemented: Identifying the homeless community, verifying their welfare, needs and referring available assistance. This is implemented by using deputies in patrol. | \$2,971,922 | \$3,584,178 | 32 |
| Civil, Writs, Warrants | Civil serves court papers from Justice of the Peace, County and District Courts in Harris County as well as other counties in Texas. Executes Writs of Execution, Writs of Sequestration, Writs of Possession, Tax Sales, Execution and Order of Sale, and Bond Forfeitures. Warrants performs various tasks related to the service of criminal warrants and works with various law enforcement agencies in the apprehension of persons with outstanding misdemeanor charges. | \$514,693 | \$610,358 | 5 |
| Property & Evidence | Maintains control of all property and evidence in the same condition received and to preserve the integrity of the evidence being held for court exhibits. | \$116,511 | \$135,644 | 1 |
| Communications Center | Handles calls for service, dispatch, and handles the flow of criminal justice information. | \$637,607 | \$691,445 | 9 |
| Bailiff | Provide security for the Justice of the Peace Courts Position 1 and 2. | \$228,685 | \$266,951 | 2 |

[illegible]

HARRIS COUNTY CONSTABLE, PRECINCT 6 ORGANIZATIONAL CHART

(REVISED AS OF: 11/20/2020)

CONSTABLE

FIELD OPERATIONS DEPARTMENT

ADMINISTRATIVE DEPARTMENT

1ST WATCH PATROL DIVISION

2ND WATCH PATROL DIVISION

ADMINISTRATIVE DIVISION

PATROL
DISTRICT #1

PATROL
DISTRICT #3

HOUSING
CONTRACT

EAST END
CONTRACT

RESERVE
DIVISION

BALIFFS
DIVISION

HUMAN
RESOURCES

PATROL
DISTRICT #2

PATROL
DISTRICT #4

ADMIN
HOUSING
CONTRACT

GULFGATE
CONTRACT

K9
DIVISION

BACKGROUND
RECRUITING
DIVISION

MEDIA
RELATIONS

RECORDS
DIVISION

WRITS
DIVISION

COMMUNICATIONS
DIVISION

FIELD
TRAINING

MOTORCYCLE

BICYCLE

ATV

HIGH WATER
RESCUE

HOMELESS
OUTREACH

IAD
DIVISION

CIVIL
DIVISION

PROPERTY
EVIDENCE
DIVISION

INFORMATION
TECHNOLOGY

LEGEND

- DEPARTMENT
- DIVISION
- SUB-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.

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|--|--------------------------|--|----------------------------|--|--|--|
| G1 | Establish Building Security Division | S01, S02 | Prevent the opportunity for individuals to commit crimes within and/or around the property by 90%, Protect the property, customers and Harris County employees. | Building Security Division | Patrol | Commissioner Adrian Garcia's Office, Harris County District Clerk, Harris County Clerk, Harris County Tax Assessor, Precinct 6 Justice of the Peace, Position 1 and Position 2, The District Attorney's Office. | All the customers in Harris County. |
| G2 | Establish an Investigator Division | S01, S02 | Once established- reduce the investigative case load by 25%, Reduce the essence of time to investigate a case by 50%. | Patrol | Housing Contract Patrol, East End District Patrol, Gulfgate Contract Patrol, Motorcycle Patrol, Bicycle Patrol, ATV Patrol | Harris County District Clerk, Harris County Clerk, Harris County Tax Assessor, Precinct 6 Justice of the Peace, Position 1 and Position 2, The District Attorney's Office | All the customers in Harris County |
| G3 | Reduce Accidents and speeding in school zones with Motorcycle Patrol | S01, S02 | Reduce traffic accidents by 15%, reduce speeding complaints in school zones by 50%. | Motorcycle Division | Patrol | Precinct 6 Justice of the Peace, Position 1 and Position 2, The District Attorney's Office | All the customers in Harris County |
| G4 | Establish a Victims Assistance Program | S01 | Once established- To ensure that the rights of victims are observed and to provide crisis intervention, information, education and referrals to help alleviate the short- and long-term effects of mental and/or physical trauma experienced from a crime. | Administrative | Patrol, Housing Contract Patrol, East End District Patrol, Gulfgate Contract Patrol, Motorcycle Patrol, Bicycle Patrol, ATV Patrol, Civil, Writs, Warrant. | Harris County District Clerk, Harris County Clerk, Harris County Family Courts, Harris County Civil Courts, Harris County Criminal Courts, Precinct 6 Justice of the Peace, Position 1 and Position 2, The District Attorney's Office. | All the customers in Harris County, The Texas Attorney General, Texas Legislature. |
| G5 | Broaden Communiity Partnerships | S01 | The population and residential development continues to grow in the Precinct. We continuously work with these developments and new residents who are moving into the Precinct to build safe and healthy neighborhoods. | Patrol | Department wide | N/A | All the customers in Harris County. |

[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: | Field Operations | |
| Divisions (list all): | Patrol, Motorcycle, Bicycle, ATV, Housing Contract, | |
| | Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
| | \$8,331,575 | 70.5 |

| | |
|-----------|---|
| 1) | Describe the Service and how it supports department goals. |
| | <p>Our Field Operations Division has responded to over 85,600 calls for service, this is a 20% increase in calls over the same time in 2019. Despite this increase in call volume, our response time average has also improved with an average response time of 3:38 minutes. The Division has recorded 2,301 traffic stops and wrote over 1,573 citations and 728 warnings. Additionally, Precinct 6 has completed 3,955 reports, made over 700 arrests, 143 of those were for DWI and worked 212 accidents to date. Accidents in the Precinct have shown a decrease of 25% compared to this same time last year. This decrease is a big part of the newly implemented Motorcycle Division that deployed early this year by taking two patrol deputies off the street and placing them on motorcycles. Although, this has reduced the number of officers available to take calls for service, the unit has contributed significantly to accident reduction and school zone enforcement. The unit recorded 664 traffic stops and wrote 172 citations, 598 warning and responded to 86 accidents and completed 173 reports. The Bicycle and ATV Division was implemented early this year and has proven to be a success, especially with the pandemic and social distancing. The community has shown a stronger present in the parks, giving the unit a closer community outreach. This unit operates with a portion of time from several officers within the department, while still exemplifying the best practices for stakeholders. This is a contract deputy program with an 80/20 coverage. The Houston Housing Authority consist of 15 properties throughout Harris County that Precinct 6 provides law enforcement services. Although, this is a brief summary of operations, the department continues to implement innovative and effective law enforcement programs that foster the public's trust, reduce racial and economic disparities, and minimizes the exposure of the criminal justice system while exemplifying high-quality law enforcement services and being transparent in all we do.</p> |
| 2) | Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| | <p>The customers are all external and internal stakeholders of Harris County. We work closely with the community members and businesses in our Precinct to promote a safe community so that they can prosper from the economic opportunity in Harris County. The stakeholders develop relationships with the department and engage in problem solving that will promote public safety, healthy communities and foster public trust. The evaluation will be gathered by public response, using dispatch call reports, daily activity reports, calls for service, all criminal activity, response time, disposition of cases, number of traffic stops, citizen contacts, complaints, reports and the number of accidents etc. All this data will be compiled in a spreadsheet in order to generate accurate metrics and the data will be used to document and evaluate service to the community and to stakeholders of Harris County.</p> |
| 3) | Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| | <p>TRANSPORTATION CODE TITLE 7. VEHICLES AND TRAFFIC SUBTITLE C. RULES OF THE ROAD CHAPTER 550. ACCIDENTS AND ACCIDENT REPORTS SUBCHAPTER A. GENERAL PROVISIONS http://www.jp.hctx.net/traffic/MovingFines.htm CHAPTER 2. GENERAL DUTIES OF OFFICERS Art. 2.13. DUTIES AND POWERS</p> |

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 Department |
| Divisions (list all): | Civil, Writs, Warrants |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$610,358 | 5 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Civil serves court papers from Justice of the Peace, County and District Courts in Harris County as well as other counties in Texas. Executes Writs of Execution, Writs of Sequestration, Writs of Possession, Tax Sales, Execution and Order of Sale, and Bond Forfeitures. Warrants performs various tasks related to the service of criminal warrants and works with various law enforcement agencies in the apprehension of persons with outstanding misdemeanor charges. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are all external and internal stakeholders of Harris County. We work closely with the community members and businesses in our Precinct to promote a safe community so that they can prosper from the economic opportunity in Harris County. The stakeholders develop relationships with the department and engage in problem solving that will promote a public safety, healthy communities and foster public trust. The stakeholders trust that Precinct 6 will be fair and partial when executing court documents while building safe and healthy neighborhoods. The evaluation will be gathered by public response, using dispatch call reports, daily activity reports, complaints filed, number of attempts, number of cour papers served and unserved, evictions etc. This data will be compiled in a spreadsheet in order to generate accurate metrics and evaulate service to the community and to stakeholders of Harris County. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| CHAPTER 2. GENERAL DUTIES OF OFFICERS Art. 2.13. DUTIES AND POWERS See Tex. R. Civ. Proc. Rule 103; Tex. Civ. Prac. & Rem. Code § 17.026. |

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 Department |
| Divisions (list all): | Property & Evidence |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$135,644 | 1 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Maintains control of all property and evidence in the same condition received and to preserve the integrity of the evidence being held for court exhibits. The Property Room & Evidence Division has collected 933 pieces of evidence this year alone, 313 pieces of that are narcotics and 136 pieces are firearms. Our property room is currently in possession of 2423 pieces, which includes property & evidence. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are all external and internal stakeholders of Harris County. The articles are expected to be secured and taken care of in the same condition received. The evaluation will be gathered by the number of articles recieved, found, evidence, storaged, claimed, and destroyed by the courts. This data will be compiled in a spreadsheet in order to generate accurate metrics. This data will be used to document and evaulate service to the community and to stakeholders of Harris County. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| CODE OF CRIMINAL PROCEDURE TITLE 1. CODE OF CRIMINAL PROCEDURE CHAPTER 38. EVIDENCE IN CRIMINAL ACTIONS |

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: | Administrative Department |
| Divisions (list all): | Communications Center |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$691,445 | 9 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Handles calls for service, dispatch, and handles the flow of criminal justice information. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are all external and internal stakeholders of Harris County. We work closely with the community members and businesses in our Precinct to promote a safe community so that they can prosper from the economic opportunity in Harris County. The stakeholders develop relationships with the department and engage in problem solving that will promote a public safety, healthy communities and foster public trust. The evaluation will be gathered by public response, using dispatch call reports, daily activity reports, data entry time, dispatch time, and response time. All this data will be compiled in a spreadsheet in order to generate accurate metrics and the data will be used to document and evaluate service to the community and to stakeholders of Harris County. |
| 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: | Administrative Department |
| Divisions (list all): | Baliff |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$266,951 | 2 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Provide security for the Justice of the Peace Precinct 6 Courts, Position 1 and 2. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are all external and internal stakeholders of Harris County. We work closely with the Preinct Judges in their courts in order to keep the peace while developing relationships with the customers that will promote a public safety, healthy communities and foster public trust. The evaluation will be gathered by public response, using dispatch call reports, daily activity reports, disturbances, and citizen contacts. This data will be compiled in a spreadsheet in order to generate accurate metrics. This data will be used to document and evaulate service to the community and to stakeholders of Harris County. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| GOVERNMENT CODE TITLE 2. JUDICIAL BRANCH SUBTITLE D. JUDICIAL PERSONNEL AND OFFICIALS CHAPTER 53. BAILIFFS SUBCHAPTER A. BAILIFFS FOR CERTAIN COURTS |

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: | Administrative Department |
| Divisions (list all): | Administrative |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,316,038 | 12 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The Administrative Department is managed by the Administrative Command consisting of the Assistant Chief and a Lieutenant. Administrative Command is responsible for directing, managing, supervising and coordinating the activities and operations of the personnel in various divisions under their command within the Precinct Six Constable's Office. These divisions include the Background & Recruiting Division, Civil Division, Writs Division, Warrant Division, Property & Evidence Division, Reserve Division, Baliff Division, IAD Division, Records Division, K9 Division, Communications Division, Media Relations and Human Resources. There are non-certified administrative personnel assigned to several of these divisions that assist with all daily operations in a civilian capacity. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are all external and internal stakeholders of Harris County. We work closely with the community members and businesses in our Precinct to promote a safe community so that they can prosper from the economic opportunity in Harris County. The stakeholders develop relationships with the department and engage in problem solving that will promote a public safety, healthy communities and foster public trust. The evaluation will be gathered by public response, using dispatch call reports, daily activity reports, and various measures from each division in order to compile all this data in a spreadsheet in order to generate accurate metrics. This data will be used to document and evaluate service to the community and to stakeholders of Harris County. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| CHAPTER 2. GENERAL DUTIES OF OFFICERS Art. 2.13. DUTIES AND POWERS |

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: | Administrative Department |
| Divisions (list all): | Human Resources / Payroll |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$241,464 | 2 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Human Resources processes payroll, accounts payable, purchase orders and audits etc. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are all external and internal stakeholders of Harris County. The evaluation will be gathered by invoices processed, number of days to pay, number of payroll transactions, payroll issues, complaints, number of request/emails etc. This data will be compiled in a spreadsheet in order to generate accurate metrics and evaluate service to the internal and external stakeholders of Harris County. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| N/A |

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: | Field Operations Department |
| Divisions (list all): | Homeless Outreach |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$0 | 0 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Identifying the homeless community, verifying their welfare, needs and referring available assistance. This is implemented by using deputies in patrol. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are all external and internal stakeholders of Harris County. We work closely with the community members and businesses in our Precinct to promote a safe community so that they can prosper from the economic opportunity in Harris County. The stakeholders develop relationships with the department and engage in problem solving that will promote a public safety, healthy communities and foster public trust. The stakeholders trust that Precinct 6 will build safe and healthy neighborhoods through this program, while building the beautification of the community. The evaluation will be gathered by public response, using dispatch call reports, daily activity reports, complaints filed, homeless contacts, homeless assisted etc. This data will be compiled in a spreadsheet in order to generate accurate metrics and evaluate service to the community and to stakeholders of Harris County. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| N/A |

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: | Administrative Department |
| Divisions (list all): | Information Technology |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$0 | 0 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The Information Technology Division assist this office with technology issues and upgrades needed in the desktops and the vehicle computers. The department does not have a person allocated on the adopted budget to function as a fulltime employee in this capacity. Presently, the Patrol Captain, Administrative Lieutenant and the IAD Sergeant all share a portion of their time/duties necessary to perform all I.T. duties and request for the department. Our department goal is to hire an experienced I.T. person, we will be able to address computer and computer related operational issues expeditiously without impacting the law enforcement positions from performing their job duties. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are all external and internal stakeholders of Harris County. Stakeholders expect for law enforcement equipment to be up to date with state of the art technology. In order to accomplish this, the department has to monitor the latest changes and updates to assure that we are using the latest technology in order to achieve desired expectations. The evaluation will be gathered by number of help desk tickets, data system management, external communications, internal operations, average age of equipment, number of issues and complaints etc. All this data will be compiled in a spreadsheet in order to generate accurate metrics and the data will be used to document and evaluate service to the community and to stakeholders of Harris County. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| N/A |

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: | Administrative Department |
| Divisions (list all): | Background & Recruiting |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$137,189 | 1 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Recruits, interviews, investigates, screens and hires all qualified applicants for certified law enforcement and civilian positions within the Precinct 6 Office. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are all external and internal stakeholders of Harris County. We work closely with the community members and businesses in our Precinct to promote a safe community so that they can prosper from the economic opportunity in Harris County. The stakeholders develop relationships with the department and engage in problem solving that will promote a public safety, healthy communities and foster public trust. The evaluation will be gathered by number of applications received, reviewed, meeting/not meeting qualifications, average time to fill, retention rate of new hires etc. All this data will be compiled in a spreadsheet in order to generate accurate metrics and the data will be used to document and evaluate service to the community and to stakeholders of Harris County. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas secretary of State's Web Site.Title 37 of the Texas Administrative Code Part 7 |

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: | Administrative Department |
| Divisions (list all): | Internal Affairs & Records |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$259,617 | 2 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Investigates internal and external complaints of possible suspicions of law-breaking and professional misconduct attributed to officers on the force / responds to public request. An informed public must have confidence that its police department honestly and fairly investigates and adjudicates all allegations of misconduct against its employees. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are all external and internal stakeholders of Harris County. We work closely with the community members and businesses in our Precinct to promote a safe community so that they can prosper from the economic opportunity in Harris County. The stakeholders develop relationships with the department and engage in problem solving that will promote a public safety, healthy communities and foster public trust. The evaluation will be gathered by public response, external / internal complaints, use of force, number of investigations, finding of sustained, not sustained, unfounded, exonerated etc. This data will be compiled in a spreadsheet in order to generate accurate metrics. This data will be used to document and evaluate service to the community and to stakeholders of Harris County. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| N/A |

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: | Administrative Department |
| Divisions (list all): | K9 |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$450,313 | 4 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Assist department and other county agencies with canine interdiction. The K-9's are certified in narcotic detection, locating missing persons, tracking suspects, and locating evidence. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are all external and internal stakeholders of Harris County. We work closely with the community members and businesses in our Precinct to promote a safe community so that they can prosper from the economic opportunity in Harris County. The stakeholders develop relationships with the department and engage in problem solving that will promote a public safety, healthy communities and foster public trust. The evaluation will be gathered by public response, using dispatch call reports, number of deployments, number of alerts, narcotics seized, property seized, cash seized, tracking, training and daily activity reports, with all the data compiled in a spreadsheet in order to generate accurate metrics. This data will be used to document and evaluate service to the community and to stakeholders of Harris County. |
| 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 |
|---|---|--|---|--|--|---|--|
| Establish Building Security Division | Measure Responsiveness, civility on County property, crime and victimization, quality services/customer satisfaction. | New | Analysis of records management system data and/or surveys of randomly selected community members and/ or County employees. | S01, S02 | N/A | With permanent officer presence, this will immediately reduce response time by 90% and the opportunity to commit crimes on the property by 90%. | From no officer to a permanent officer is a measure of good success. Our target is to assist with the flow of traffic throughout the building, assist customers, reduce the opportunity for individuals to commit crimes within and around the building while also providing security for our residents, visitors, and our county employees. |
| Establish an Investigator Division | Monthly reports/statistics to show key performance measures such as: cases received, cases reviewed, cases assigned, and cases cleared. | New | Analysis of records management system data and/or surveys of randomly selected victims and/or complainants. | S01, S02 | N/A | Once established reduce the investigative case load by 25%, Reduce the essence of time to investigate a case by 50%. | Patrol Officers currently do follow-up investigations on their own cases which has shown to reduce the presence of police to deter crime and reduces the availability to answer calls for service causing a response delay. |
| Reduce accidents and speeding in school zones with Motorcycle Patrol | Monthly reports/statistics to show key performance measures such as: complaints of speeders, warnings, citations, accidents, traffic control and citizen assist. | Currently in use | Analysis of records management system data and/or surveys of randomly selected community members. | S01, S02 | Accident and speeding complaints are down 25%. | Reduce traffic accidents by 15%, reduce speeding complaints in school zones by 50%. | Focus was placed in high accidental areas and complaints of speeders. This has created less traffic congestion and less complaints of speeders from stakeholders and school administrators. The program has been accepted by the community and has proven to be effective in its goals. |
| Establish a Victims Assistance Program | Monthly reports/statistics to show key performance measures such as: number of victims, number of eligibility, number of assisted, number of applications, number of approved and denied applications. | New | Analysis of records management system data and/or surveys from victims and family members. | S01 | Domestic violence calls have increased 17%. | Reduce domestic violence 15%. | Providing crisis intervention, information, education and referrals develops a relationships with the department, this will encourage precautions to meet our target. |
| Broaden Community Partnerships | Foster oriented metrics, such as assistance rendered, safety and education talks, Civic Club meetings, Senior Club meetings, neighborhood and business checks, National Night Out, social media and other community-oriented activities included in performance measures. | Currently in use | Analysis of records management system data and/or surveys of randomly selected community members. | S01 | Positive feedback with new partnerships. | Continuation of new partnerships and community involvement. | With population growth and gentrification, we continuously work with these developments and new residents to build relationships and implement new policies while continuing reform efforts. |
| Reduce environmental crimes | Monthly reports/statistics to show key performance measures such as: number of complaints, number investigated, percentage of cases solved, targeted areas, community engagement. | New | Analysis of records management system data and/or surveys of randomly selected community members | S01 | N/A | Once established- investigate environmental crimes and reduce complainants by 30%. | With assigned environmental officers this will make an immediately impact on complaints coming in and cases being investigated. |
| Department Training License, become a state training provider through TCOLE | Document training, evaluate service, evaluate complaints, implement training that meets the community needs. | New | Analysis of records management system data and/or surveys of randomly selected community members and surveys taken for each training. | S01 | N/A | To have all officers in compliance with all state mandated courses. Implement new policies while continuing reform efforts. | Training will promote public safety, build healthy relationships and foster public trust. |

[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: | Administrative Captain Position |
| Division: | Administrative |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$204,862 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The problem is there is no Captain in the Administrative Department that currently has 37 positions. There are several challenges, this does not include the 17 Reserve Deputies who also require supervision and time management by volunteering over 5,100 hours so far this year making the total positions 54 under one Lieutenant. The department anticipates adding another 20 Reserve Deputies by end of 2021, bringing 74 positions under one Lieutenant and 75 positions under one Chief. These numbers do not include any of the following positions currently being requested on Forms 5abc. Based on our department management structure (SEE ORG CHART) the approach of BMD ratios to specify the number of positions per Captain/Chief is done by a two-part department, the Administrative Department and the Field Operations Department and not as a whole department. The Field Operations Department is administered by our two allotted department Captains, one Captain is on first watch patrol and the second Captain is on second watch patrol. The BMD authorized level approach uses budget allocations to specify a number of positions per Capt./Chief that may be allocated. The authorized level does not typically reflect any identifiable criteria such as demand for service, community expectations, or efficiency analyses, but may instead reflect an incremental budgeting process. |
| 2) Which department-level goals does this support? |
| This supports our first department goal and budget request of a Administrative Captain Position. |
| 3) What do you want to achieve with these additional funds? |
| The Captain position would balance the organizational structure that will facilitate communication, accountability leadership and refine the responsibilities of the one Administrative Lieutenant who currently manages all daily operations in the Administrative Division. The Captain will identify tasks to be achieved to increase public trust and transparency that optimizes efficiency and effectiveness. The Captain will development departmental policies and procedures that include cultural sensitivity training and police reform. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The Captain will gather monthly reports/statistics from all administrative divisions to show key performance measures with all the data compiled in a spreadsheet in order to generate accurate metrics. This data will be used to document and evaluate service to the customers and to stakeholders of Harris County. |
| 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: | Community Outreach Officer |
| Division: | Administrative |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$147,339 |
|-------------------------------------|-----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Prior to the pandemic, the department attended and did presentations at 32 civic club meeting monthly, 18 senior club meetings monthly, National Night Out, Coffee with a Cop and 48 Friends Forever Program presentations at our elementary schools within our Precinct. The department has received over 200 requests to participate in community events such as mask give away, school presentations, safety tips, food drives, pet food drives, nonprofit organizations etc. Meetings are now limited and require a more in-depth interaction such as zoom, social media responses, phone calls etc. This position would allow the department to have a better communication with the stakeholders, while providing outstanding customer service to all our communities. |
| 2) Which department-level goals does this support? |
| This supports our first department goal and budget request of a Community Outreach Officer. |
| 3) What do you want to achieve with these additional funds? |
| Increase public awareness and education on personal safety, crime prevention, and bullying. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The evaluation will be gathered by public response, community surveys, department response, number of request, presentations, social media, public participation and effectiveness. All this data will be compiled in a spreadsheet in order to generate accurate metrics and be used to document and evaluate service to the customers of Harris County. |
| 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: | Department Training License, become a state training provider |
| Division: | Training |
| Funding Request - Next Fiscal Year: | \$294,678 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Due to the pandemic and social distancing, training classes are limited and/or web base only. This can become an issue for the department to ensure that every certified law enforcement personnel are in compliance with the state mandated courses required by TCOLE. Receiving these positions will eliminate having to take two officers out of patrol in order to manage, maintain and instruct state mandated courses. This will cause a reduction in manpower on patrol, effecting calls for service, slower response times, officer and public safety. |
| 2) Which department-level goals does this support? |
| This supports our third department goal of becoming a state training provider. |
| 3) What do you want to achieve with these additional funds? |
| Investing more time in training will promote public safety, build healthy relationships and foster public trust. It will insure officers have the skills and knowledge to effectively do their jobs. High quality, entry-level, field and in-service training programs are key to ensuring that officers not only understand the department's expectations but have the skill level to meet them. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Surveys will be taken after each training course to collect feedback. Certain courses will dictate a post-incident evaluation of the officer's action in the community and response from the public. This data collected will be evaluated using dispatch call reports, daily activity reports and stakeholder input, with all the data compiled in a spreadsheet in order to generate accurate metrics. This data will be used to document training and evaluate service to the community and to stakeholders of Harris County. |
| 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: | Establish a Victims Assistance Program |
| Division: | Crime Victim Services |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$147,339 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Precinct 6 area continues to experience exponential population growth including those who transit daily through the precinct on various roadway systems, which is evident to the 18% increase in the number of calls for domestic violence. With this increase, the need to establish and assign a deputy to The Crime Victim Assistance Program is vital to meet the goals of Harris County. The Victim Assistance Program's goal is to ensure that the rights of victims are observed and to provide crisis intervention, information, education and referrals to help alleviate the short- and long-term effects of mental and/or physical trauma experienced from a crime. The unit will provide assistance and resources to our citizens and victims of reported offenses. |
| 2) Which department-level goals does this support? |
| This supports our fourth department goal of establishing a Victim Assistance Program. |
| 3) What do you want to achieve with these additional funds? |
| Establish a Victim Assistance Program and reduce domestic violence 15% |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The evaluation will be gathered by witness/victim response, using monthly reports/statistics to show key performance measures such as: number of victims, number of eligibility, number of assisted, number of applications, number of approved and denied applications, dispatch call reports and daily activity reports, with all the data compiled in a spreadsheet in order to generate accurate metrics. This data will be used to document and evaluate service to the customers and to stakeholders of Harris County. |
| 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: | Provide security in our Harris County buildings for our residents, |
| Division: | Establish Building Security |
| Funding Request - Next Fiscal Year: | \$390,093 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The following Harris County buildings currently do not have any building security officers: 5900 Canal St. Houston, TX 77011, 1001 SSgt. Macario Garcia Houston, TX 77011 and 333 Lockwood Dr. Houston, TX 77011. As a result, time delays in call response and citizen safety may become delayed with public perception of lack of law enforcement presence within Harris County buildings in Precinct 6. Our goal is critical that a deputy be assigned to each of these buildings to deter a possible active shooter and provide a safe flow of people throughout these buildings. Building Security Deputies are also designed to assist with the flow of traffic throughout the building, reduce the opportunity for individuals to commit crimes within and around the building while also providing security for our residents, visitors, and our county employees. |
| 2) Which department-level goals does this support? |
| This supports our fifth department goal of establishing a Building Security Division. |
| 3) What do you want to achieve with these additional funds? |
| Once established, the department would like to achieve the additional manpower to be line with County Goals in providing accountable government to promote public safety and provide outstanding customer service within Harris County buildings. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Once established, the evaluation of additional staff will be gathered using dispatch call reports, daily activity reports and public response, with all data compiled in a spreadsheet in order to generate accurate metrics. This data will be used to document and evaluate for delivery of service to the community and to stakeholders of Harris County with pivot charts in tracking the outcome and success of Building Security Deputies. |
| 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 (#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: | Establish an Investigator Division |
| Division: | Investigation |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$260,062 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Patrol Officers currently do follow-up investigations on their own cases which has shown to reduce the presence of police to deter crime and reduces the availability to answer calls for service causing a response delay. Precinct 6 area continues to experience exponential population growth including those who transit daily through the precinct on various roadway system, which is evident to the increase number of cases that require an investigation. |
| 2) Which department-level goals does this support? |
| This supports our six department goal of establishing an Investigator Division. |
| 3) What do you want to achieve with these additional funds? |
| Once established- reduce the investigative case load by 25%, Reduce the essence of time to investigate a case by 50% |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The unit will review cases involving crimes against people and property and properly code in accordance with the Uniform Crime Reporting Program. That review will determine the solvability factors, and determine whether there is sufficient probability that the case can be solved and prosecuted. The unit will review the type of crime, forensic evidence, witnesses, amount of loss, traceable property, the cooperation of the involved parties with the investigation, willingness by all parties to prosecute and appear in court. Using this evaluation, including dispatch call reports and daily activity reports, with all the data compiled in a spreadsheet in order to generate accurate metrics. This data will be used to document and evaluate service to the community and to stakeholders of Harris County. |
| 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 (#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: | BR7 |
| Funding Request Description: | Reduction of accidents and speeders with Solos |
| Division: | Motorcycle |
| Funding Request - Next Fiscal Year: | \$154,062 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Precinct 6 area continues to experience exponential population growth including those who transit daily through the precinct on various roadway systems, which is evident to the increase in the number of calls for service, accidents and motorist speeding. |
| 2) Which department-level goals does this support? |
| This supports our seventh department goal of reducing accidents and speeding in school zones with motorcycles. |
| 3) What do you want to achieve with these additional funds? |
| Reduce traffic accidents by 15%, reduce speeding complaints in school zones by 50% |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Focus was placed in high accidental areas and complaints of speeders. This has created less traffic congestion and less complaints of speeders from stakeholders and school administrators. The evaluation will be gathered by public response, using dispatch call reports, daily activity reports, number of traffic stops, and the number of accidents. All this data will be compiled in a spreadsheet in order to generate accurate metrics and the data will be used to document and evaluate service to the community and to stakeholders of Harris County. |
| 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 (#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: | Establish an Environmental Crimes Division |
| Division: | Environmental |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$294,678 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Precinct 6 area continues to experience exponential population growth and gentrification which has increased the number of environmental complaints. The need to investigate environmental crimes, including, air, water, soil quality, Illegal dumping and graffiti have made a huge impact on beautification, the environment, public health, housing and economic opportunity within our Precinct. This program is vital to be in line with the County's Vision and Goals. |
| 2) Which department-level goals does this support? |
| This supports our eighth department goal of establishing an Evironmental Crimes Division. |
| 3) What do you want to achieve with these additional funds? |
| Once established- The unit will take the Texas Commission on Environmental Quality certified training course to increase awareness of environmental crimes and immediately investigate environmental crimes and reduce complainants by 30%. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The evaluation will be gathered by public response, using dispatch call reports, daily activity reports, complaints filed, investigations, convictions, and violations regarding environmental crimes. This data compiled in a spreadsheet in order to generate accurate metrics and be used to document and evaluate service to the customers and to stakeholders of Harris County. |
| 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> |

307 - Constable, Precinct 7

May Walker

307 – Constable Precinct 7

Data as of 12/14/2020

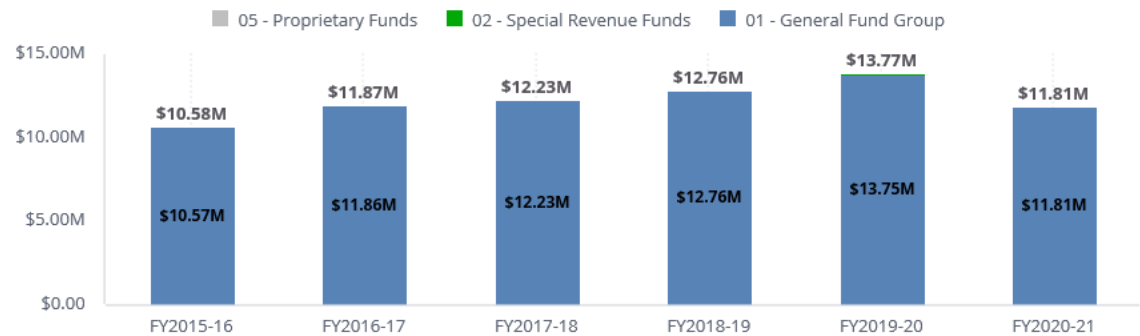
Expenditures

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

Expenditures Total for FY 2020-2021

\$11,812,642

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$14.42M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------------|
| 307 | Harris County Constable Precinct 7 |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

We are committed to providing a high quality of community oriented services to meet the needs of our diverse community. The department endeavors to continuously advance its standing with both the community we serve and the Police Profession. Excellent is our standard whether it's in addressing Law Enforcement needs. The enforcement of state, county and local traffic laws within Harris County including the timely and accurate service of court documents and warrants, servicing of neighborhood contracts, and the promotion of increased safety and mobility by assuming a major role in incident management of Harris County Toll Roads utilizing the technology available through Houston Toll Road Authority. High Quality Service, Community Oriented, Safety & Welfare.

2. Vision

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

Constable Precinct 7 will continue Law Enforcement duties such as Civil Process Services, Patrol all neighbors including patrolling the Toll Road and other Law Enforcement duties that will keep our neighborhood safe and enhance Precinct 7 communities.

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.*

We are a dynamic organization, devoted to improvement, excellence, the maintenance of customer satisfaction and the principles of quality leadership. We are committed to be the best Constable's Department in America.

We believe in the dignity of all people.

We are committed to the provision of high services with sensitivity; the protection of constitutional rights; problem solving; team work; continuous improvements; openness; planning for the future; and the provision of leadership of the profession.

We are proud of the diversity of our workforce that permits up to grow and that respects each individuals, as we strive for a healthful workplace.

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.

Constable: The Constable is the Chief Executive Officer of the Department. Upon her rests the final authority for determining office policies, together with full responsibility for Precinct 7.

Chief Deputy: Manages entire department daily operations, including policy development and implementation.

Captain: Under the administrative direction of the Constable and supervises all law enforcement officers.

Lieutenants Levels I, II, SR: Lieutenant is designated as a Supervisor and is responsible to the Captain of his Division. Lieutenants are responsible to the Sergeants assigned to them in their Districts.

Sergeants Level I, II, SR: Sergeants are designated as a Supervisor and is responsible for the entire actions of the Deputies in their Division.

Deputy I,II,III,IV,V,VI,VII: Is tasked with enforcing the Laws of the State of Texas by executing Warrants, Civil Process Citations, Executions, Bailiff in Courts, Patrol Officers provide Law Enforcement Services within the Geographical areas and within the Toll Road Authority.

Communication Supervisor: The Communication Supervisor is assigned to the Communication Division and is responsible for personnel receiving, transmitting and recording all radio calls. This position process County emails and communications, Administrative duties over personnel, receiving, transmitting and recording of all radio calls, handling and processing department documentation.

Communications Officer I, II, III, IV, V, SR: The first point of contact for Constable's Precinct 7 Office for Harris County Citizens. Responsible for receiving, processing and disseminating calls for service in an efficient manner in order to attain an appropriate and timely public safety response.

Chief Clerk: Supervises and manages clerical staff for all divisions within the department. Also responsible for compiling annual budgets. Supervises, coordinates and train clerical staff to receive mail, file and process documents, maintain records, reports, receive and deposit fee/fines collected.

Assistance Chief Clerk: Responsible for performing duties delegated by the Chief Clerk. Completion of all assignments.

Administrative Clerk: Under the general direction of the Constable.

Clerk Supervisor: The Clerk Supervisor is assigned to the Administration of the department is responsible for the entire actions of subordinates under her command. Supervise the Civil Clerks.

Clerks I, II,III,IV,V,VI,SR: These Clerks are responsible for performing limited routine support tasks primarily involving customers services and support/clerical activities. These positions involve interacting with the public and other departments by answering inquiries and processing requests for information, inputting information, maintaining database, files and other documents. Clerks may also prepare and process a variety of documents, instruments, records, bills and vouchers. Process County e-mail and communications. Conduct administrative duties with the division, receive, transmit and record calls. Handle and process department documentation.

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.

NA

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 act effectively as the service and Enforcement Arm of the Judicial System Preservation of the peace and dignity of the Community.
2. To provide Traffic Enforcement directed to safe movement of the Public throughout the Community to reduce crime within the geographical area within Harris County Precinct 7. And hopefully to formulate a Community Service Unit in the future.
3. Develop programs that will educate our Citizens in areas of personal safety and awareness.
4. The Harris County Constable Precinct 7 establishes written goals and objectives. The Department's Goals form the basis for the goals and objectives of the various Commands, Sections, and Units within the department. These goals and objectives are intended to be reviewed and refined, and are subject to ongoing the development using input from persons at all levels of the Department.

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).

| | |
|---------------------------|---|
| Civil Process & Tax Sales | Communications/Dispatch Division |
| Patrol & Contract Patrol | Reserve Division |
| Victim Assistance Unit | Tax, Warrant, Eviction Department and Bailiff |
| Toll Road Patrol | Administration Division |
| Domestic Violence | Media Relations |
| Training Unit | Custodian of Records |
| Internal Affairs Unit | Training Unit- Civil Clerks Division |

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

1. On an annual basis, the Constable will formulate and distribute a comprehensive Departmental goals and objectives statement. The distribution will allow for the development of each division's goals to coincide with the preparation of the Department's annual budget process.
2. Subsequent to the statement issued by the Constable, each division will annually write goals and objectives statements. This statement will proceed through the chain of command, and the statement of each unit will be in conformity with the statement of the broader unit above it. Each person responsible for writing the statement will solicit input from assigned personnel. Upon completion, these established goals and objectives will be distributed to all personnel.

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.*

Answer: NA

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. Increase the number of Deputies, Sergeants and Lieutenants to sufficiently cover the patrol areas of Precinct 7. To assure and move toward our Victims Assistance Unit becoming Grant free.*
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. *Develop Community Service Units.*
2. *Increase Toll Road Deputies to compensate adding 288 HWY to the Toll Road.*
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.*

Answer: Monthly Budget Management Audits.

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

Answer: COMMUNITY

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

Answer: COMMUNITY

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.*

Answer: 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.

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.*
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?*

Answer: WE HAVE A POLICY OF DIVERSITY.

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.*
1. *YES, ALL TRAINING IS MANDATED BY THE STATE STATUE AND UNDER THE SUPERVISION OF TCLEOSE.*
 2. *Cultural Diversity (3939), Crisis Intervention (3843), Special Investigative Topics (3232), De-escalation (1849)*
 3. *Interacting with Death and Hard of Hearing Drivers (7887)*
 4. *Peace Officers Licensed before 01/01/2018, Civilian Interaction Training.*

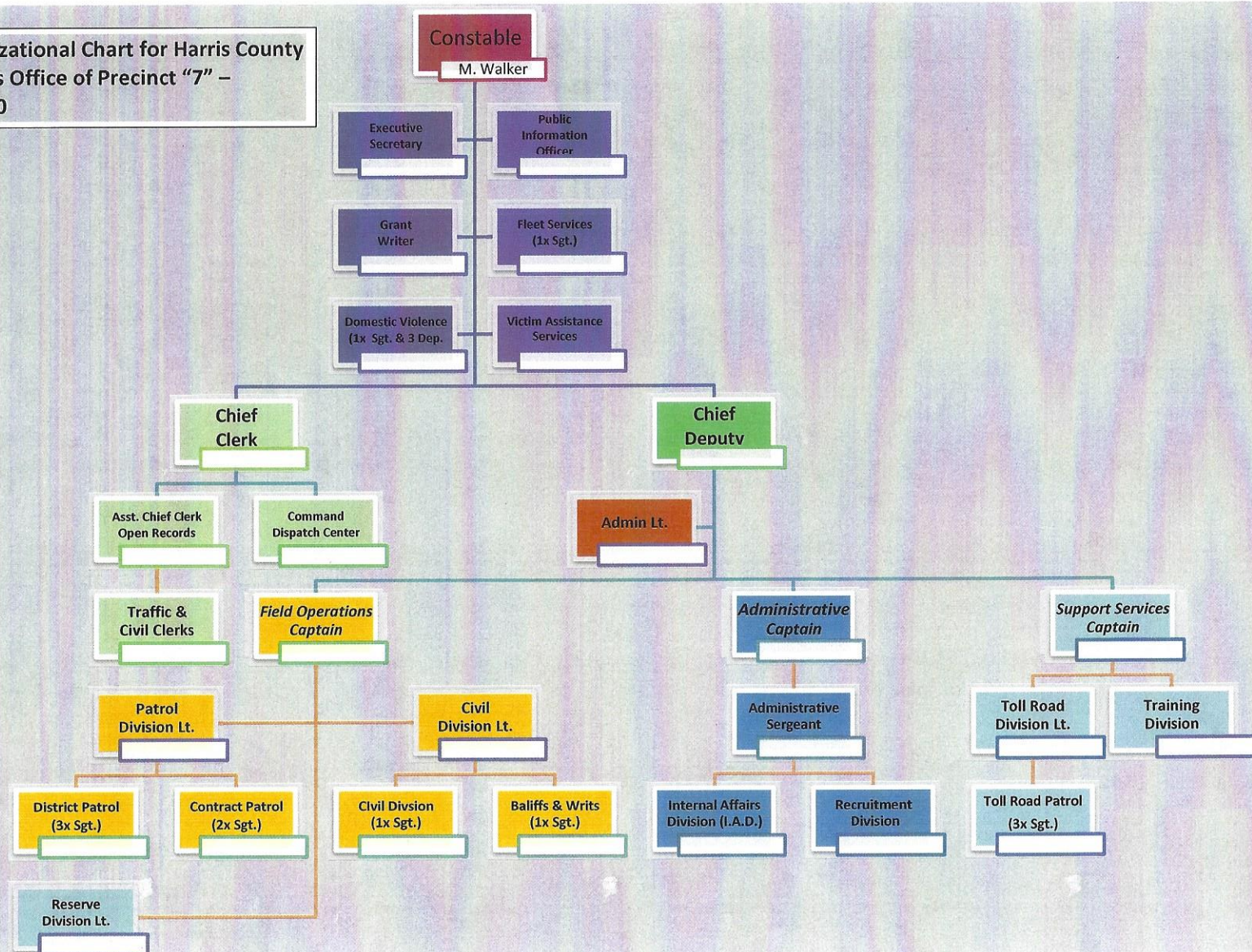
FORM 1. Divisions

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]

**The Organizational Chart for Harris County
Constable's Office of Precinct "7" –
10/10/2020**



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.

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|--|--------------------------|--|----------------------------|--------------------------|--------------------------------------|---|
| G1 | Civil Deputies | SO1 | Execute Civil Court Orders by 90% | Civil Division | NA | Various | Community |
| | Patrol | SO2 | Patrol four Districts within Constable Precinct 7 | Patrol Division | NA | NA | Community |
| | Contract Patrol | SO3 | Patrol 13 Contracts with the geographical area of Constable Precinct 7 | Patrol Division | NA | NA | Communities |
| | Victim Assistance Unit | SO4 | Dedicated to providing assistance to victims of domestic abuse | Victim Assistance | NA | NA | Communities |
| | Toll Road patrol | SO5 | Traffic Enforcement | Toll Road | NA | HCTRA | Community |
| | Domestic Violence/Human Trafficking Unit | SO6 | This unit is committed to assisting victims find stability in their lives after victimization, and by assisting them in understanding and maneuvering the criminal justice system. | Domestic Violence Division | NA | NA | Communities |
| | Training Unit | SO7 | This Unit is mandated by the State Statue and under the supervision of TCLEOSE. The training is for any Law Enforcement Officers. | Administrative Division | Various | Various | Communities |
| | Internal Affairs Unit | SO8 | Investigate employees misconduct | Administrative Division | NA | NA | NA |
| | Reserve Unit | SO9 | Assist Full time Officers/Communities | Lieutenant | NA | NA | NA |
| | Warrant Division | S10 | Execute Warrants in the Precinct | Civil Division | NA | NA | NA |
| | Bailiff | S11 | Serve as Bailiff in the Justice Courts | Civil Division | NA | NA | NA |
| | Tax Sales | S12 | Tax Sales for Harris County Auction | Civil Division | NA | NA | NA |
| | Administration Division | S13 | All Administrative Task | Constable | NA | NA | NA |
| | Media Relations | S14 | Disseminate information to the Public that involve incidents that happen with Constable Precinct 7. | Constable | NA | NA | NA |
| | Custodian of Records | S15 | Maintain Department Records and Reply to Public Records | Constable | NA | NA | NA |
| | Civil Clerks Division | S16 | Responsible for interacting with the public, answering phone, inputting information, maintaining database, files and other documents. | Administration | NA | NA | NA |
| | Communications/ Dispatchers | | They are the first point of contact for Constable Precinct 7 citizens. Responsible for receiving, processing and disseminating calls for service in an efficient manner in order to attain an appropriate and timely public safety response. | Law Enforcement | NA | NA | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

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: | Constable Precinct 7 |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$4,235,148 | 8,243,425 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Administration: Clerical and Electronic Processing |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are the Citizens. Their expectations are qualities for Law Enforcement |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, this service is statutorily mandated. Texas Penal Code, Local Government Code, Civil Status, Code of Criminal 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: | Constable Precinct 7 |
| Divisions (list all): | Contract Patrol Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$0 | \$0.00 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Contract Patrol: Police Duties patrol 13 Subdivisions in Constable Precinct 7 District. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are the Citizens. Their expectations are the quality of Law Enforcement Service. We collect customers feedback through complaints and letters of commendation. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, this service statutorily is mandated through Texas Penal Code, Local Government Code, Civil Status and Code of Criminal 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 (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: | Constable Precinct 7 |
| Divisions (list all): | Civil Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,571,816 | \$5,143,632.00 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Civil Division: Execute Court Orders; Bailiffs, Security for Tax Assessor Collector Office. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The Citizens are the customers for this service. Their expectations are through the quality of Law Enforcement Service. We collect customers feedback through complaints and letters of accommodations. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, this service statutorily is mandated by the Rules of the texas Penal Code, Local Government Code, Civil Status and Code of Criminal Procedure. |

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: | Constable Precinct 7 |
| Divisions (list all): | Warrant Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$324,377 | \$648,754.00 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Warrant Division: Execute Warrants in Constable Precinct 7 District. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The Citizens are the customers for this service. Quality of Law Enforcement Service is their expectations. We collect customers feedback through complaints and letters of accommodations. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, this service statutorily is mandated. The relevant statutory references and key excerpts are: Texas Penal Code, Local Government Code, Civil Status and Code of Criminal Procedure. |

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: | Constable Precinct 7 |
| Divisions (list all): | Toll Road Officers |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,305,306 | \$4,610,612.00 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Toll Road: Patrol on Toll Road in the Geographical Area of Constable Precinct 7. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Citizens are the Customers of this service. Quality of Law Enforcement Services are their expectations. We collect customers feedback through complaints and letters of commendations. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, this service statutorily is mandated. The relevant statutory references and key excerpts are: Texas Penal Code, Local Government Code, Civil Status and Code of Criminal Procedure. |

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: | Constable Precinct 7 |
| Divisions (list all): | Traffic safety Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$1,481,354 | \$2,962,708.00 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Traffic Safety Division: Traffic Safety Patrol the four Districts within Constable Precinct 7. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The Customers for this service are the Citizens. Quality Law Enforcement Services are their expectations. We collect customers feedback through complaints and letters of accommodations. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, this service is ststutorily mandated. The relevant statutory references and key excerpts are: Texas Penal Code, Local Government Code, Civil Status and Code of Criminal Procedure. |

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: | Constable Precinct 7 |
| Divisions (list all): | Patrol Division |
| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
| \$3,394,022 | \$6,377,874.00 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Patrol Division: Patrol within the Geographical Area for Constable Precinct 7. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The Citizens are the Customers for this service. Quality Law Enforcement Services are their expectations. We collect customers feedback through complaints and letter of accommodations. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, this service statutorily mandated. The relevant statutory references and key excerpts are: Texas penal Code, Local Government Code, Civil Status ans Code of Criminal Procedure. |

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 |
|--------------------------|---|--|-------------------------|--|--------------------|------------------------------------|-----------------------------------|
| Administration | Administration Tasks | Currently in use | Policies and Procedures | S13 | FY2021-2022 | FY2021-2022 | Successful Completion |
| Contract Patrol Division | Patrol 13 Contracts within Constable Precinct 7 | Currently in use | | S03 | FY2021-2023 | FY2021-2023 | Customer Satisfaction |
| Civil Division | Execute Court Orders | Currently in use | | S01 | FY2021-2024 | FY2021-2024 | Successful Processing |
| Warrant Division | Execute Warrants | Currently in use | | S10 | FY2021-2025 | FY2021-2025 | Successful Processing |
| Toll Road Division | Patrol Toll Road within Constable Precinct 7 | Currently in use | | S05 | FY2021-2026 | FY2021-2026 | Reduction In DWI Accidents |
| Traffic Safety Division | Patrol 4 districts within Constable Precinct 7 | Currently in use | | S16 | FY2021-2027 | FY2021-2027 | Response Time for calls |
| Patrol Division | Patrol the geographical Area of Constable Pct 7 | Currently in use | | S17 | FY2021-2028 | FY2021-2028 | High Visibility |
| Training Division | Mandated by TCLEOSE for Peace Officers | Currently in use | | S07 | FY2021-2029 | FY2021-2029 | Successful Completion |
| Internal Affairs | Investigating for employees misconduct and hiring | Currently in use | | S08 | FY2021-2030 | FY2021-2030 | Successful Processing |
| Media Relations | Information given about Law Enforcement in Pct 7 | Currently in use | | S14 | FY2021-2031 | FY2021-2031 | Successful Processing |
| Balliffs | Serve the two JP Courst in Constable Preceinct 7 | Currently in use | | S11 | FY2021-2032 | FY2021-2032 | Successful Processing |
| Reserve Unit | Assit the Full Time Officers and in the Community | Currently in use | | S09 | FY2021-2033 | FY2021-2033 | Successful Processing |
| Custodian of Records | Maintain Records and Reply to the public | Currently in use | | S15 | FY2021-2034 | FY2021-2034 | Successful Processing |
| Civil Clerks Division | Maintain database, files, phones, public | Currently in use | | S16 | FY2021-2035 | FY2021-2035 | Successful Processing |
| Communication Division | First point of contact for Law Enforcement | Currently in use | | S17 | FY2021-2036 | FY2021-2036 | Maintain Communications |
| Domestic Violence | Assiting victims and victimization | Currently in use | | S06 | FY2021-2037 | FY2021-2037 | Completion of 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 | Law Enforcement | Patrol Officers | Patrol | | 2 | | 2 |
| BR2 | Vehicles | 12 County Vehicles | Administration | | | | |

| 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 |
| | \$300,000 | \$175,169 | \$475,169 |
| \$382,000 | | | \$382,000 |

| Ongoing Annual Cost - Future Years (if applicable) | | |
|--|-------------------|---------------------|
| Materials, Supplies and Other Non-Labor | Salary & Benefits | Annual Ongoing Cost |
| | \$175,169 | \$175,169 |
| | | |

| 5-Year Total Cost |
|-------------------|
| \$1,175,845 |
| \$382,000 |

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: | Patrol Officers |
| Division: | Patrol-Law Enforcement |
| Funding Request - Next Fiscal Year: | \$475,169 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Funding is needed to employ a Patrol Officer because when one officer is off on his/her days off or other reasons, there are no one to cover those shifts. We are committed to providing a high quality of community oriented services to meet the needs of our diverse community. If the communities or visitors do not see Security in the neighborhoods, there are causes for crime. |
| 2) Which department-level goals does this support? |
| Civil Division, Patrol Division, Warrant Division, Bailiffs, Communication, Media Relations, Victims Assistance, Domestic Violence, Law Enforcement Training, Media Relations, Internal Affairs |
| 3) What do you want to achieve with these additional funds? |
| Develop programs that will educate our Citizens in the areas of personal safety and awareness. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The two deputies will afford our department the opportunity to provide a 24 hour law enforcement service unto our constituents for Constable Precinct 7. Our Citizens not only expect but they are demanding that we provide full services as their contingent Law Enforcement Agency. The Constable's Office has been evolved over the years into an expanded and fully functioning Law Enforcement Agency. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| Monthly employee performance. Daily activity reports. Crime Hot Spots Report with the Districts and Contracts. Civil Daily Activity Reports. Annual Employee Evaluations. Public letters of accommodations for personnel. Fewer Internal Complaints. |

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: | County Vehicles |
| Division: | Administration |
| Funding Request - Next Fiscal Year: | \$382,000 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Funding is needed to purchase (5) vehicles for the Civil Department, (5) vehicles for the Patrol Department, (2) vehicles for the two new deputies, (1) vehicle for Administration and (1) vehicle for a Supervisor. |
| 2) Which department-level goals does this support? |
| Civil Division, Patrol Division, Warrant Division, Baliffs, Media Relations, Victim Assistance, Domestic Violence, Law Enforment Training and Internal Affairs. |
| 3) What do you want to achieve with these additional funds? |
| Develop Programs that will educate our citizens in the areas of personal safety and awareness. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The Communities are demanding Law Enforcement Services immediately whether it is Civil, Criminal or Patrol. |
| 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 |
|--------------------------------|-------------|---|------------------------------------|-----------------------------------|
| DAR REPORTS | | | | |

308 - Constable, Precinct 8

Phil Sandlin

Constable Precinct 8

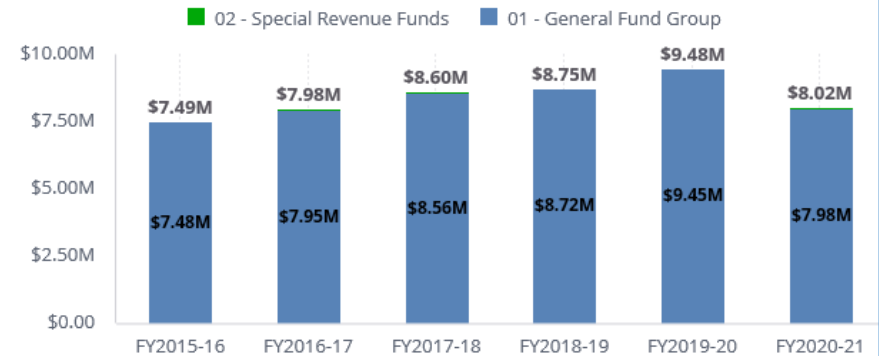
Data as of 12/14/2020

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

Expenditures Total for FY 2020-2021

\$8,021,534

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$9.31M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------|
| 308 | Constable – Precinct 8 |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The mission of the Harris County Precinct 8 Constable's Office is to provide consistent, quality and professional service to the community in carrying out the duties of the Office. We will work hard to provide a safe environment for those who live, work, visit or commute within this precinct. In order to fulfill this mission, the stated departmental goals must be achieved. In pursuit of these goals, we strive to always act with the utmost integrity and to be honest and truthful. We will enforce the laws equally and without bias. We hold ourselves and other members of the department to the highest ethical standards. In achieving these goals, progressive techniques and strategic planning must be exercised to maintain a proactive posture. Utilizing professionalism and courtesy, integrated with compassion and ethical standards, we will strive to understand and meet the needs of our community.

2. Vision

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

Harris County Precinct 8 Constable's Office desires to provide a level of service that exceeds the expectations of the community while continuing to be a leader in the professional delivery of services.

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.*

Precinct 8 offers a variety of services to the community on behalf of Harris County. The agency consists of several divisions that perform specific functions to accomplish our overall mission.

Our Civil Division is responsible for the service of civil process throughout the precinct which includes citations, subpoenas, restraining orders, protective orders and other notices. The various kinds of writs issued out of the courts are also handled by our Civil Division.

The Criminal Warrant / Investigation Division is primarily responsible for clearing all warrants generated through the two JP Courts within our precinct as well as child support cases filed through the Attorney General's Office. In addition, this division has Deputies assigned to investigations who are responsible for conducting follow-up investigation of criminal cases, employment recruiting and background investigations. A Deputy assigned to a joint task force with the Department of Commerce is also assigned to this division.

The District Patrol Division, which operates 24/7, performs various duties on a daily basis with emphasis on traffic enforcement, DWI intervention, narcotics interdiction and intense patrols in areas of the precinct that are identified as high crime areas. In addition to high profile patrol utilizing a community oriented style of policing, the District Patrol Division responds to thousands of direct calls for service each year from citizens within the precinct.

Our Toll Road Patrol Division is responsible for patrolling 40 miles of roadway on the Sam Houston Toll Road system. Deputies assigned to this division provide security for toll road personnel and plazas and are first responders for all incidents that occur on the toll road. A high emphasis is placed on traffic enforcement and DWI interdiction that aids in the reduction of crashes on the system.

Several specialty units exist within our District and Toll Road Patrol Divisions as well. These include the Crash Team, the DWI task force units, the Hot Spot team, K-9 units trained in narcotics and explosives detection, the Crisis Negotiation Team and Deputies trained in high water rescue to name a few. Our Honor Guard is made up of sworn personnel from all divisions as well.

The Communications Division is staffed 24/7 and our dispatchers are responsible for dispatching emergency and non-emergency calls. In addition, dispatchers answer incoming phone calls, enter and clear information through TLETS, file warrants and reports, enter citations into the JP Court computer database, receive money orders for warrants issued through the JP Courts and many other duties.

Precinct 8 is certified by TCOLE as a law enforcement training provider. Our training section is dedicated to providing quality training and continuing education hours to sworn personnel of this and other agencies and in some cases, civilians as well. We focus on providing courses specifically designed to address officer safety as well as classes designed to teach beneficial skills, proper interaction skills and other useful techniques.

The Support Services Division performs many activities in support of all divisions. These include IT management, court security (bailiffs), property and evidence processing, inventory management, community outreach and public information releases among other things.

Our Clerical staff consists of civilian employees that are assigned to support the various divisions of the department. Clerical staff handles a wide range of duties that in part include call taking, public interaction, records management, procurement, payroll, warrant processing and many other responsibilities.

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 – consists of command staff responsible for overseeing the day to day operations of the department, managing the budget, supervising the various divisions and ensuring the department's mission and goals are carried out.

Support Services – is responsible for IT management, courthouse security, court bailiff duties, property and evidence processing, community outreach and preparing public/press releases.

Administrative Clerks – are responsible for processing payroll, procurements, records, public information requests, subpoenas and for supervising Civil/Criminal clerical personnel.

Criminal Clerks – are responsible for the processing of all criminal records and warrants, performing call taking functions, data management and other clerical duties as needed.

Civil Clerks – are responsible for call taking and other clerical duties in our Civil Division and handle the processing of records related to civil process that includes, tax sales, citations, writs, etc.

Communications Division – performs 24/7 dispatch operations responsible for handling incoming calls for service, dispatching units, records processing and many other duties in support of all divisions.

Civil Division – is responsible for serving various types of civil process issued through the courts.

Criminal Warrant Division/Investigations – is responsible for the clearance of warrants issued through the JP courts, warrant service on cases filed by our agency and the conducting of criminal and background investigations as needed.

District Patrol Division – provides 24/7 precinct-wide patrol operations focused on proactive community oriented style policing and response to calls for service.

Toll Road Patrol Division – provides 24/7 patrol operations of a designated portion of the tollway system with focus on facility security, proactive traffic enforcement and DWI interdiction.

Toll Road IMD – consists of sworn personnel assigned to HCTRA Incident Management that perform duties across the toll road system. Members of this division include Precinct 8 supervisors who oversee Deputies assigned to IMD across the system as well as Precinct 8 Deputies that are assigned to the DWI task force.

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 diligent, efficient and compassionate service to all parties of a civil action
2. Continue building upon the partnerships we have developed with the community
3. Successfully execute warrants by maximizing the use of means other than arrest
4. Prevent and reduce crime throughout the precinct
5. Continue to provide meaningful and relevant training to law enforcement personnel
6. Increase focus on improving employee retention

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. In order to maintain and improve the timeliness and effectiveness of civil process service, we will make diligent and efficient efforts to serve civil process while providing professional and compassionate service to those faced with civil litigation.
2. Using a variety of methods, including community policing and the use of technology (social media included), we will work to improve upon our working relationship with community representatives, associations and citizens in an effort to reduce crime and improve the quality of life for the public while enhancing public trust in law enforcement.
3. Through innovative and progressive measures, we will strive to maintain our warrant clearance rate by means other than arrest when possible. This includes contacting wanted persons by phone and in person to help facilitate the clearance of warrants, by providing court contact information and options available to them for doing so without being jailed.
4. Using focused law enforcement efforts, including the use of our Hot Spot Team, we will continue to identify, surveil, patrol and act in areas of the precinct that are experiencing rising property and persons crimes.
5. As a training provider, we will continue to ensure law enforcement personnel receive quality and effective training that is relevant in today's climate. This includes training on topics such as de-escalation, race/ethnicity relations, use of force, patrol tactics and other courses deemed beneficial in improving the level of service we provide.
6. With employee retention becoming increasingly difficult in the law enforcement profession, we will continue to provide the support, tools and feedback necessary to ensure employees feel a sense of accomplishment and know the good work they do is appreciated. This includes building upon our Crisis Assistance Team designed to offer support to those employees facing personal or work related challenges.

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

All of the high level goals and objectives listed above, along with the many others we employ, are all designed to benefit the community we serve and are in line with the County's vision and goals. We believe that when law enforcement functions with transparency and equity with a focused intent on improving community relations, we remain an effective branch of the criminal justice system. The feedback we receive from the community is overwhelmingly supportive and positive and we will continue to work hard to maintain that level of trust.

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 Deputy was assigned to a joint task force with the Department of Commerce focused on illegal exports earlier this year.
 - We reclassified our Communications Supervisor to an Asst. Chief Clerk to oversee our Communications Division as well as criminal records clerks. This position is also charged with preparing and processing records for PIA requests and subpoenas.
 - Our Support Services Division was restructured to include IT management, property and evidence processing, community outreach functions and court bailiff operations.
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.*
 - DWI Committee - We engaged the Vehicular Crimes Division of the DA's Office and TxDOT to come up with ways to combat the issue of the high number of DWI offenses in our region, particularly among our Hispanic community, that resulted in the creation of a committee on which we now serve focused on education, outreach and awareness efforts aimed at combating this issue.
 - Distracted Driving Committee – Precinct 8 actively participates in a newly formed committee through TxDOT focused on educating the public on the dangers of distracted driving.
 - Increased community outreach - We have partnered with and regularly meet with several area community organizations in addressing ways to work together in reducing crime within the precinct; promoting the various methods in which citizens can report criminal activity to Precinct 8.
 - Bay Area Alliance for Youth and Families Board Member/Steering Committee – We have continued to build upon our long standing relationship with the alliance in an effort to educate young people on the dangers of drugs, alcohol, vaping and tobacco usage.
 - DWI Initiatives – We have partnered with numerous regional law enforcement partners to host/participate in DWI enforcement initiatives in an effort to reduce the number of intoxicated related fatality accidents across Harris County through intense patrols of target areas.
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.*
 - Digital record conversion – We are in the process of digitizing most of our paper records in an effort to make accessing them and providing them more efficient.

- Homeless outreach – We have been involved with and will continue working with several area groups as well as the city and county homeless outreach teams in an effort to address the growing homeless population in the precinct.
- Use of Force policy review – Our agency has been working closely with the 7 other precincts to review and update our respective department’s use of force policies in an effort to develop more consistent guidelines across the county.
- Safe Exchange Zone – Our agency recently installed a safe exchange zone at our Clear Lake annex to offer residents a safe place to meet for the purpose of conducting sales of online purchases and child custody exchanges.
- We are analyzing our training program to include enhancements to existing courses we offer that will provide more focus on de-escalation, race relations, diversity and use of force options as well as new training opportunities that relate to these topics.
- Statistical data is being studied to identify areas of the precinct that are experiencing increases in property/persons crimes in order to deploy more frequent and focused patrols on those areas.
- We will continue to support and provide security where needed for area food distribution and COVID testing sites in the precinct in response to the COVID-19 pandemic.
- Destruction orders – Our property and evidence personnel are actively working on applying for and processing destruction orders for evidence that is no longer needed in order to maintain the efficiency of our property room.

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.*

- CJIS Security Audit - TxDPS
- Financial Compliance Audits – HC Auditor’s Office
- Annual Chapter 59 Audit – Whitley Penn
- Cybersecurity Compliance Review – HC Auditor’s Office
- Vehicle Use Audit – HC Auditor’s Office
- Tax Sale Receipt System Controls – HC Auditor’s Office
- TCOLE Training Provider Compliance Audit – TCOLE
- Annual TCOLE Advisory Board Committee Review – Pct 8 Advisory Review Board
- Property Room Internal Audits – Precinct 8 Property Room supervisors (HC Auditor’s Office 2016)

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

- Harris County Attorney’s Office
- Harris County Auditor’s Office
- Harris County Budget Management
- Harris County Civil Courts
- Harris County Clerk
- Harris County Commissioners Court
- Harris County Community Supervision and Corrections
- Harris County District and Criminal Courts
- Harris County District Attorney’s Office
- Harris County Institute of Forensic Sciences
- Harris County JP Courts
- Harris County Justice Administration Department
- Harris County Juvenile Probation
- Harris County Law Enforcement

- Harris County Office of Homeland Security and Emergency Management
- Harris County Purchasing
- Harris County Tax Office
- Harris County Toll Road Authority
- Harris County Treasurer's Office
- Universal Services

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

- Citizens of Precinct 8
- Businesses within Precinct 8
- School Districts and schools within Precinct 8
 - Clear Creek ISD
 - Pasadena ISD
 - Deer Park ISD
 - La Porte ISD
- Area law enforcement agencies within Precinct 8
 - Houston Police Department
 - Pasadena Police Department
 - Webster Police Department
 - Seabrook Police Department
 - Nassau Bay Police Department
 - Deer Park Police Department
 - Lakeview Police Department
 - La Porte Police Department
 - Shoreacres Police Department
 - Morgan's Point Police Department
- Community organizations and associations within Precinct 8
- The Bay Area Alliance for Youth and Families
- The Bay Area Coalition on Drugs and Alcohol
- The Texas Department of Transportation
- The Texas Commission on Law Enforcement
- The Texas Department of Public Safety
- The Texas Attorney General's Office
- Crime Stoppers of Houston
- The US Department of Commerce
- The Federal Bureau of Investigation
- The East Harris County Manufacturer's Association
- Channel Industries Mutual Aid
- Texas Pipeline Association
- Various vendors/providers

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. With Precinct 8 consisting of 150 square miles in southeast Harris County, we recognize that the community we serve is richly diverse and is made up of people of all ages, races, ethnic backgrounds, genders and income levels. There are those who have identified disabilities as well. We also recognize that because of this diversity, many legitimately feel disparaged when it comes to interaction with the criminal justice system.

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 all that we do, we recognize these disparities and strive to treat everyone with dignity and respect while engaging in outreach to all segments of the population in our day to day interactions. For example, we participate in and work with several groups in the precinct that provide services to persons with disabilities. This includes our work with the Bay Area Alliance for Youth and Families where in part, we are able to work directly with students who have learning disabilities or other life challenges that contribute to them being labeled "at risk". Often, we see students who enter the program withdrawn and troubled, but through efforts we implore to build them up and mentor them, many become productive and successful students with career plans upon graduation. Our Deputies are also armed with lists of available resources to assist those in the precinct who face financial or mental health hardships. Often, we refer people to various groups and organizations that provide aid to those in need. Examples would include efforts in homeless outreach, victim assistance, shelter needs, use of the sobering center and mental health referrals to name a few. We also engage in precinct-wide patrols and community policing efforts in all areas of the precinct, which includes those identified as low income and that are made up of persons of all ages, races and ethnicities. Our goal is to ensure all citizens have equal law enforcement protection and response from our agency when needed.

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?*

When it comes to staffing, our number one goal is to identify and select the best employees we can find regardless of age, gender or race. Through rigorous recruiting efforts, testing, review boards and background investigations, those hired with Precinct 8 have successfully met the requirements that qualify them as worthy to serve our community. This strategy has resulted in a diverse staff made up of highly professional men and women from all walks of life. Without a doubt, the “blended family” that makes up the staff of Precinct 8 makes us reflective of the community we serve and enables us to be better suited to understand the challenges that exist across a diverse population.

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.*

Even before new employees are hired, we make it clear to prospective applicants that at Precinct 8, we operate as an inclusive agency and do not tolerate actions or speech that are based on biases or prejudices and that those discovered violating this practice will face disciplinary up to and including termination and/or prosecution. As part of our initial training process, employees are instructed during our orientation phase on all Department policies and state laws, including those related to sections that address equity, racism, biases, diversity and inclusion. In addition, we provide ongoing career development training that often involves these topics as well. For example, all sworn personnel are required to attend Civilian Interaction training which covers the role and duties of law enforcement and the proper behaviors/demeanors for civilians and peace officers during traffic stops. We also incorporate de-escalation techniques into our patrol tactics training that takes place each year. As part of this training, Deputies are educated on the inherent fear many have of law enforcement officers due to perceptions or past interactions they or someone they know have had. Our goal is to improve relationships with the community we serve and to treat everyone with dignity and respect; including those that find themselves facing criminal prosecution.

FORM 1. Divisions

Instructions

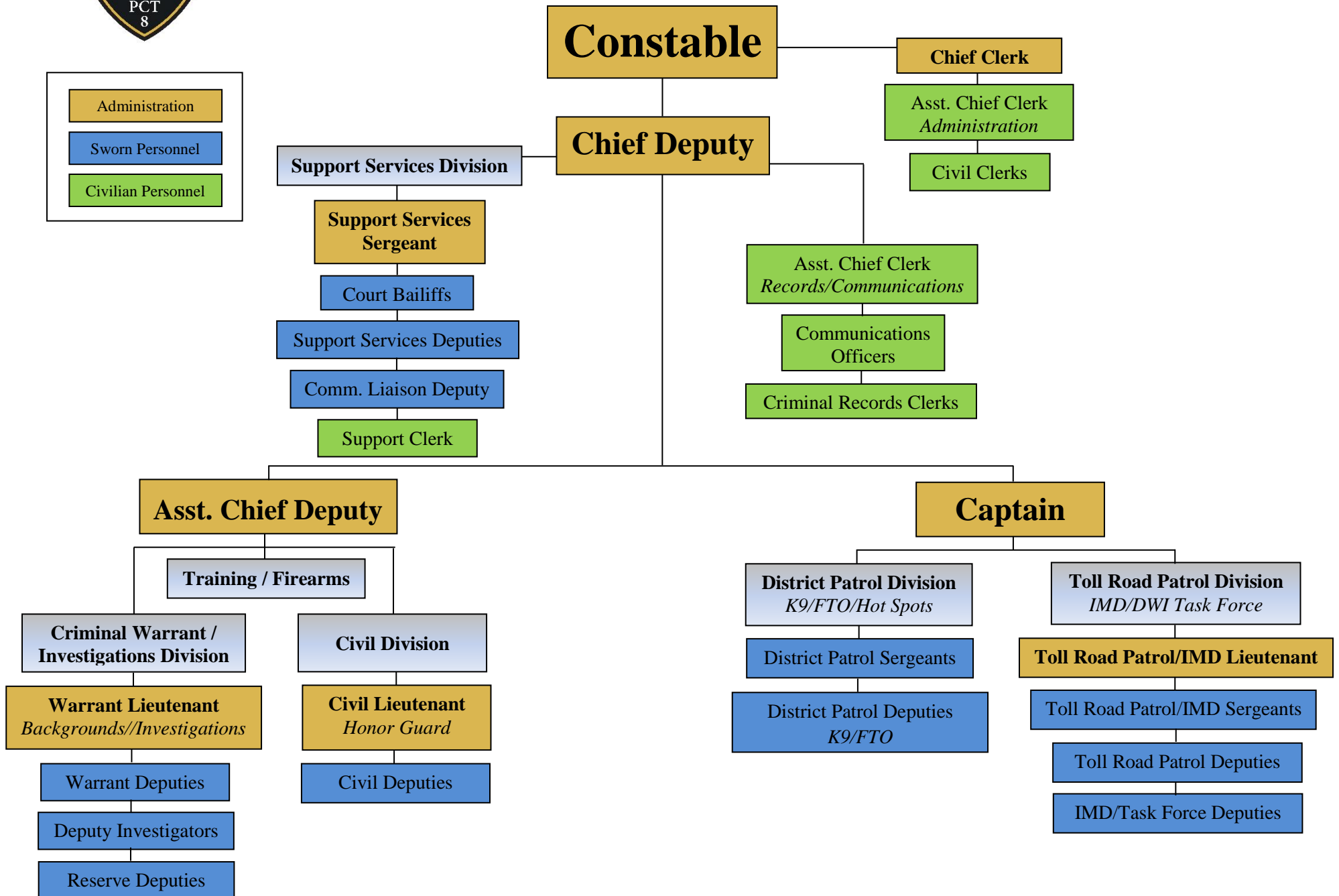
- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ 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 | Administration includes the Constable, Chief Deputy and Command Staff charged with overseeing the day to day operations of the department, budget, procurement, etc. | \$886,957 | \$885,682 | 5 |
| Support Services | IT management, court security (bailiffs), property and evidence processing, inventory management, Crisis Assistance Team, community outreach and public information releases | \$757,934 | \$761,628 | 7 |
| Administrative Clerks | Asst. Chief Clerks responsible for processing payroll, procurements, records, public information requests, subpoenas and supervision of Civil / Criminal clerks and Communications | \$207,578 | \$214,776 | 2 |
| Criminal Records Clerks | Responsible for the processing of all criminal records, warrants, call taking, data management, etc. | \$304,571 | \$307,955 | 4 |
| Civil Clerks | Responsible for call taking and the processing of records related to Civil process that includes tax sales, citations, writs, etc. | \$148,657 | \$149,996 | 2 |
| Communications | Responsible for dispatching emergency and non-emergency calls, call taking, entering and clearing information through TLETS, filing warrants and information for reports, entering citations, receiving money orders for warrants, etc. | \$634,382 | \$640,682 | 8 |
| Civil Division | Responsible for the service of civil process including citations, subpoenas, restraining orders, protective orders, writs and other notices | \$1,132,057 | \$1,138,119 | 9 |
| Criminal Warrant /Investigations | Responsible for clearing criminal warrants and child support cases, conducting follow-up investigations in criminal cases, employment recruiting, background investigations and DOC task force. Reserve Deputies report to the Division Lieutenant as well. | \$802,026 | \$820,895 | 7 |

[illegible]



Harris County Precinct 8 Constable's Office Organizational 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 | Provide diligent, efficient and compassionate service to all parties of a civil action | SO1 | Exercise due diligence by attempting to serve civil process at varying hours and outside of normal office hours of 8am – 5pm | Civil Division | | Court of Issuance, District and County Attorney's Office | Plaintiffs, attorneys, recipients |
| | | SO2 | Communicate with the courts and plaintiffs to ensure due diligence has been met before returning a paper to court unserved | Civil Division | | Court of Issuance, District and County Attorney's Office | Plaintiffs, attorneys, recipients |
| | | SO3 | Use all available resources to search for alternate addresses | Civil Division | District Patrol and Criminal Warrant / Investigations Divisions | Court of Issuance, District and County Attorney's Office | Plaintiffs, attorneys, recipients |
| | | SO4 | Attempt all priority civil process such as protective orders; garnishments the same day as received | Civil Division | | Court of Issuance, District and County Attorney's Office | Plaintiffs, attorneys, recipients |
| | | SO5 | Provide contact information for legal assistance, shelter, counseling and other services to any party of a civil proceeding as needed | Civil Division | District Patrol and Criminal Warrant Divisions | Court of Issuance, District and County Attorney's Office | Legal aid assistance, shelters, counseling providers |
| G2 | Successfully execute warrants by maximizing the use of means other than arrest | SO1 | Contacting persons with Class C open warrants by telephone or in person and facilitating clearing their warrants by providing court contact information and options available to them for warrant clearance | Criminal Warrant Division | Clerical staff | Court of Issuance | Defendants, businesses and community members |
| | | SO2 | Allowing offenders to post bond and/or pay fines to avoid being jailed | Criminal Warrant Division | Clerical staff | Court of Issuance | Defendants |
| | | SO3 | Jailing those offenders who refuse to take advantage of options available to clear their warrants | Criminal Warrant Division | District and Toll Road Patrol Divisions | | |
| G3 | Provide proactive crime suppression and response in protection of all segments of the community in a fair, impartial, equitable and compassionate manner | SO1 | Through intensive high profile proactive patrols, ensure the totality of the precinct and AOR receives equal coverage and attention in an effort to suppress crime | District Patrol Division | Toll Road Patrol Division | | Citizens and business owners in the precinct |
| | | SO2 | To maintain quick response time to all calls for service | District Patrol Division | Toll Road Patrol Division and all others | | Citizens and business owners in the precinct |
| | | SO3 | To reduce persons and property crimes and increase the clearance rate on active cases | District Patrol Division | Criminal Warrant / Investigations and Toll Road Patrol Divisions | District Attorney's Office | Citizens and business owners in the precinct and other LE agencies |
| | | SO4 | To continue our efforts to decrease felony and misdemeanor drug cases through enforcement, education and treatment referral | District and Toll Road Patrol Divisions | Criminal Warrant / Investigations and Support Services Divisions | District Attorney's Office | Citizens and business owners in the precinct and external treatment providers |
| | | SO5 | To maintain a low percentage of use of force incidents in relation to the number of contacts/arrests and ensure excessive force is not used | Administration | All other divisions | District Attorney's Office | All members of the public |

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|---|-----------------------|---|---|--|---------------------------------------|---|
| | | SO6 | To reduce the number of traffic accidents in the precinct through aggressive traffic enforcement, DWI enforcement and public awareness campaigns | District and Toll Road Patrol Divisions | Support Services Division | District Attorney's Office | All members of the public who travel area roadways |
| G4 | Reduce property and persons crimes in areas experiencing increases | SO1 | Continuing to provide intensive proactive patrols in areas identified as high crime areas | District Patrol Division | Criminal Warrant / Investigations Division | | Community groups, associations and citizens |
| | | SO2 | Utilization of our Hot Spot team for surveillance and law enforcement saturation of high crime areas aimed to take proactive measures for deterrence/enforcement | District Patrol Division | Toll Road Patrol and Criminal Warrant / Investigations Divisions | | Community groups, associations and citizens |
| | | SO3 | Encouraging community members to exercise "see something/say something" utilizing the various methods we provide for reporting criminal activity | Support Services Division | Communications, District and Toll Road Patrol Divisions | | Community groups, associations and citizens |
| | | SO4 | Promotion of our Extra Patrol / Vacation Watch program for citizens of the precinct to proactively prevent property/persons crimes | District Patrol Division | | | Citizens and business owners in the precinct |
| | | SO5 | Maintain quick response time to all calls for service | District and Toll Road Patrol Divisions | Communications | | Citizens and business owners in the precinct |
| G5 | To have a positive impact on reducing the number of DWI related crimes through proactive patrols, enforcement, education and strategic partnerships | SO1 | Continue our efforts in high profile proactive patrols focused on DWI interdiction | District Patrol Division | Toll Road Patrol, IMD and Support Services | All county Law enforcement | Citizens, various community groups, TxDOT, MADD and others |
| | | SO2 | Continue our established partnerships with various groups with a focus on education and public awareness campaigns aimed at reducing DWI related crime | Support Services Division | All other divisions | All county Law enforcement | Citizens, various community groups, TxDOT, MADD other LE agencies and others |
| G6 | Provide timely submission of digital evidence | SO1 | When possible, ensure digital evidence is retrieved, processed and submitted within 7 days of a criminal case being filed | Support Services Division | All other divisions | Criminal courts and District Attorney | Victims, witnesses, attorneys and defendants |
| G7 | Continue building upon the partnerships we have developed with the community | SO1 | Through community policing efforts, maintain the high level of intense patrols of the precinct with focus on community interaction | District Patrol Division | Criminal Warrant / Investigations and Support Services Divs | | Community groups, associations and citizens |
| | | SO2 | Expanded use of technology to open lines of communication (i.e. social media, NextDoor, online submissions/requests, anonymous reporting, direct messaging). | Support Services Division | District Patrol and Criminal Warrant / Investigations Divisions | | Community groups, associations and citizens |
| | | SO3 | Provide ongoing personal interaction opportunities with citizens and Precinct 8 staff | Support Services Division | All other divisions | | Community groups, associations and citizens |
| G8 | Continue to provide meaningful and relevant training to law enforcement personnel in an effort to meet or exceed professional standards | SO1 | Further advance our annual patrol tactics training to include more enhanced techniques on de-escalation, race/ethnicity relations and use of force options | Training Division | All other divisions | | Outside law enforcement officers |
| | | SO2 | Broaden our Civilian Interaction training to make it applicable to situations outside of traffic stops | Training Division | All other divisions | | Outside law enforcement officers |
| | | SO3 | Incorporate additional instruction on use of force policies and present additional hands-on scenarios into our tactics training course and TASER certification training | Training Division | All other divisions | | Outside law enforcement officers, community groups, associations and citizens |
| | | SO4 | Provide training specifically geared toward improving citizen/law enforcement interactions and relationships | Training Division | All other divisions | | Outside law enforcement officers, community groups, associations and citizens |

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|---|-----------------------|---|-------------------|--|--|--|
| | | SO5 | Provide relevant training with focus on improving officer and citizen safety and to limit liability (includes topics such as defense tactics, 'Below 100' philosophies, emergency vehicle operation, firearms training and less-than-lethal weapons training) | Training Division | All other divisions | | Outside law enforcement officers and citizens |
| G9 | Focus on improving employee retention | SO1 | Continue recruiting efforts targeted at obtaining the best applicants we can find | Administration | Criminal Warrant and Investigations | | Prospective applicants and community members |
| | | SO2 | Build upon our Crisis Assistance Team to offer employees more opportunities for assistance in personal and work related crisis situations | Administration | All other divisions (Crisis Assistance Team) | Other County law enforcement agencies | Outside counseling, chaplainships and wellness providers |
| | | SO3 | Provide more employee recognition for exemplary work in service to the community through the creation of an employee performance committee | Administration | Support Services Division | | All members of the community |
| | | SO4 | To propose salary studies and budget adjustments as necessary in keeping with fair-market value in an effort to attract and retain qualified employees | Administration | All Divisions | Budget Office / Commissioners Court / County Law Enforcement | All members of the community, prospective applicants and current employees |
| G10 | Ensuring the department meets or exceeds statutory requirements and procedural guidelines set forth by the Department, the County and the State | SO1 | Using a combination of internal tracking, internal audits and external audits to ensure complete compliance in all aspects of department operations subject to oversight | Administration | All other divisions | County Auditor's Office | DPS/CJIS, TCOLE, AG's Office and others |

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 Process Service |
| Divisions (list all): | Civil Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,273,115 | 11 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Personnel assigned to the Civil Division are responsible for the service of all civil process issued through the two JP courts in the precinct, District and County courts as well as courts across the country in some cases. Effective service of civil process is at the core of this agency's responsibility to the community and we make every effort to ensure we meet the expectations of all parties involved. In doing so, we strive to act in a compassionate manner by providing recipients with the guidance they need to navigate the legal process while effectively meeting the requirements set by the courts of issuance. The professional delivery of this service is vital to achieving the department's vision and goals. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include litigants in civil cases (both plaintiffs and defendants), courts of issuance, attorneys for all sides, the State of Texas (or other states) and any pertinent witnesses to name a few. All expect and deserve diligent and professional service from this agency when handling process for their respective cases. Feedback is garnered in several ways to include verbal and written correspondence and complaints/compliments submitted through one of the various methods we utilize to capture feedback. This can be done in person, through online website submissions, by phone, by email or by US mail. In addition, successful service of civil process is monitored and measured utilizing a tracking system that in part is designed to capture this information. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Local Government Code Title 3, Subtitle B, Chapter 86. Sec. 86.021. GENERAL POWERS AND DUTIES. (a) A constable shall execute and return as provided by law each process, warrant, and precept that is directed to the constable and is delivered by a lawful officer. (e) The constable shall attend each justice court held in the precinct. |

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 Warrant Service |
| Divisions (list all): | Criminal Warrant / Investigations Division |
| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
| \$974,872 | 9 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Personnel assigned to the Criminal Warrant Division are responsible for the service of all Class C warrants issued through the JP courts as well as Child Support warrants issued through the Attorney General's Office for our precinct. We strive to achieve the highest possible clearance rates while offering wanted persons options to rectify their warrants without being jailed when possible. Personnel utilize a variety of methods to achieve this and work to uphold the department's stated goal of providing a professional delivery of service. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers would include the courts of issuance, litigants, witnesses, attorneys and subjects of the warrants among others. All expect that our personnel will exercise due diligence in clearing warrants while providing professional and compassionate service to those involved in such cases. Feedback is measured in a variety of ways to include verbal and written correspondence and complaints/compliments submitted through one of the various methods we utilize to capture feedback. In addition, warrant clearance rates are captured and monitored throughout the year to measure success. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Local Government Code Title 3, Subtitle B, Chapter 86. Sec. 86.021. GENERAL POWERS AND DUTIES. (a) A constable shall execute and return as provided by law each process, warrant, and precept that is directed to the constable and is delivered by a lawful officer. |

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: | General Patrol Functions |
| Divisions (list all): | District and Toll Road Patrol |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$5,611,234 | 48 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| District and Toll Road Patrol Divisions operate 24x7 365 days per year and are charged with actively patrolling the approximately 150 square miles of the precinct as well as a 40 mile section of the Sam Houston Toll Road system. Deputies are responsible for responding to calls for service, conducting proactive patrols, performing traffic stops, responding to traffic accidents, effecting arrests, issuing citations, and all other patrol functions. In doing so, Deputies work to meet our stated goals of protecting all segments of the community from criminal activities through proactive crime prevention and suppression techniques while preserving the peace and dignity of the community and providing traffic enforcement directed at safe movement of the public throughout the community. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All citizens who live, travel or work within the precinct are benefited by this service. The public expects that members of this agency will quickly respond to their calls, act in a fair and impartial manner and provide for the safety of the community. Feedback is garnered in several ways to include verbal and written correspondence and complaints/compliments submitted through one of the various methods we utilize to capture feedback. This can be done in person, through online website submissions, by phone, by email or by US mail. In addition, statistical data is analyzed utilizing the County's CAD/RMS system as well as by utilizing analytical software such as Power BI. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13 DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime |

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: | Call Response |
| Divisions (list all): | District and Toll Road Patrol |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$223,000 | 46 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The Precinct 8 District and Toll Road Patrol Divisions have a long standing reputation of providing quick response to the calls for service we receive. By maintaining a low response time, Deputies are able to quickly address calls regarding criminal activity and have a better opportunity to solve cases and apprehend offenders without delay. This constant pursuit of quick response allows us to fulfill our mission of providing a level of service that exceeds the expectations of the community while continuing to be a leader in the professional delivery of services. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All citizens who contact our agency in need of response benefit from quick response times. Those in need of law enforcement response expect that their calls receive prompt attention and to sense that their needs are viewed as important. We garner feedback in a number of ways to include written and oral communication, submissions through one of our various online and social media platforms and through community meetings we participate in throughout the year. In addition, we analyze call data through the County's CAD system and utilize analytical software like Power BI to monitor our overall response times. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13 DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime |

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: | DWI Interdiction / Task Force |
| Divisions (list all): | District Patrol / Toll Road Patrol / IMD |
| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
| \$257,000 | 46 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| DWI enforcement has been a high priority for Precinct 8 for many years. Since 2010, nearly 3200 offenders have been arrested and charged with intoxicated driving related offenses which has saved countless lives. As Harris County continues to lead the nation in the number of alcohol related traffic fatalities, we will continue to aggressively seek out and remove these offenders from the streets of Harris County in an effort to bring these statistics down. In addition to participating in several programs focused on educating and prevented intoxicated driving, we also participate in a DWI Task Force through HCTRA IMD. Our goal is to reduce the number of arrests from nearly one per day, to eventually zero through education, awareness campaigns and vigilant patrols focused on DWI enforcement. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All citizens who travel the roadways of Harris County benefit from this service. Anyone who gets behind the wheel in this county should do so without fear of being injured or killed by an intoxicated driver. We gauge our effectiveness in a variety of ways including using internal statistics, feedback from the Vehicular Crimes Division of the District Attorney's Office, our partnerships with organizations like MADD, TxDOT, the Bay Area Alliance for Youth and Families, the Bay Area Coalition on Drugs and Alcohol and others. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13 DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime (4) arrest offenders without warrant in every case where the officer is authorized by law, in order that they may be taken before the proper magistrate or court and be tried. |

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: | Extra Patrol and Vacation Watch Requests |
| Divisions (list all): | District Patrol Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$40,000 | 25 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Precinct 8 has provided citizens the ability to request extra patrols of areas within the precinct and vacation watches of their homes for many years. Requests are received through an online request form on our website, by phone or by email. This service has been widely praised by the community since its inception and these checks are performed in addition to regular patrols of the precinct. Since 2015, over 4000 such requests have been received and our goal is to check each of these locations at least once per 24 hour period. This service is part of our mission to protect all segments of the community from criminal activities through innovative and proactive crime prevention. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Any citizen or business owner within the precinct is able to use this service. When requesting additional patrols, citizens expect Deputies to proactively patrol the locations in an effort to protect life and property. Feedback is received in multiple ways to include emails, phone calls, social media messaging, our NextDoor account or in many cases, in person. In addition, we maintain an internal tracking system on all extra patrol activity as well as through the County's CAD system. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13 DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime |

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: | Neighborhood Checks |
| Divisions (list all): | District Patrol Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$47,000 | 24 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| As part of their duties, Deputies assigned to the District Patrol Division are tasked with performing proactive patrols of all 272 neighborhoods within the precinct. We place a high emphasis on maintaining visibility throughout the community in an effort to deter criminal activity and frequent neighborhood checks are a part of that strategy. Maintaining a proactive posture helps us to meet our goal of protecting all segments of the community from criminal activities through innovative and proactive crime prevention and suppression techniques. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Every citizen who lives within Precinct 8 is a beneficiary of this service. All expect to feel safe in their own homes and to know that law enforcement is actively vigilant in preventing crime in their neighborhoods. Feedback is measured in a variety of ways to include verbal and written correspondence and complaints/compliments submitted through one of the various methods we utilize to capture feedback. In addition, we frequently attend community association and neighborhood meetings in an effort to learn of concerns that citizens may have, receive feedback on our performance and foster relationships. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13 DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime |

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: | Follow-up Investigation |
| Divisions (list all): | Criminal Warrant / Investigations |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$250,000 | 3 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Often, calls for service from the community and self-initiated patrol activity results in criminal cases being referred for follow-up investigation. This includes a range of various persons and property crimes. When possible, the responding Deputy(ies) work fresh leads until they either reach a conclusion in the case or until they can go no further with the case. At that time, cases are referred to investigations and Deputies in our Criminal Warrant / Investigations Division work to solve these crimes or reach a final disposition. Through a variety of methods, investigators make every effort to solve cases while collaborating and sharing information with surrounding law enforcement agencies in an effort to accomplish this task. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All citizens, business owners and visitors to the precinct benefit from this service. As victims of crime, citizens expect a prompt and thorough response from law enforcement and to have their cases solved if at all possible in seeking justice. Feedback is received by written and oral communication, submissions through one of our various online and social media platforms and through community meetings we participate in throughout the year. In addition, we maintain case clearance statistics using the County's RMS system and investigator dashboard. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Code of Criminal Procedure - Art. 2.13 DUTIES AND POWERS. (a) It is the duty of every peace officer to preserve the peace within the officer's jurisdiction. To effect this purpose, the officer shall use all lawful means. (b) The officer shall: (1) in every case authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime |

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: | Digital Evidence Processing |
| Divisions (list all): | Support Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$60,930 | 3 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Support Services Division provides essential functions in support of the various other agency divisions, the public and other county departments to name a few. The members of Support Services provide IT management for the department which includes digital evidence processing. Responsible for a wide range of duties, the Support Services Division is an essential part of the agency and helps to ensure the department goal of consistent, quality and professional service is achieved. We place a high emphasis on timely submission of digital evidence and this division strives to meet |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers would include the staff of Precinct 8, the citizens of the precinct, various county courts, the District Attorney's Office, victims, defendants, witnesses and attorneys associated with criminal cases. It is expected that digital evidence be handled efficiently and in a manner that does not compromise criminal cases. It is imperative that this evidence is submitted in a timely manner as to not delay the progress of a case. Feedback is garnered through communication with all parties involved. In addition, we maintain an internal evidence tracking system whereby we monitor pending evidence from initial request to final submission. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Rules of Civil Procedure: 193.6 Failing to Timely Respond - Effect on Trial (a) Exclusion of evidence and exceptions. A party who fails to make, amend, or supplement a discovery response in a timely manner may not introduce in evidence the material or information that was not timely disclosed, or offer the testimony of a witness (other than a named party) who was not timely identified, unless the court finds that: (1) there was good cause for the failure to timely make, amend, or supplement the discovery response; or (2) the failure to timely make, amend, or supplement the discovery response will not unfairly surprise or unfairly prejudice the other parties. |

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: Social Media Outreach
Divisions (list all): Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$7,600 | 2 |

1) Describe the Service and how it supports department goals.

Since 2012, Precinct 8 has engaged the use of social media platforms to open additional lines of communication with the public and to announce community engagement opportunities with our agency. In addition, we have utilized these platforms to seek information in criminal cases, to educate the public on crime reduction strategies and to encourage reporting of criminal/suspicious activity. The use of social media helps to support our goal of providing a safe environment for those who live, work, visit or commute within the precinct.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The citizens of the precinct are the primary audience for this service. They expect that the information we put out is accurate and relevant to their lives and to their well-being. Feedback is garnered through the social media sites themselves either through reviews or through dialogue with our staff. Cost estimate based on approximately 150 labor hours per year.

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: Continuing Education
Divisions (list all): All Divisions

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$150,000 | 90 |

1) Describe the Service and how it supports department goals.

Continuing education is vitally important to any law enforcement agency and we place a high emphasis on quality and meaningful training for all Precinct 8 personnel. In addition, our training staff ensures that all certified personnel meet or exceed the requirements set by TCOLE for each training cycle. Maintaining a high level of quality training helps to ensure we meet our goal of using progressive techniques and strategic planning to maintain a proactive posture. As we work to understand the needs of both our staff and the community, the content of our training is constantly evolving. *Cost is estimated based on labor, supplies, travel and fees associated with training we provide and attend.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Customers include all personnel of this agency as well as members of outlying agencies who attend training courses we provide. Ultimately, the citizens of this precinct and the County as a whole benefit from the education provided to law enforcement personnel by our agency as we go about serving the community. The expectation is that through strategic and meaningful training, our staff is better equipped to meet the challenges of this profession while reducing liability to the County. In part, feedback is measured through course critiques that are completed by every student who attends a course we present.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Texas Administrative Code Title 37, Part 8, Chapter 218.3 (a) Each licensee shall complete the legislatively mandated continuing education in this chapter. Each appointing agency shall allow the licensee the opportunity to complete the legislatively mandated continuing education in this chapter. This section does not limit the number or hours of continuing education an agency may provide.

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: | Department Operations |
| Divisions (list all): | Administration |
| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
| \$815,682 | 5 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Ensuring that the agency maintains fair, efficient, transparent and goal driven strategies in the course of carrying out the duties of the office is the responsibility of the Precinct 8 Administration. Using a variety of methods that include providing proper support, tools, training, feedback and guidance, the administration works to supply all employees with what is needed to accomplish the department mission and stated goals. Oversight of the various divisions with a priority placed on gauging the moral and effectiveness of the employees and their performance is key. In addition, maintaining efficiency, adhering to set statutory requirements and meeting deadlines is of utmost importance particularly with regards to budget related functions. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All employees of the agency as well as members of the public depend on this service. It is expected that the Administration as a whole will provide employees with the proper tools and support necessary to effectively serve the public. In addition, the community expects that problems will be addressed quickly and with transparency, especially in cases of misconduct. Feedback from the community is measured in a variety of ways to include verbal and written correspondence and complaints/compliments submitted through one of the various methods we utilize to capture feedback. Employee feedback is garnered through promoting an open door policy and dialogue during staff meetings that take place frequently. The department is also subject to numerous audits to ensure compliance with law. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The Texas Constitution Article 5, Section 18 (a) establishes the office of the Constable. Local Government Code Section 86.021 addresses powers and duties. The Texas Code of Criminal Procedure (Article 2.12[2]) defines peace officers. Local Government Code Title 4, Subtitle B, Chapter 113 Management of County Money. Sec. 113.002. COUNTY TREASURER'S RECORD OF RECEIPTS AND EXPENDITURES. The county treasurer shall keep an account of the receipts and expenditures of all money that the treasurer receives by virtue of the office and of all debts due to and owed by the county. |

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 Process | Civil process service rate (Percent of serviceable civil papers that are returned served) | Currently in use | Constable Tracking System | G1 - SO1-5 | 77% served | 85% served | Work towards attaining our goal of serving all civil process issued • Due to COVID, the workload for civil process is down over previous years. In 2019, 10,655 civil total process was received with a 79% execution rate. |
| Civil Process | Number of civil processes received and successfully executed | Currently in use | Constable Tracking System | G1 - SO1-5 | Process received 4761 Process executed 3684 | Process received 5713 Process executed 4421 | Output Measure • Due to COVID, the workload for civil process is down over previous years. In 2019, 10,655 civil total process was received with a 79% execution rate. • FY 2021-22 represents a projection, not target |
| Civil Process | Number of actual evictions per 100,000 residents (precinct-wide) | Currently in use | Internal Tracking System | G1 - SO1-5 | 101 | 101 | Output Measure • FY 2021-22 represents a projection, not target |
| Civil Process | Number of protective orders served | Currently in use | Internal Tracking System | G1 - SO1-5 | 58 | 58 | Output Measure • FY 2021-22 represents a projection, not target |
| Civil Process | Percent of protective orders served | Currently in use | Internal Tracking System | G1 - SO1-5 | 64% | 100% | Measure of efficiency |
| Criminal Warrant Service | Percent of Class C warrants successfully executed (all types) | Currently in use | JWEB | G2 - SO1-3 | 236% executed | Maintain at least 100% executed | To continue achieving our goal of serving as many or more warrants than are received each year • Note: Due to COVID-19, JP courts have issued very few Class C warrants since March. Warrant execution percentage noted is reflective of warrants cleared that were already on file and the few warrants that were issued YTD. We currently maintain 14,411 Class C warrants on file. |
| Criminal Warrant Service | Number of Class C warrants served (all types) | Currently in use | JWEB | G2 - SO1-3 | Warrants received 1492 Warrants executed 3465 | Warrants received 1790 Warrants executed 4158 | Due to COVID, the number of Class C warrants received is significantly lower than most years. We currently maintain 14,411 Class C warrants on file. • FY 2021-22 represents a projection, not target |
| Criminal Warrant Service | Percent of warrants executed and cleared by means other than arrest | Currently in use | RMS / JP Court Tracking System | G2 - SO1-2 | 21% of warrants cleared by arrest • 79% cleared by other means | 15% of warrants cleared by arrest • 85% cleared by other means | To maximize our efforts of warrant clearance by means other than arrest • Note: Due to COVID-19, arrests for Class C warrants have been near zero since March 2020. Therefore 2019 numbers were used for this metric. |
| General Patrol Functions | Number of precinct-wide daily neighborhood patrols | Currently in use | CAD / Power BI | G3 - SO1 | 16 per day / 112 per wk | 20 per day / 140 per wk | To provide increased patrols on a day to day basis |
| General Patrol Functions and Investigations | Case clearance rate - all investigations | Currently in use | RMS / Inv Dashboard | G3 - SO3 | 70% | 70% | Output measure • FY 2021-22 represents a projection, not target |
| General Patrol Functions and Investigations | Case clearance rate - all UCR Part I | Currently in use | RMS / Inv Dashboard | G3 - SO3 | 56% | 56% | Output measure • FY 2021-22 represents a projection, not target |
| General Patrol Functions and Investigations | Case clearance rate - all UCR Part II | Currently in use | RMS / Inv Dashboard | G3 - SO3 | 88% | 88% | Output measure • FY 2021-22 represents a projection, not target |
| General Patrol Functions and Investigations | Case clearance rate - robbery | Currently in use | RMS / Inv Dashboard | G3 - SO3 | 75% | 75% | Output measure • FY 2021-22 represents a projection, not target |
| General Patrol Functions and Investigations | Case clearance rate - aggravated assault | Currently in use | RMS / Inv Dashboard | G3 - SO3 | 60% | 60% | Output measure • FY 2021-22 represents a projection, not target |
| General Patrol Functions and Investigations | Case clearance rate - burglary | Currently in use | RMS / Inv Dashboard | G3 - SO3 | 22% | 22% | Output measure • FY 2021-22 represents a projection, not target |
| General Patrol Functions and Investigations | Case clearance rate - larceny theft | Currently in use | RMS / Inv Dashboard | G3 - SO3 | 31% | 31% | Output measure • FY 2021-22 represents a projection, not target |
| General Patrol Functions | Percent of cases declined for prosecution by District Attorney (all investigations) | New | TBD | G3 - SO3,4,6 | UNK | TBD | Output measure / Currently, this data is not tracked but steps were taken to obtain this information going forward |
| General Patrol Functions | Percent of cases declined for prosecution by District Attorney (Part I UCR crimes) | New | TBD | G3 - SO3,4,6 | UNK | TBD | Output measure / Currently, this data is not tracked but steps were taken to obtain this information going forward |

| 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 |
|--|--|--|--|--|---|------------------------------------|---|
| General Patrol Functions | UCR Part I Violent crime per 100,000 residents (all geographies served) | Currently in use | RMS | G3 - SO1-4 | 4 | 4 | Output measure FY 2021-22 represents a projection, not target |
| General Patrol Functions | UCR Part I Property crime per 100,000 residents (all geographies served) | Currently in use | RMS | G3 - SO1-4 | 48 | 48 | Output measure FY 2021-22 represents a projection, not target |
| General Patrol Functions | Number of felony drug offenders arrested (enforcement arm) | Currently in use | RMS | G3 - SO4 | 10.6 per month | 9.54 per month | To effect a 10% reduction in felony drug offenses |
| General Patrol Functions | Number of Possession of Marijuana offenses (enforcement and diversion) | Currently in use | RMS / FileOnQ | G3 - SO4 | 6.9 per month • 41% of POM cases resulted in MMDP • 59% were cited or charged with other offenses | 6.21 per month | To effect a 10% reduction in marijuana drug offenses |
| General Patrol Functions | Number of calls for service (all calls, all geographies served) | Currently in use | CAD / Power BI | G3 - SO1-6 | 46,346 YTD calls for svc • Avg 137 per day • Avg 946 per week | 50,005 based on YTD avg | FY 2021-22 represents a projection, not target |
| General Patrol Functions | UCR Part 1 Crimes calls as a % of all calls for service (all calls, all geographies served) | Currently in use | CAD / Power BI | G3 - SO1-6 | 14% | 14% | FY 2021-22 represents a projection, not target |
| General Patrol Functions and Department Operations | Use of Force (all calls, all geographies served) | Currently in use | RMS/Use of Force Reporting | G3 - SO5 G8 - SO1,3,5 | Justified force used in 8.3% of 873 arrest cases (73 instances) • 42% involved firearm displayed • 33% involved open hand force • 17% involved use of TASER • 4% involved closed hand force • 3.2% involved other force • .8% involved use of K9 None involved discharge of firearm, impact weapons or chemical weapons. Injury claimed by Deputy in 4 cases and by suspect in 16 cases. | 7.4% overall in arrests | To ensure Use of Force policies are being followed and that training related to de-escalation is effective / attain a 10% reduction in Use of Force cases • Note: qualifying use of force incidents are those events as directed to be reported by Constabulary policy and or a citizens compliant of use of force |
| General Patrol Functions and Department Operations | Number of physical arrests per 100,000 residents (all geographies served) | Currently in use | RMS / Power BI | G2-5 All SOs | 295 | 295 | Output measure Per capita figures reflects all geographical areas served by Constabulary • FY 2021-22 represents a projection, not target Note: due to COVID-19, overall arrest numbers are down significantly YTD over previous years |
| General Patrol Functions and Department Operations | Average number of days to complete a use of force investigation | Currently in use | Internal IA Tracking | G3 - SO5 G8 - SO1&3 | 12 | 12 | Efficiency measure |
| General Patrol Functions and Department Operations | # of civilian complaints regarding excessive use of force | Currently in use | Internal IA Tracking | G3 - SO5 G8 - SO1,3,5 | 0 YTD | 0 | Output measure |
| General Patrol Functions and Department Operations | Number of internal investigations (use of force related) | Currently in use | Internal IA Tracking | G3 - SO5 G8 - SO1,3,5 | 73 | 73 | Output measure (Investigations can be initiated internally or by citizen complaint) |
| General Patrol Functions and Department Operations | % of investigations with finding of "sustained" allegation of excessive or unlawful use of force | Currently in use | Internal IA Tracking | G3 - SO5 G8 - SO1,3,5 | 0% | 0% | Output measure |
| General Patrol Functions and Department Operations | % of investigations with finding of "not sustained," "unfounded," or "exonerated" | Currently in use | Internal IA Tracking | G3 - SO5 G8 - SO1,3,5 | 100% | 100% | Output measure |
| General Patrol Functions and Department Operations | At-fault police collisions per 100,000 vehicle miles driven | Currently in use | Internal IA Tracking / Monthly Vehicle Mileage Log | G8 - SO5 | 0.40 | 0.40 | Service quality measure FY 2021-22 represents a projection, not target |
| General Patrol Functions and Department Operations | Liability payout (\$000) Use of Force (all calls, all geographies served) | Currently in use | RMS/Use of Force Reporting | G3 - SO5 G8 - SO1,3,5 G9 - SO4 | \$0 | \$0 | Output Measure |
| General Patrol Functions | Number of traffic accidents in the precinct | Currently in use | RMS / DWI Tracking System | G3 - SO6 | 749 (74.9 per month) 79% Minor / 21% Major 5% Alcohol involved | 674 (67.4 per month) | To effect a 10% reduction in traffic accidents through enforcement and awareness campaigns |

| 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 |
|-----------------------------|--|--|--|--|---|------------------------------------|--|
| General Patrol Functions | Number injury collisions | Currently in use | RMS / Crash Reports | G3 - SO6 | 120 | 131 | Measure of road safety 2021-22 represents a projection, not target • FY |
| DWI Interdiction/Task Force | Number of DWI collisions/accidents | Currently in use | C8 DWI Log / CAD | G5 - SO1-2 | 38 | 46 | Measure of road safety 2021-22 represents a projection, not target • FY |
| General Patrol Functions | Number of vehicular-related fatalities | Currently in use | RMS / Crash Reports | G3 - SO6 | 6 | 7 | Measure of road safety 2021-22 represents a projection, not target • FY |
| Neighborhood Checks | Average number of proactive patrols of area neighborhoods | Currently in use | CAD / Power BI | G3 - SO1 | Avg 16 per day | Avg 20 per day | Increased visibility and proactive patrols to reduce crime |
| Call Response | Average response time for calls for service (all calls, all geographies served) | Currently in use | CAD / Power BI | G3 - SO2 | 5min 49sec | 5:00 or less | Average time from call first received to Precinct 8 dispatch until arrival of first Constable Unit |
| Call Response | Average response time for Priority 1 service calls (all calls, all geographies served) | Currently in use | CAD / Power BI | G3 - SO2 | 3min 34sec | 3min or less | Average time from call first received to Precinct 8 dispatch until arrival of first Constable Unit |
| Extra Patrols/Vac Watch | Percent of time successful check of requested locations is completed at least once per 24 hours | Currently in use | C8 SP Extra Patrol Log/CAD | G4 - SO4 | 98% | 100% | To achieve our goal of at least 1 check per 24 hours |
| DWI Interdiction/Task Force | DWI offenders reduction | Currently in use | C8 DWI Log / CAD | G3 - SO6 | Avg .97 per day (355 per yr) | 10% reduction | Targeted patrols/campaigns to reduce offender numbers |
| Digital Evidence Processing | Percent of submissions of digital evidence within 7 days of filing | Currently in use | C8 SP Vid Evidence List/RMS | G6 - SO1 | 96% | 100% | To achieve our goal of timely evidence submission |
| Social Media Outreach | Number of residents in the precinct who follow our various social media sites | Currently in use | Facebook, Twitter, Instagram, NextDoor | G7 - SO2-3 | 92,589 | 101,848 (10% increase) | Expanding our audience to engage more effective communication |
| Continuing Education | Percentage of personnel completing required education per training cycle | Currently in use | CRM Training DB/TCLEDDS | G8 - SO1-4 | 100% | 100% | Ensuring we meet our mandated training requirements |
| Continuing Education | Average score (out of 5) on relevant trainings provided via employee surveys | Currently in use | Course Critiques (scale 1-5) | G8 - SO1-4 | 4.98 | 5 | Ensuring training provided is relevant and effective |
| Department Operations | Number of sworn constables per 100,000 residents (all geographies served) | Currently in use | STARS | All | 24.3 • Population 296,018 (2016) • 72 sworn personnel | TBD based on recent census | Per capita figures reflects all geographical areas served by Constabulary |
| Department Operations | Employee retention | Currently in use | Employee Evaluations (feedback) / Exit Interview Reports | G9 SO1-4 | 4% overall turnover | 3% overall turnover | Utilizing targeted measures aimed at increasing employee retention and acting on employee feedback |
| Department Operations | Percent of audit and compliance requests meeting or exceeding statutory and procedural compliance requirements | Currently in use | Internal Tracking and Audit Compliance Reports | G10 SO-1 | 100% compliance | 100% compliance | Ensuring the department continues to be compliant in all areas subject to audits and oversight |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

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 | General Patrol Functions | Funding request for two existing positions | District Patrol | G3 SO1-6 SO1-5 G4 G5 | | 2 | -2 |
| BR2 | | | | | | | |
| BR3 | | | | | | | |
| BR4 | | | | | | | |
| BR5 | | | | | | | |
| BR6 | | | | | | | |
| BR7 | | | | | | | |
| BR8 | | | | | | | |
| BR9 | | | | | | | |
| BR10 | | | | | | | |
| BR11 | | | | | | | |
| BR12 | | | | | | | |
| BR13 | | | | | | | |
| BR14 | | | | | | | |
| BR15 | | | | | | | |
| BR16 | | | | | | | |
| BR17 | | | | | | | |
| BR18 | | | | | | | |
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| BR20 | | | | | | | |
| BR21 | | | | | | | |
| BR22 | | | | | | | |
| BR23 | | | | | | | |
| BR24 | | | | | | | |
| BR25 | | | | | | | |
| BR26 | | | | | | | |
| BR27 | | | | | | | |
| BR28 | | | | | | | |
| BR29 | | | | | | | |
| BR30 | | | | | | | |

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: | Funding request for two existing positions |
| Division: | District Patrol |
| Funding Request - Next Fiscal Year: | \$211,132 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| For the past few budget cycles, the Precinct 8 allocated budget has been insufficient to fully cover the costs for all of our approved positions. As a relatively small organization, it is important that all positions be filled with qualified candidates in order to meet the high demand for the services we provide. As positions become open through attrition, we attempt to fill them as quickly as possible which ultimately results in a budget deficit. |
| 2) Which department-level goals does this support? |
| A fully staffed District Patrol Division aids in meeting the high demand being placed on the Deputies assigned to this function. This directly effects our ability to meet our stated goals as listed in G3: "Provide proactive crime suppression and response in protection of all segments of the community in a fair, impartial, equitable and compassionate manner". |
| 3) What do you want to achieve with these additional funds? |
| This funding would help prevent a budget deficit and would allow us to continue to fill openings quickly when the need arises. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| This is an ongoing issue and if the request is approved, it would allow us the ability to remain fully staffed and meet the growing call for service demands we are experiencing. Approval would be an immediate help in solving this issue. Budget Management is aware of this issue and documentation can be provided upon request. |
| 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 |
|---|----------------------------|---|------------------------------------|--|
| Precinct-wide daily neighborhood patrols | CAD / Power BI | G3 - SO1 | 20 per day / 140 per wk | To provide increased patrols on a day to day basis |
| Clearance rate involving persons and property crimes cases | RMS / Inv Dashboard | G3 - SO3 | 65% overall clearance rate | To achieve our goal of reducing persons and property crimes and clearing all active cases |
| Reduce the number of felony drug offenders in the area (enforcement arm) | RMS | G3 - SO4 | 9.54 per month | To effect a 10% reduction in felony drug offenses |
| Reduce the number of Possession of Marijuana offenders through education, enforcement and diversion | RMS / FileOnQ | G3 - SO4 | 6.21 per month | To effect a 10% reduction in marijuana drug offenses |
| Reduce the number of traffic accidents in the precinct | RMS / DWI Tracking System | G3 - SO6 | 674 (67.4 per month) | To effect a 10% reduction in traffic accidents through enforcement and awareness campaigns |
| Provide proactive patrols of area neighborhoods | CAD / Power BI | G3 - SO1 | Avg 20 per day | Increased visibility and proactive patrols to reduce crime |
| Maintaining quick response to all calls for service | CAD / Power BI | G3 - SO2 | 2 min | To provide quick response to calls for service |
| Successful check of requested locations 1x per 24 hours | C8 SP Extra Patrol Log/CAD | G4 - SO4 | 100% | To achieve our goal of at least 1 check per 24 hours |
| DWI offender reduction | C8 DWI Log / CAD | G5 - SO1-2 | 10% reduction | Targeted patrols/campaigns to reduce offender numbers |
| | | | | |

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 | G5-6 | Replacement of in-car MDTs | | \$51,972 | \$51,972 | | | |
| LTF2 | | | | | | | | |
| LTF3 | | | | | | | | |
| LTF4 | | | | | | | | |
| LTF5 | | | | | | | | |
| LTF6 | | | | | | | | |
| LTF7 | | | | | | | | |
| LTF8 | | | | | | | | |
| LTF9 | | | | | | | | |
| LTF10 | | | | | | | | |
| LTF11 | | | | | | | | |
| LTF12 | | | | | | | | |

845 – Sheriff's Civil Service

William (Sonny) Mims

845 – Sheriff's Civil Service

Data as of 12/14/2020

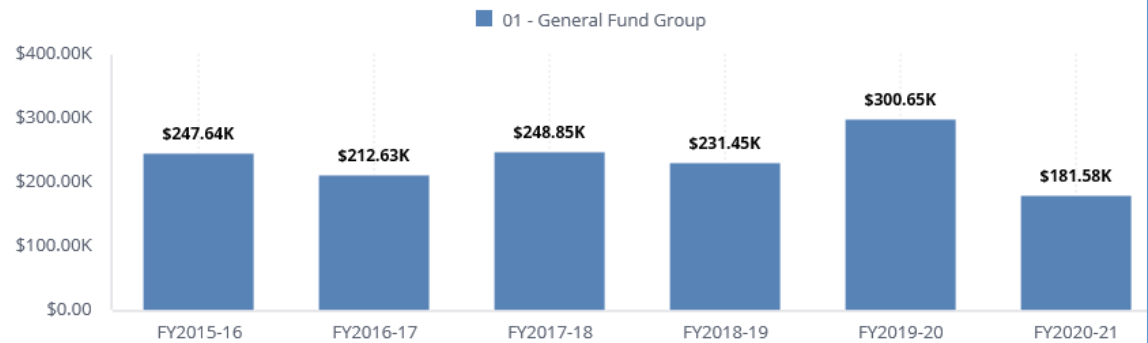
Expenditures

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

Expenditures Total for FY 2020-2021

\$181,576

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$297.00K

**FY 2021-22 General Fund Budget Development
Department, Office and Agency Background Template**

| Department # (3-digit code) | Department¹ Name |
|--|---|
| 845 | Sheriff's Civil Service Commission |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

Promoting professionalism in law enforcement & assuring fair & impartial treatment of employees

2. Vision

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

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 Sheriff's Civil Service Commission schedules Sheriff's employee appeals per Civil Service Rule 12.

* The Sheriff's Civil Service Commission conducts the promotions for five ranks: Captain, Lieutenant, Sergeant, Detention Lieutenant, and Detention Sergeant, per Civil Service Rule 14. The promotional process is conducted every other year.

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 Sheriff's Civil Service has no 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.

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 continue the Civil Service appeal process as so instructed by a seven member Civil Service commission.
- * Conduct and administer the Sheriff's promotional process every other year.

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).

- * Coordinate attorneys and Commissioners schedules so hearings may be heard.
- * Coordinate with Sheriff's command staff to streamline the process and administer the promotional exams.

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 Sheriff's Civil Service Commission promotes professionalism and rights of appeal for employees of the Sheriff's Office set forth in rules and regulations formulated, adopted, and administered by a seven-member Civil Service Commission. The director is appointed by the commission in accordance with the Local Government Code, Chapter 158, Subchapter B.

The Commission strives to provide unbiased, impartial and timely due process for all civil service appeals.

It administers a fair, equitable, and transparent promotional process for five ranks in the Sheriff's Office.

The Sheriff's Civil Service Commission also provides public transparency and accountability through posting online weekly reports of all Commission activities for public review.

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. * Resolved scheduled appeal hearings*
- 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.*
 - * Continuing the scheduled hearings*
 - * Prepare for the 2022-2023 Sheriff's promotional testing*

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.*
 - * *Sheriff's employees, excluding the Sheriff and 25 exempt positions per Government Code Sec. 158*
6. *Who are the department's key external stakeholders? Provide a bulleted list.*
 - * *The seven Civil Service Commissioners*
 - * *The Assistant County Attorney representing the Sheriff*

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. N/A*

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?*
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?*
 - * *Civil Service Staff are appointed by the seven Commissioners*
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.*

FORM 1. Divisions

Instructions

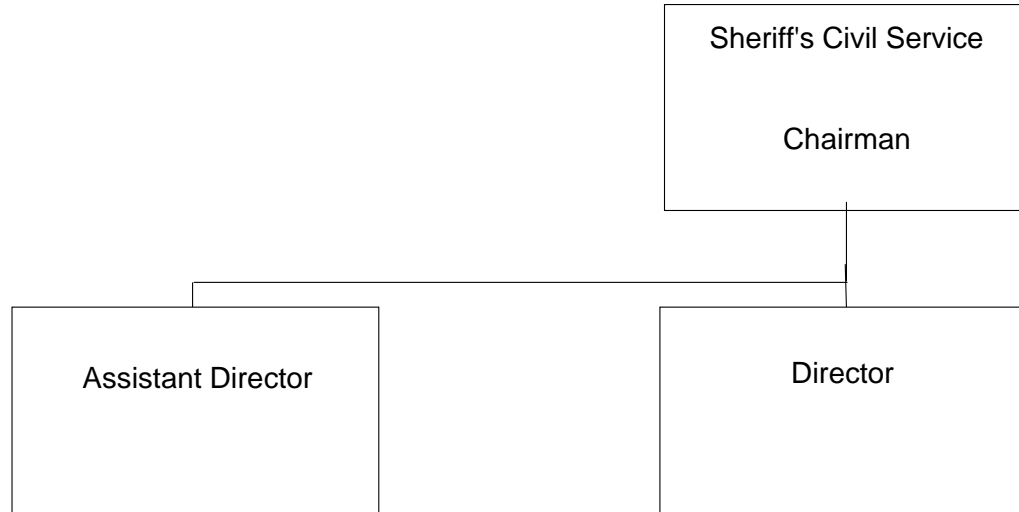
- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ 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]

COUNTY AUDITOR'S FORM 412

FY 2021-2022 ORGANIZATION CHART FOR

Sheriff's Civil Service 10084500



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:

| |
|--------------------------|
| Schedule appeal hearings |
|--------------------------|

Divisions (list all):

| |
|--|
| |
|--|

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$175,000 | 1 |

1) Describe the Service and how it supports department goals.

Schedule appeal hearings as per instructed by the commission

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers are the classified employees of the Sheriff's Office

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Yes, per local government code 158.035, and Civil Service Rules

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: | Preparing lists of eligible candidates and administering tests for qualification |
| Divisions (list all): | |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$122,000 | 1 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Administer the testing process for 5 positions within the Sheriff's Office, per Civil Service Rule 14 |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Eligible employees of the Sheriff's Office. Their expectations are to pass and promote to the position they tested for. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, per local government code 158.035(3), and Civil Service Rule 14 |

[illegible]

540 – Sheriff – Patrol & Admin

Ed Gonzalez

540 – Sheriff-Patrol & Admin.

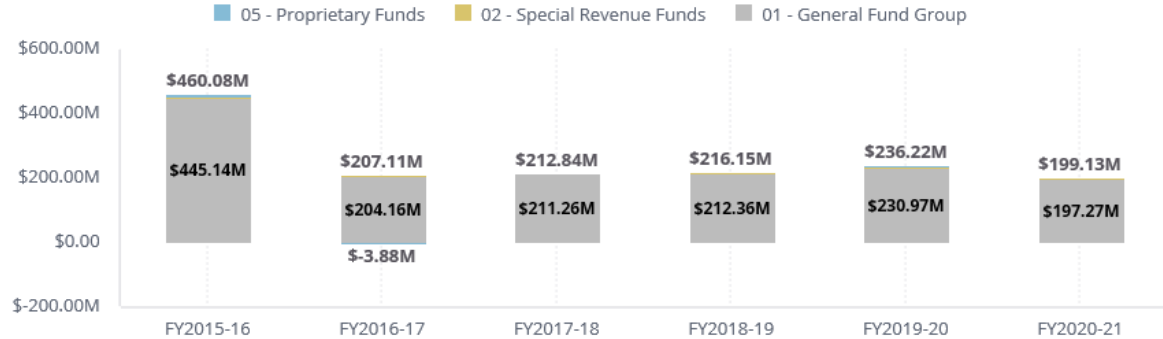
Data as of 12/14/2020

Expenditures 2016 to 2020 expenditures validated against CAFR (Auditor's Office)

Expenditures Total for FY 2020-2021

\$199,131,242

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$240.61M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|--------------------------------|
| 540 | Harris County Sheriff's Office |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

| |
|---|
| <p>Mission Statement</p> <p>The mission of the Harris County Sheriff's Office is to</p> <p>Enhance the safety and protect the trust of the citizens</p> <p>Of Harris County by enforcing the law with integrity</p> <p>and professionalism.</p> |
|---|

2. Vision

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

| |
|---|
| <p>Vision</p> <p>Help the residents and families of Harris County live easier, happier, and safer lives by providing</p> <p>timely, efficient, and professional law enforcement services that are second to none in the United</p> <p>States.</p> |
|---|

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 Sheriff's Office, founded in 1837, is the largest sheriff's office in Texas and the third largest in the United States. HCSO's 3 departments combined are nearly 5,100 employees and 160 reservists dedicated to ensuring the safety of over 4.1 million residents who call Harris County home. Harris County encompasses 1,788 square miles (1,729 land) and includes forty-one incorporated municipalities.

HCSO is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Commission was established in 1979 as a credentialing authority through the joint efforts of law enforcement's major executive associations. The HCSO became accredited in 2002 and is the largest law enforcement agency in Texas to receive this professional designation. We are also the largest Sheriff's Office in the nation to be accredited.

Sheriff's Office Law Enforcement department currently operates with 1,306 Deputies, 222 Sergeants, 179 Communications Officers, 59 Accident and Crime Scene Investigators, and 436 management and support staff. HCSO also operates an Academy with 8 classrooms and a firearms range that supports 1-2 Basic Peace Officers Courses (BPOC) and 12+ Jail School Classes per year and in-service training throughout the year for all HCSO employees.

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 Sheriff's Office Command:

- Executive: Provides leadership for the entire agency and support services to include, Legal, Finance, Human Resources, Information Technology, and Public Information.
- Office of Inspector General: Investigates complaints of employee misconduct.
- Compliance & Inspection: Monitors and investigates all health, safety and sanitation issues within the Harris County Sheriff's Office Jail.
- Community Engagement: Bridges the gap between law enforcement and the community by communicating with and educating local businesses, homeowners associations, churches, and chambers of commerce, and attending community meetings.

Law Enforcement Command:

- Patrol Bureau: Enforces laws to protect life and property while respecting individual rights and community values. Committed to creating a better and safer tomorrow by preparing today with advanced training, innovative services, and community engagement.
- Criminal Investigations Bureau: Investigates crime to include every homicide and crime committed against persons in un-incorporated Harris County. Monitors and serves criminal warrants. Enforces state and county regulations on pawn shops, recycling business, sexually oriented businesses, and sex offenders.
- Patrol Support Services Bureau: Operates the Emergency Dispatch Center. Provides support services such as the Livestock Unit and Vehicular Crimes Unit.
- Homeland Security Bureau: Trained and equipped to respond to and mitigate large-scale or complex situations that threaten public safety and/or critical infrastructure throughout Harris County as well as the surrounding region. These situations include aerial searches for missing persons, response to reports of suspected bombs, flood rescues, active shooter incidents, and incidents occurring in the Houston Ship Channel, and disrupting large international narcotics organizations.
- Professional Development & Standards Bureau: Ensures all 3 HCSO departments adhere to local, state, and federal hiring standards and ensures law enforcement officers maintain their certification. Provides training and support services for the entire agency.
- Reserves: The Reserve organization consists of over 160 trained deputies assigned to all divisions of the Sheriff's Office. Since Reserve deputies are volunteers and not compensated they save the Sheriff's Office millions per year.

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.

Auto Theft

Amount: \$743,052 Cash Match: \$1,348,847 Discretionary Match: \$753,326

This grant pays for part of the cost of salaries and benefits for the Auto Theft Unit, plus supplies.

Body-Worn Cameras

Amount: \$1,254,812 Cash Match: \$1,254,812

This grant provides funds for the purchase of body-worn cameras and data storage.

COPS Hiring Program

Amount: \$625,000 Cash Match: \$562,501

Grant funds will be used to hire 5 Deputies to work on the Violent Crimes Unit to investigate cases of gun violence.

First Responder Mental Health Program

Amount: \$1,334,670 Cash Match: \$333,668

An in-house team of Behavioral Health specialists who deliver quality services to classified and civilian employees as they seek to carry out their duties effectively and safely. Specialties include doctoral-level clinical psychology, professional counseling, and marriage/family therapy.

HIDTA (High Intensity Drug Trafficking Areas)

Amount: \$1,529,094

This grant enables the Sheriff's participation in the HIDTA program, which seeks to reduce drug trafficking through a coordinated approach. Grant funds provide for the salary and benefits of an Intelligence Analyst, as well as overtime costs of a deputy, vehicle rental costs, a facility lease, equipment rental, and data analysis services

Human Trafficking

Amount: \$221,400

Grant funds will be used to cover overtime costs for 3 investigators and 1 supervisor, along with the lease of 3 vehicles, to assist in human trafficking investigations.

Justice Assistance Grant (via the City of Houston)

Amount: \$4,666,449 (four different grants currently active)

This grant is shared with the Constables, and the funds are used to purchase needed equipment and personnel. The JAG pays for computers, Tasers, bulletproofing the jail lobbies, traffic surveying equipment, overtime costs, audio visual equipment at the Emergency Dispatch Center, etc.

Justice Assistance Grant (via the Office of the Governor)

Amount: \$327,000 (includes active and pending applications)

This grant provides Crime Scene Unit Equipment, including 10 vehicle-mounted lighting systems, an ATV, and a trailer. The pending applications would be used to purchase less-lethal launchers and to cover overtime costs for child abuse investigators.

Law-Enforcement Based Victim Specialist Program

Amount: \$819,514

Grant funds will be used to hire 3 Victim Advocates to provide services to victims of violent crime.

Note: A total of \$149,493 over the three-year period will go to the District Attorney's Office.

Motorist Assistance and Incident Management Program

Amount: \$3,300,000

This grant provides for motorist assistance, freeway surveillance, and dispatch of tow/fire/EMS services on Harris County freeways.

Port Security

Amount: \$5,120,400 (four different grants currently active)

This grant provides for patrol services at the Port of Houston. Funds will be used to purchase an airplane to provide aerial overwatch, a boat, dive equipment, a helicopter-mounted downlink video system, training, a bomb unit robot, etc.

Project Safe Neighborhoods

Amount: \$231,000 (application pending)

Grant funds would fund overtime for targeted law enforcement operations in areas with high rates of violent crime, and overtime for community engagement forums to address the negative perception of law enforcement.

Reducing Injury and Death of Missing Individuals

Amount: \$150,000

Grant funds would be used to purchase equipment needed for the Project Lifesaver program, which aims to achieve rapid search and rescue of cognitively impaired wanderers.

Selective Traffic Enforcement Program (STEP)

Amount: \$467,034 (includes STEP Comprehensive and STEP CMV) Cash Match: \$116,782

This grant pays for overtime costs associated with increased enforcement of speed, DWI, and occupant protection laws for commercial and non-commercial vehicles.

State Homeland Security Program

Amount: \$479,028 (applications pending)

Grant funds would be used to purchase a drone countermeasure device, Bomb Unit equipment, a remote operated vehicle for the Marine Unit, and ballistic shielding blankets for the SWAT Unit.

Texas Anti-Gang Center

Amount: \$1,591,606

This grant pays for the operation of the TAG Center, including administrative and facility costs. The TAG Center houses personnel from federal, state, and local law enforcement agencies in one location, allowing for cooperation and collaboration on gang investigations.

Towing Program

Amount: \$1,701,031

Grant funds pay for a towing program for stalled or abandoned vehicles along area highways

Victims of Crime Act

Amount: \$443,199 Cash Match: \$112,223

This grant pays for 4 victim advocates to provide support to domestic violence crime victims.

Urban Areas Security Initiative

Amount: \$2,909,948 (includes active and pending projects)

This grant pays for homeland security equipment and training, including CBRN garments, night vision goggles, tourniquets, ballistic helmets, bomb suits, a GPS mapping system, body armor, a helicopter-mounted high-definition camera with a live video feed, and security enhancements at the Bomb Unit range.

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.

Goals:

1. Hire, recruit, and retain a qualified and diverse workforce that is highly trained, knowledgeable, and prepared to meet any challenge.
2. Increase clearance rates of investigations to surpass the national average and be a top ten agency as reported annually by the FBI UCR/NIBRS.
3. Reduce current backlog of investigative cases and provide positive resolutions for victims of crime.
4. Reduce crime and build community trust.
5. Provide uninterrupted air support for Search and Rescue operations and First Responders
6. Increase maritime patrols within the Houston Ship Channel
7. Maintain a Service level of 95% or greater of all 9-1-1 calls answered within 10 seconds.

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. Cast recruiting net across a wide range of cultural professional associations in the local area and beyond. Promote training and continuous education and recognize employee excellence.
2. This goal is achieved through proper vetting of cases by supervisors on the front end. Due to limited resources, cases with higher solvability factors should be assigned first to swiftly hold responsible parties accountable. Proper follow-up and documentation after the suspect is arrested and charged are critical for the department to attain the proper clearance as reported to the FBI UCR/NBIRS.
3. Continually improve processes and hold staff accountable to ensure the backlog clearance goal is achieved. Through overtime initiatives concentrate on the backlog to see if new information can be developed.
4. Launched innovative units to proactively address specific crime issues within targeted areas. Utilizes crime data and real time information to improve responsiveness to violent crime.
5. The Air Support Unit uses four helicopters to provide aerial support throughout the county and surrounding regions, and is in the process of acquiring a fixed wing aircraft for prolonged operations. The unit is also training additional personnel to expand operations from roughly 16 hours per day to 24 hours per day.
6. The Marine Unit patrols the ship channel throughout the day and maintains minimal response times when critical incidents occur. During the evening and night shifts, responses to incidents are handled by callout personnel who have a longer response time. Through grant requests, the Marine Unit has acquired sufficient equipment (6 patrol boats) to allow for patrols along the channel 24 hours per day
7. Monitor hourly, daily, monthly service levels statistics to ensure the 9-1-1 call goal is met. Possible future addition of audio/visual equipment to assist the Communication Officers and Supervisors with a true picture of real time call level status of each employee.

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

HCSO prioritizes the public safety of our community every day while working to ensure violent criminals are taken off the street, while those charged with less serious, non-violent crimes are held accountable without placing an unnecessary burden on the overcrowded jail system. HCSO is actively addressing disparities in the local criminal justice system through collaborative partnerships and innovative initiatives. To this end, HCSO became the first law enforcement agency in Harris County to implement a “cite and release” policy that has decreased the number of people arrested and jailed for low-level, non-violent crimes, while still holding them accountable for their alleged crimes.

HCSO does all it can to best serve Harris County residents with compassion and understanding, striving to respond as professionally, humanely, and safely as possible to calls for service. Our deputies engage the community, build positive relationships, and embrace public safety as a collective responsibility.

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.*
 - Consolidated all crime analyst into one focused group to benefit the entire agency.
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.*
 - Became the county’s first law enforcement agency to implement a cite and release policy that has reduced the number of people jailed for low-level, non-violent offenses by more than 1,000.
 - Launched the agency’s first ever Behavioral Health Division, led by a team of highly qualified mental health professionals dedicated to serving HCSO employees.
 - Developed, equipped, and trained a Flood Rescue Group. This group was created to effectively and safely respond to rescue calls during flooding events; to date, the unit has 70 trained and fully equipped members.
 - Launched Crime Reduction Units in all five patrol districts. These units are tasked with using data to identify and respond to public safety threats that are unique to each community they serve.
 - Received accreditation for our Crime Scene Unit – the unit received ANSI National Accreditation Board (ANAB) for the entire crime scene operation in record time with zero error rate

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. Project Guardian: The program aims to improve interactions with residents on the autism spectrum. The initiative includes a registry that encourages families to provide deputies with critical advance information about children and adults with autism. This proactive approach educates deputies on any special needs or concerns should they encounter them during a call for service.
 - b. Homeless Outreach Team (HOT): HOT deputies achieve the primary goal of connecting the homeless population to needed service providers within our community, diverting them away from the criminal justice system and toward more appropriate care and resources. These deputies visit homeless encampments, spreading awareness and providing essential supplies and hygiene products
 - c. SMART: Sheriff's Mobile Advocacy Response Team (SMART) – civilian victim advocates working alongside with Family Violence Investigators on the streets during peak hours to timely respond to family violence incidents to provide victim assistance services at the same time as the criminal investigation goes on.
 - d. Cite and Release Program: Deputies issue a citation to suspects accused of some non-violent misdemeanors with the time and date they must appear in court instead of booking them into jail. The initiative provides an alternative path for low-level offenders, keeping them out of jail while still holding them accountable for their alleged crimes, and saving law enforcement resources for more serious threats.
 - e. Behavioral Threat Management: The goal of the unit is to prevent volatile domestic situations from escalating into harm or violence. The main objective is to provide safeguards for victims by largely focusing on prevention.
 - f. Speed Reduction/Reduce Collisions: Our agency has taken proactive steps to reduce speeding and lower the risks of speed-related crashes that lead to injuries and fatalities on Harris County roadways.
 - g. Policy Unit: The Policy Unit is responsible for the development, review, distribution, maintenance, and administration of the Harris County Sheriff's Office Policy and Standard Operating Procedures.
 - h. 24-Hour Diversion Desk: The 24-hour Diversion Desk is located at the Joint Processing Center and is staffed by members of The Harris Center for Mental Health and intellectual and developmental disabilities clinical staff. Jail staff direct members of the target population to the desk when one or more operational triggers or flags are identified during the intake process. The clinical staff use access to several mental health databases and consult with law enforcement and the Harris County District Attorney's Office to determine diversion eligibility. The diversion desk is also the location of the 24 hour law enforcement hotline.
 - i. Gun Surrender Program: From the pilot project of one family court to expanding to all twenty-three felony district courts. The program gives the judges the ability to have family violence defendants surrender their weapons for safe keeping while protective orders are in place.
 - j. Crime Reduction Units: Each of our five patrol districts across our county has its own Crime Reduction Unit with a dedicated sergeant and eight deputies, including two gang unit investigators. The mission of the Crime Reduction Unit is to ensure the safety of residents through proactive operations and investigations that target high crime areas. These deputies are actively present and visible in their neighborhoods, fostering personal connections with residents and identifying the type of criminal activity happening in that area through resident leads, crime reports and data, and patrol efforts.
 - k. Integrating Communications, Assessment and Tactics (ICAT) Training: The Harris County Sheriff's Office Academy teaches non-verbal and verbal de-escalation techniques, conducts use of force simulations, and demonstrates how to properly respond to critical incidents involving persons in a

behavioral health crisis. Deputies learn the critical decision-making model and a combination of effective tactics to maintain public safety.

- I. Crime Gun Intelligence Unit: with ATF's assistance, the department obtained a NIBIN machine to quickly and properly image all spent cartridge casings collected from crime scenes. Dedicated investigators are tasked with conducting follow-up investigations from leads generated through linking spent cartridge casings from various crime scenes.
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. County Auditor's cash receipts, internal controls, and inventory audits
 - b. Investigative assessment by the Public Safety Partnership (PSP) through the Bureau of Justice Assistance (BJA)
 - c. T.C.O.L.E as a Law Enforcement Training Provider, once every two years we undergo a Comprehensive Academy Program Evaluation (CAPE), and every two years T.C.O.L.E conducts a separate audit on departmental requirements
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- District Attorney
 - US IT VMC
 - Auditors Office
 - Harris County Judge and Commissioners
 - Harris County Facilities and Property Management
 - Harris County Budget Management
 - Harris County Purchasing
 - Harris County Attorney's Office
6. *Who are the department's key external stakeholders? Provide a bulleted list.*
- U. S. Department of Homeland Security
 - FBI
 - ATF
 - DEA
 - U. S. Secret Service
 - Neighborhood Associations
 - Chambers of Commerce
 - Colleges and Universities with criminal justice programs
 - Crime Stoppers
 - Domestic Violence Coordinating Council
 - Texas Department of Corrections
 - The United States Department of Justice
 - The Texas Office of the Governor

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 Harris County Sheriff's Office is aware of the following disparities for minorities and low-income residents of Harris County:
 - These residents are more likely to be subjected to search, use of force, and/or arrest during encounters with law enforcement
 - These residents are more likely to be victims of violent crime
 - These residents are under-represented among law enforcement ranks
2. *What strategies, if any, does your department have in place to remove or address these disparities?*
 - HCSO has launched implicit bias training and community engagement teams within every district to focus on disparities.
 - HCSO is revising policies that address use of force, Taser use, and pursuits to bring them in line with best practices.
 - HCSO is working to increase diversity among the ranks of deputies so they more accurately reflect the communities they serve.
 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?*
 - Collaborate with Workforce Solutions, the City of Houston, Houston Hispanic Forum, Veterans Administration, Asian Community Center, and the U.S. Military active and reserve. We also work with local high schools, technical and community colleges, local religious organizations and local events like the Houston Rodeo to ensure our pool of candidates is as diverse as possible and that the demographics of our agency reflects our community.
 - At the beginning of each fiscal year we put together a group of ads and distribute them to various print publications within Harris County. (Que Onda, Buena Suerte, La Subasta, Houston Defender, African American News & Issues, Outsmart Magazine and Forward Times).

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.*

- HCSO staff members receive diversity training within the first 14-days of hire and are required to attend diversity training bi-annually.
- Launched implicit bias training and created community engagement teams within every district to focus on disparities.

FORM 1. Divisions

| Division Name | Services Provided | FY 2020-21 Adopted Budget (\$ Amount) | FY 2020-21 Adjusted Budget (\$ Amount) | Actual Headcount (FTE) |
|--------------------------------------|--|---|--|---------------------------|
| Homeland Security | (1)Narcotics (2)Firearms/explosives response and investigation (3)Counterterrorism (4)Criminal intelligence acquisition (5)Gang crime investigation (6)Air support for law enforcement (7)Mass gathering/emergency situation response (8)Flood rescue (9)Waterways patrol (10)Underwater search and recovery (11)Port security (12)Serve warrants on violent offenders (13)Hostage negotiations (14)Special Weapons & Tactics (SWAT) incident response | \$15,667,000 | \$15,823,392 | 141 |
| Executive | (15)Command Staff. (16)Office of Inspector General. (17)Information Technology. (18)Legal. (19)Media Relations. (20)Human Resources. (21)Business Operations. (22)Community Services | \$23,248,000 | \$23,479,352 | 172 |
| Patrol | (23)Patrol Districts, (24)District Crime Reduction Unit, (25)District Gang Unit, (26)District Traffic Enforcement Unit, (27)Homeless Outreach Team, (28)CIRT Crisis Intervention Response Team, (29)Patrol Training Unit, (30)Behavioral Health Administrative Detail, (31)Patrol Bureau Admin, (32)Project Lifesaver/Project Guardian, (33)Mental Health Diversion Center, (34)Patrol Contracts, (35)Behavioral Health Investigations, (36)Behavioral Health Threat Management Unit, (37)Graffiti/Nuisance Abatement. | \$105,640,000 | \$106,690,110 | 963 |
| Criminal Investigations | (38)Investigate crime. (39)Serve and maintain criminal warrants. (40)Monitor compliance by regulated businesses. | \$40,744,000 | \$41,149,842 | 335 |
| Professional Development & Standards | (41)Operate training academy. (42)Vett potential employees. (43)Store evidence. (44)Provide alarm services. (45)Provide employee support services. | \$12,465,000 | \$12,589,240 | 147 |

| Division Name | Services Provided | FY 2020-21 Adopted Budget (\$ Amount) | FY 2020-21 Adjusted Budget (\$ Amount) | Actual Headcount (FTE) |
|----------------|---|---|--|---------------------------|
| Patrol Support | (46)Emergency dispatch. (47)Investigate motor vehicle accidents/crimes. (48)Traffic enforcement. (49)Canine police services. (50)Livestock control. (51)Parks patrol. | \$42,842,000 | \$43,268,619 | 441 |
| | | \$240,606,000 | \$243,000,555 | 2,199 |

Department 540

**SHERIFF
ED GONZALEZ**



**PROFESSIONAL DEVELOPMENT
& STANDARDS BUREAU**

- (41) Operate training academy
- (42) Vett potential employees
- (43) Store evidence
- (44) Provide alarm services
- (45) Provide employee support services

**PATROL SUPPORT SERVICES
BUREAU**

- (46) Emergency dispatch
- (47) Investigate motor vehicle accidents/crimes
- (48) Traffic enforcement
- (49) Canine police services
- (50) Livestock control
- (51) Parks patrol

**CRIMINAL
INVESTIGATIONS BUREAU**

- (38) Investigate crime
- (39) Serve and maintain criminal warrants
- (40) Monitor compliance by regulated businesses

PATROL BUREAU

- (23) Patrol Districts
- (24) District Crime Reduction Unit
- (25) District Gang Unit
- (26) District Traffic Enforcement Unit
- (27) Homeless Outreach Team
- (28) CIRT Crisis Intervention Response Team
- (29) Patrol Training Unit
- (30) Behavioral Health Administrative Detail
- (31) Patrol Bureau Admin
- (32) PLI/Project Guardian
- (33) Mental Health Diversion Center
- (34) Patrol Contract Program
- (35) Behavioral Health Investigations
- (36) Behavioral Health Threat Management Unit
- (37) Graffiti/Nuisance Abatement

HOMELAND SECURITY BUREAU

- (1) Investigate large scale (national/international) drug crime
- (2) Respond to and/or investigate firearms/explosives incidents
- (3) Investigate terrorism activities
- (4) Criminal intelligence acquisition
- (5) Investigate gang related crime
- (6) Air support for law enforcement
- (7) Mass gathering/emergency response coordination
- (8) Flood rescue coordination
- (9) Waterways patrol
- (10) Underwater search and recovery
- (11) Port security monitoring
- (12) Serve warrants on violent offenders
- (13) Hostage negotiations
- (14) Special Weapons & Tactics (SWAT) incident response

EXECUTIVE BUREAU

- (15) Command Staff
- (16) Office of Inspector General
- (17) Information Technology
- (18) Legal
- (19) Media Relations
- (20) Human Resources
- (21) Business Operations
- (22) Community Services

FORM 3. Goals and Objectives

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|--|-----------------------|---|-------------------|--------------------------|--|--------------------------------------|
| G3 | Prevent and reduce crime | HS1 | Disrupt and dismantle organized narcotics operations | Homeland Security | N/A | N/A | DEA |
| G3 | Prevent and reduce crime | HS2 | Increase illegal weapon recoveries | Homeland Security | N/A | N/A | ATF |
| G3 | Prevent and reduce crime | HS3 | Monitor and disrupt terrorism networks | Homeland Security | N/A | N/A | FBI |
| G3 | Prevent and reduce crime | HS4 | Collect, vett, and distribute criminal intel | Homeland Security | N/A | N/A | FBI |
| G3 | Prevent and reduce crime | HS5 | Identify and dismantle organized crime activities | Homeland Security | N/A | N/A | HPD, DPS |
| G3 | Prevent and reduce crime | HS6 | Maintain training and equipment for Field Force | Homeland Security | N/A | N/A | N/A |
| G3 | Prevent and reduce crime | HS7 | Prepare flood rescue teams for 24 hr operations | Homeland Security | N/A | N/A | N/A |
| G3 | Prevent and reduce crime | HS8 | Reduce dive response time to < 1 hour | Homeland Security | N/A | N/A | N/A |
| G3 | Prevent and reduce crime | HS9 | Maintain 24/7 video surveillance of Houston Ship Channel | Homeland Security | N/A | N/A | N/A |
| G3 | Prevent and reduce crime | HS10 | Increase arrests of violent offenders by Gulf Coast Violent Offenders Task Force (GCVOTF) | Homeland Security | N/A | N/A | US Marshal's Service |
| G3 | Prevent and reduce crime | HS11 | Decrease Bomb Unit response to <= 30 minutes | Homeland Security | N/A | N/A | N/A |
| G4 | Provide consistent air support operations | HS12 | Increase air support availability by 100% | Homeland Security | N/A | N/A | N/A |
| G4 | Provide consistent air support operations | HS13 | Increase aerial patrols in port of houston by 50% | Homeland Security | N/A | N/A | N/A |
| G5 | Protect Harris County waterways | HS14 | Increase maritime patrol hours by 100% | Homeland Security | N/A | N/A | Ship Channel Security District |
| G1 | Foster and sustain organizational excellence | IT1 | Implement tools and processes that will increase accuracy and efficiency in workflows throughout the department. | Executive | ALL | Universal Services | N/A |
| G1 | Foster and sustain organizational excellence | IT2 | Manage help desk tickets in order to provide exceptional customer service support and identify recurring issued to prevent future problems. | Executive | ALL | N/A | N/A |
| G1 | Foster and sustain organizational excellence | IT3 | Design applications to unify data entry and reduce duplication of efforts across disparate areas of the organization | Executive | ALL | N/A | N/A |
| G1 | Foster and sustain organizational excellence | IT4 | Collect and transfer data to a unified point for ease of dissemination and accuracy in reporting | Executive | ALL | N/A | N/A |
| G1 | Foster and sustain organizational excellence | IT5 | Maintain best-in class infrastructure to ensure operability of all HCSO systems used by LE | Executive | ALL | N/A | N/A |
| G1 | Foster and sustain organizational excellence | HR1 | Recruit, hire, and retain, a qualified, diverse, highly trained workforce | Executive | ALL | N/A | N/A |
| G1 | Foster and sustain organizational excellence | HR2 | Develop recruiting metrics to effectively measure efforts and help identify if we are hiring the right talent | Executive | N/A | N/A | N/A |
| G1 | Foster and sustain organizational excellence | HR3 | Develop and implement survey processes to obtain feedback throughout the employment lifecycle of team members | Executive | ALL | N/A | N/A |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | L1 | Improve response rates to public information requests and other legal inquiries | Executive | N/A | N/A | N/A |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | MR1 | Provide improved public access to information about the Sheriff's Office | Executive | ALL | N/A | N/A |
| G1 | Foster and sustain organizational excellence | BO1 | Ensure compliance with all County, State, and Federal rules and regulations regarding purchasing, acquisitions, and reporting | Executive | ALL | Purchasing, Auditors, County Attorneys | N/A |

FORM 3. Goals and Objectives

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|--|-----------------------|--|--------------------------------------|--|-----------------------------------|--------------------------------------|
| G1, G2 | Foster and sustain organizational excellence, Build community trust and reduce racial disparities in the criminal justice system | BO2 | Provide regular and transparent reporting to the public | Executive | ALL | Budget Mgmt | N/A |
| G1, G3 | Foster and sustain organizational excellence, Prevent and reduce crime | BO3 | Continue cycle of vehicle replacement so that high mileage units are removed from the fleet | Executive | ALL | Budget Mgmt | N/A |
| G2, G3 | Build community trust and reduce racial disparities in the criminal justice system, Prevent and reduce crime | CIB1 | Reduce current backlog of investigative cases and provide positive outcomes for survivors of crime | Criminal Investigations | Patrol, Patrol Support, Homeland | District Attorney | N/A |
| G2, G3 | Build community trust and reduce racial disparities in the criminal justice system, Prevent and reduce crime | CIB2 | Increase the case clearance rate for each unit to surpass the national average and be a top ten agency among those reported annually to the FBI UCR/NIBRS. | Criminal Investigations | Patrol, Patrol Support, Homeland | District Attorney | FBI |
| G3 | Prevent and reduce crime | CIB3 | Produce and act upon better daily statistical data and real time intelligence on crime trends and patterns. | Criminal Investigations | Executive (IT) | Universal Services | N/A |
| G3 | Prevent and reduce crime | CIB4 | Improve clearance rate for outstanding warrants | Criminal Investigations | N/A | District Attorney | N/A |
| G1 | Foster and sustain organizational excellence | PD&S1 | Conduct at least 2 Basic Peace Officer Courses and 8 Jail School Classes per year | Professional Development & Standards | N/A | N/A | N/A |
| G1 | Foster and sustain organizational excellence | PD&S2 | Maintain firearms proficiency and ensure required certification of all peace officers in the agency | Professional Development & Standards | ALL Dept 540 and 541 | N/A | N/A |
| G1 | Foster and sustain organizational excellence | PD&S3 | Grow professional development of all employees by maintaining departmental requirement for minimum of 20 hours continuing education per year | Professional Development & Standards | ALL | N/A | N/A |
| G2, G3 | Build community trust and reduce racial disparities in the criminal justice system, Prevent and reduce crime | PD&S4 | Increase public education and awareness to reduce false alarm calls | Professional Development & Standards | N/A | N/A | Alarm service customers |
| G2, G3 | Build community trust and reduce racial disparities in the criminal justice system, Prevent and reduce crime | PSS1 | Maintain a service level of 95% or greater of all 911 calls answered within 10 seconds | Patrol Support Services | Patrol, Criminal Investigations, Homeland Security | N/A | Greater Harris County 911 |
| G2, G3 | Build community trust and reduce racial disparities in the criminal justice system, Prevent and reduce crime | PSS2 | Maintain constant preparedness for Mobile Command Post | Patrol Support Services | N/A | N/A | N/A |
| G2 | Build community trust | PSS3 | Prevent and reduce fatal and serious injury due to motor vehicle crashes on Harris County streets and freeways | Patrol Support Services | Patrol, Homeland Security | N/A | N/A |
| G1, G3 | Foster and sustain organizational excellence, Prevent and reduce crime | PSS4 | Increase training to produce more positive outcomes from canine unit deployments | Patrol Support Services | Patrol, Homeland Security | N/A | N/A |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | PSS5 | Increase community service programs at parks | Patrol Support Services | N/A | N/A | N/A |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | P1 | Increase patrol staffing to reduce "Calls for Service" wait times | Patrol | N/A | N/A | N/A |

FORM 3. Goals and Objectives

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|--|-----------------------|---|---------------|--------------------------|-----------------------------------|--------------------------------------|
| G2 | Build community trust and reduce racial disparities in the criminal justice system | P2 | Reduce violent crime through statistical analysis and data driven initiatives | Patrol | N/A | N/A | N/A |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | P3 | Collect and provide more data on gang activity to support statistical analysis and data driven initiatives | Patrol | N/A | N/A | N/A |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | P4 | Reduce speeding and accidents by implementing targeted initiatives and focusing on statistical analysis. | Patrol | N/A | N/A | N/A |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | P5 | Increase staffing of Homeless Outreach Teams to better connect citizens with needed resources | Patrol | N/A | The Harris Center | The Harris Center |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | P6 | Add staffing for Crisis Intervention Response Teams (CIRT) to address increasing calls for service and improve jail diversion program | Patrol | N/A | The Harris Center | See list at bottom |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | P7 | Increase number of classes for behavioural training to improve conflict deescalation and jail diversion outcomes | Patrol | N/A | The Harris Center | See list at bottom |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | P8 | Create community Problem Oriented Policing Unit | Patrol | N/A | N/A | N/A |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | P9 | Increase number of participants (ie...autistic, dementia afflicted, etc..) in Project Lifesaver/Project Guardian program | Patrol | N/A | N/A | Project Lifesaver International |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | P10 | Increase the number of successful diversions from incarceration for individuals struggling with mental health issues | Patrol | Detentions | The Harris Center | See list at bottom |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | P11 | Increase the number of Patrol contracts | Patrol | N/A | N/A | MUD and HOA |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | P12 | Increase the number of cases investigated and closed by the Behavioural Health Investigations Unit | Patrol | N/A | N/A | Harris Center |
| G2 | Build community trust and reduce racial disparities in the criminal justice system | P13 | Increase the number of high risk cases concluded by the Behavioural Health Threat Management Unit | Patrol | N/A | N/A | See list at bottom |
| | | | | | | | |
| | | | | | | | |

Other External Stakeholders: Strategic Objective P6

Houston Police Department, The Harris Center for Mental and IDD, NAMI, HOPE Center, HOPE HAVEN, CY-Fair Helping Hands, HOPE IMPACTS, Harris Health System Outreach Team, Mission Of Yahweh, Camp HOPE, Cenikor, Texas House, Open Door Mission, Bridges Over Trouble Water, Star Of Hope Men/Women Center, Salvation Army Men/Women, Family Promise, Covenant House, Sarah's House, Council & Recovery, Family Time, SEARCH, VA Medical Center, US VETS, Turning Point, Santa Maria Hostel and the Montrose Center

Other External Stakeholders: Strategic Objective P9

The Menninger Clinic, The VA, Peace of Mind Outreach, Elite ABA Therapy, NAMI, Alzheimers Association, The Arnold Foundation, University of Houston

Other External Stakeholders: Strategic Objective P12

THCMHIDD; Houston Recovery Center LGC- (Sobering Center); The Houston Police Department; Housing authority

Other External Stakeholders: Strategic Objective P15

Houston Area Women's Center, HCDAO high risk domestic violence task force

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

Service Name:

Investigate large scale (national/international) drug crime

Divisions (list all):

Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$3,874,000 | 34 |

1) Describe the Service and how it supports department goals.

Members of the Task Force work covertly in cooperation with Federal law enforcement entities with a focus on the suppression of drug/weapon/gang crimes committed in the region by both people inside and outside the United States. These enforcement activities serve to reduce criminal activity in the area by interrupting the criminal organizations who engage in these activities and build community trust.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are ultimately the citizens of the area. They expect local law enforcement to disrupt organized drug/weapon/gang crimes and activity; however, because personnel work in an undercover capacity the collection of customer feedback is not practical.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

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

Service Name:

Respond to and/or investigate firearms/explosives incidents

Divisions (list all):

Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$675,000 | 5 |

1) Describe the Service and how it supports department goals.

The Bomb Unit and investigative members assigned to investigate weapons violations, respond to weapons and explosive device incidents throughout Harris County. The unit responds and evaluates the lethality of the device and removes the object from the public to protect persons and property. These enforcement activities serve to reduce criminal activity in the area by interrupting the criminal organizations which will build community trust.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are ultimately the citizens of the area. They expect local law enforcement to respond to reports of explosive devices and weapons; however, due to the extremely dangerous nature of the work collection of customer feedback is not practical.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

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

Service Name:

Investigate terrorism activities

Divisions (list all):

Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$398,000 | 3 |

1) Describe the Service and how it supports department goals.

Members of the Task Force work covertly in cooperation with Federal law enforcement entities with a focus on the suppression of terrorism committed in the region by both people inside and outside the United States. These enforcement activities serve to reduce criminal activity in the area by interrupting the criminal organizations who engage in these activities as well as build community trust.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are ultimately the citizens of the area. They expect local law enforcement to disrupt terrorism activity; however, because personnel work in an undercover capacity the collection of customer feedback is not practical.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

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

Service Name:

Criminal intelligence acquisition

Divisions (list all):

Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,314,000 | 11 |

1) Describe the Service and how it supports department goals.

Members of the Task Force work covertly in cooperation with Federal law enforcement entities to search for, vet, and distribute critical intelligence to be used in the effort to suppress criminal activity throughout the region. These efforts serve to reduce criminal activity in the area by interrupting the criminal organizations who engage in illicit conduct while simultaneously building community trust.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are law enforcement personnel. They expect intelligence to be timely and applicable. Customer feedback forms are distributed with all intelligence reports soliciting feedback.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

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

Service Name:

Investigate gang related crime

Divisions (list all):

Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$700,000 | 6 |

1) Describe the Service and how it supports department goals.

Members of the Task Force work covertly in cooperation with Federal and State law enforcement entities to identify and record gang members along with their associates. This information is then made available to all other law enforcement entities as a tool to suppress criminal activity throughout the region. These efforts serve to reduce criminal activity in the area by interrupting the criminal organizations who engage in illicit conduct while simultaneously building community trust. This information is also used to enhance punishments for habitual offenders closely tied to gang related activity.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are law enforcement and the judicial system. There expectations is to receive accurate gang association data. Customer feedback data is collected ad hoc.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

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

Service Name: Air support for law enforcement
Divisions (list all): Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,197,000 | 11 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The air support unit provides aerial support for all rescue operations, patrol operations, and investigative missions throughout the region. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are typically first responders, but in rescue situations may also be citizens. The expectation is that when aerial support is needed to conduct rescue or law enforcement operations, that aerial support will be available for the duration of the incident. There are currently no mechanisms in place for customer feedback. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No |

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

Service Name:

Mass gathering/emergency response coordination

Divisions (list all):

Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$569,000 | 5 |

1) Describe the Service and how it supports department goals.

SRG and Emergency Management personnel provide coordination, training, and equipment for mass gatherings and emergency situations throughout the Harris County region. This coordinated effort serves to reduce crime and build community trust by ensuring a properly trained, equipped, and supervised cadre is deployed to any type or level of emergency that may occur.

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 community members throughout the unincorporated Harris County region. They expect a coordinated effort to resolve emergencies safely and effectively to protect life and property.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

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

Service Name:

Flood rescue coordination

Divisions (list all):

Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$508,000 | 6 |

1) Describe the Service and how it supports department goals.

The flood rescue group is responsible for training, equipping, and coordinating all flood rescue operations throughout the Harris County region. This service is critical to Harris County residents during flood events and serves to build community trust.

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 occupants of Harris County, both residents and business owners. The expectations are that properly trained and equipped flood rescue services will be provided in instances of flooding.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

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

Service Name:

Waterways patrol

Divisions (list all):

Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,350,000 | 10 |

1) Describe the Service and how it supports department goals.

The marine unit patrols the waterways of the Port of Houston to detect and deter criminal activity. Through proactive patrolling along the waters of the Houston Ship Channel, the Maritime Unit enhances the Port's ability to operate safely without interruption.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service include all citizens of the region, businesses along the port, local governments who derive a tax benefit from the port, and law enforcement personnel responsible for port security. The expectations are there will be layered security throughout the port region through the use of water, land, and air patrols. The only customer feedback is solicited from the Houston Ship Channel Security District.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

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

Service Name:

Underwater search and recovery

Divisions (list all):

Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$145,000 | 1 |

1) Describe the Service and how it supports department goals.

The dive unit provides dive team underwater search and recovery services throughout Harris County and surrounding areas as needed for law enforcement operations.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service typically include law enforcement and fire service organizations. They expect a qualified and proficient dive unit to arrive and conduct the required rescue/recovery as quickly and efficiently as possible.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

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

Service Name:

Port security monitoring

Divisions (list all):

Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,072,000 | 16 |

1) Describe the Service and how it supports department goals.

The Systems Monitoring and Assessment Group (SMAG) monitors dozens of cameras strategically placed throughout the port on a constant basis, 24 hours a day, 7 days a week. SMAG efforts have proven invaluable in detecting criminal activity and suspicious acts throughout the port region. Their efforts are part of the integrated effort in the port to reduce crime and build community trust.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service include all citizens of the region, businesses along the port, local governments who derive a tax benefit from the port, and law enforcement personnel responsible for port security. The expectations are there will be layered security throughout the port region through the use of water, land, and air patrols. The only customer feedback is solicited from the Houston Ship Channel Security District.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

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

Service Name:

Serve warrants on violent offenders

Divisions (list all):

Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,577,000 | 12 |

1) Describe the Service and how it supports department goals.

The Gulf Coast Violent Offender Task Force is a group of highly-trained personnel assigned to the US Marshal's Task Force with the objective of arresting the most dangerous wanted fugitives in Harris County. This service ensures a reduction in crime by removing the criminals from society and thereby building trust in the community.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are typically law enforcement personnel and criminal justice entities (courts). Their expectation is that persons wanted for crimes will be arrested and brought to answer for their criminal behavior.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

FORM 4a. Department Services - DETAIL (#13)

Service Name:

Hostage negotiations

Divisions (list all):

Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$107,000 | 1 |

1) Describe the Service and how it supports department goals.

The Hostage Negotiation Team responds to critical incidents throughout Harris County and provides negotiation services during critical incidents. The level of expertise employed by the HNT personnel serves to reduce criminal activity and builds community trust.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service include all citizens of the region and law enforcement personnel. The expectations are there will be a highly trained unit capable of resolving critical incidents with the lowest level of law enforcement involvement possible. There are no customer feedback solutions in place.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

FORM 4a. Department Services - DETAIL (#14)

Service Name:

Special Weapons & Tactics (SWAT) incident response

Divisions (list all):

Homeland Security

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,337,000 | 20 |

1) Describe the Service and how it supports department goals.

The SWAT unit provides tactical expertise during critical incidents that are beyond the tactical capabilities of patrol and investigative personnel. The SWAT unit typically resolves critical incidents peacefully which reduces crime and builds community trust.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service include all citizens of the region, businesses, and law enforcement personnel. The expectations are there will be a highly skills, technically proficient, and equipped team capable of peacefully resolving complex tactical situations. There are no customer feedback solutions currently in place.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

FORM 4a. Department Services - DETAIL (#15)

Service Name:

Command Staff

Divisions (list all):

Executive

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,700,000 | 23 |

1) Describe the Service and how it supports department goals.

The Sheriff's Command Staff includes all of the sheriff's direct reports. The body serves to advise the sheriff directly on major policy issues and departmental initiatives. The Command Staff works directly with the sheriff to set departmental goals, and its members are responsible for designing and implementing strategies designed to achieve those goals. Members of the Sheriff's Command Staff serve as the sheriff's ambassadors in the community, representing him when he is unable to be present.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

All residents of Harris County, the Sheriff, and the employees of the Harris County Sheriff's Office are the customers of the Sheriff's Command Staff. These customers expect the sheriff's leadership team to lead and manage the department by being innovative, forward thinking, collaborative, and ethical. Customer feedback is collected through multiple channels, including direct conversations, social media, the sheriff's weekly public newsletter, and the Sheriff's Office other communications tools.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

FORM 4a. Department Services - DETAIL (#16)

Service Name: Office of Inspector General
Divisions (list all): Executive Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$3,216,000 | 28 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Sheriff's Office of Inspector General Bureau investigates complaints of employee misconduct. Investigating the complaints will help protect the trust of Harris County citizens and encourage employees to conduct themselves in a professional manner. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The Harris County Sheriff's Office Command Staff and the citizens of Harris County expect internal and external complaints to be investigated. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No. |

FORM 4a. Department Services - DETAIL (#17)

Service Name: Information Technology
Divisions (list all): Executive Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$6,250,000 | 30 |

1) Describe the Service and how it supports department goals.

Information Technology supports Justice and Safety. We maintain best in class infrastructure to ensure operability of all HCSO systems used by Law Enforcement personnel.

JWEB - handles misuse of identity, civil expunctions, expunctions, data corrections, ensures that CJIS and criminal history reports are submitted by HCSO to DPS and FBI are accurate and correctly reported.

Reports Section supports Justice and Safety because they are responsible for reviewing offense reports, transferring reports into the Record Management System (RMS) and Uniform Crime Report (UCR) system. Assist with entry, modification, cancellation and validation of articles and guns in the National and Texas Crime Center database.

Crime Analysis Unit supports Justice and Safety by analyzing patterns and trends in crime and disorder. Provide information on patterns that can assist law enforcement to deploy resources in a more effective manner (Proactive Policing) and assist in identifying and apprehending suspects.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Our service is used by all divisions of the Sheriff's Office which include Patrol, Patrol Support Services, Criminal Investigations, Homeland Security, Professional Development & Standards, and Executive bureaus . It is expected that IT assists with hardware and software issues, network connectivity issues, managing and maintaining systems. JWEB team distributes all type of expunctions to all divisions for processing. They ensure CJIS and criminal history reports are submitted by HCSO to DPS. Reports Section is expected to transfer reports in RMS and submit UCR reports on a quarterly basis. Crime Analysis Unit submits data reports to all divisions within the Sheriff's Office to provide information on patterns that can assist law enforcement to deploy resources in a more effective manner.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Per Policy #310 CJIS, TLETS, TCIC, and NCIC data shall be accessed ONLY from secure locations as defined. [CALEA Standard 82.1.1]
employees who have been properly trained in the use of the Criminal Justice Information System data access usage are authorized to make inquiries and to have access to sensitive information. [CALEA Standard 82.1.6 c]

All computers used for processing CJIS data shall have anti-virus software installed. All will have the latest available updates for the operating system and anti-virus software. MDTs shall have a personal firewall enabled.

HCSO

FORM 4a. Department Services - DETAIL (#18)

Service Name:

Legal

Divisions (list all):

Executive

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,500,000 | 14 |

1) Describe the Service and how it supports department goals.

Legal Services processes subpoenas, public information act requests and disciplinary letters for HCSO employees. We also work with the Harris County Attorney's Office processing discovery requests for litigation against the HCSO. The HCAO also reviews and revises the HCSO's contracts/agreements.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The public, Harris County Attorney's Office, Harris County District Attorney's Office, Harris County PDO, District Criminal Courts, and County Criminal Courts. The HCSO Legal Director keeps an open line of communication with the HCAO, HCPDO, HCDAO, as well as with all other HC Departments. The OAG receives complaints from the public re PIA requests for which the Legal Director and Legal Staff provide a written response.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Texas Government Code 552.00, Texas Rules of Civil Procedure, Texas Code of Criminal Procedure.

FORM 4a. Department Services - DETAIL (#19)

Service Name:

Media Relations

Divisions (list all):

Executive

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$825,000 | 7 |

1) Describe the Service and how it supports department goals.

Media Relations is responsible for all external communications and also supports internal communications. Media Relations serves as the primary point of contact for the news media, responding to requests for information and proactively pitching news stories to enhance public understanding and grow trust among the diverse communities we serve. Media Relations provides editorial content for the HCSO website, and also oversees all social media activities for the agency. Media Relations creates content (photos, videos, written articles, etc.) to support recruiting and community engagement. Media Relations is actively involved in communicating directly to our community during various crises, including natural disasters, industrial incidents, and acts of mass violence.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Customers of Media Relations include: The news media, the community at large, and HCSO employees. These groups expect to receive accurate, relevant public safety messages in a timely fashion. We collect customer feedback through direct interactions and comments on social media and other channels.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The Texas Public Information Act mandates these services. These services are also mandated by state and federal laws that govern communication during disasters.

FORM 4a. Department Services - DETAIL (#20)

Service Name:

Human Resources

Divisions (list all):

Executive

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,300,000 | 23 |

1) Describe the Service and how it supports department goals.

Human Resources is responsible for the recruitment and retention of a highly qualified staff, including certified law enforcement personnel, detention officers, and support staff. To that end, Human Resources oversees employee benefits, payroll, and other related functions. Human Resources is tasked with ensuring that all new hires possess the skills, talents, and disposition to perform their duties in a manner that reflects the priorities and values of the Sheriff's Office.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Human Resources' customers are the employees of the Harris County Sheriff's Office and the agency's supervisors who need top quality employees in order to achieve their goals. Customer feedback is gathered directly from hiring managers.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

FORM 4a. Department Services - DETAIL (#21)

Service Name:

Business Operations

Divisions (list all):

Executive

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$5,388,000 | 36 |

1) Describe the Service and how it supports department goals.

Business Operations includes budget management, purchasing, accounts payable, grants, inmate bank, and fleet services. Each of these areas provides a function or service critical to the ongoing operation and achievement of goals for all three Sheriff's Office departments. Business Operations strives in particular to support the universal goal of fostering and sustaining organizational excellence by providing the highest standard of customer service possible.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

For most of the services provided by Business Operations the Sheriff's Office Command Staff and employees are the customers. Individuals incarcerated at the Harris County Jail are customers for Inmate Bank services. In all cases these customers expect swift, professional, and accurate service. Customer feedback is primarily collected through email and word of mouth.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

FORM 4a. Department Services - DETAIL (#22)

Service Name:

Community Services

Divisions (list all):

Executive

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,300,000 | 11 |

1) Describe the Service and how it supports department goals.

Community Services is responsible for representing the Sheriff's Office in the community, serving as a liaison between front-line deputies and the community we serve. To that end, Community Services representatives are actively involved in neighborhood associations, chambers of commerce, and other community organizations. Community Services is also extremely active on social media platforms that serve neighborhoods, including NextDoor and Facebook. Finally, Community Services organizes public service events for the Sheriff's Office, such as National Night Out, and the holiday toy drive. These efforts support the department's goal of building trust to make Harris County safer.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Customers of Community Services are the residents of Harris County. Residents expect to have personal contact with the Sheriff's Office so they can express concerns about public safety issues and enhance partnerships with the agency. Feedback is gathered through customer satisfaction surveys and personal contact with our constituents.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

FORM 4a. Department Services - DETAIL (#23)

Service Name:

Patrol Districts

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$93,063,000 | 840 |

1) Describe the Service and how it supports department goals.

The primary mission of the Patrol Districts is to provide service to the residents of Harris County through optimal coverage of its geographic patrol areas, and will continue to do so through adequate staffing of each patrol district.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The direct customers are the residents of Harris County covered by the individual patrol districts, and the expectations of the individual patrol deputies and the patrol bureau is to provide the best possible service. The method to collect immediate feedback would be the amount of calls serviced (dispatched or self generated), and a reduction of wait times for each call for service.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No.

FORM 4a. Department Services - DETAIL (#24)

Service Name:

District Crime Reduction Unit

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$3,434,000 | 31 |

1) Describe the Service and how it supports department goals.

Over the past year, Harris County, like many other major urban areas, has experienced a significant increase in violent crime. To address this increase in violent crime, these six-person teams were created to conduct proactive policing efforts in the areas with the highest crime rates in Harris County, with a specific focus on gun violence. These teams have been tremendously successful in interrupting violent crime, routinely arresting violent felons and seizing firearms on a daily basis.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are the residents of Harris County as they are the main benefactors of the increase in performance by these units. Their effectiveness directly translates to a reduction in violent crime in their patrol areas, a removal of violent felons, and seizure and removal of firearms from the streets on a daily basis. The feedback comes through the analysis of the data created through the increase in arrests, and the reduction in violent crime in the targeted areas. This provides a quantifiable result which can be shared with the citizens of Harris County to show the efficacy of such programs.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No.

FORM 4a. Department Services - DETAIL (#25)

Service Name:

District Gang Unit

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$776,000 | 7 |

1) Describe the Service and how it supports department goals.

All 5 geographic districts are now equipped with two-person teams who focus on the disruption of criminal gang activity in each respective district. In a short period of time, these Divisional Gang Units have identified numerous criminal gang members and recovered multiple firearms.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are the residents of Harris County as they are the main benefactors of the increase in performance by these units. Their effectiveness directly translates to a reduction in violent crime in their patrol areas, a removal of violent felons, and seizure and removal of firearms from the streets on a daily basis. The feedback collected would come from the data collected by the gang units.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No.

FORM 4a. Department Services - DETAIL (#26)

Service Name:

District Traffic Enforcement Unit

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,108,000 | 10 |

1) Describe the Service and how it supports department goals.

Each patrol district has two full-time Traffic Enforcement Unit deputies and a speed radar message board display trailer. The deputies will be equipped with high performance Camaros to conduct speed initiatives with the speed radar trailers, conducting traffic studies to identify high speed areas. Proactive initiatives will deploy to areas where speeding is a chronic concern to reduce traffic incidents. Patrol Bureau Traffic Enforcement Units review monthly data reports to identify high volume areas where accidents occur. The speed radar message board displays, will be deployed in the areas to collect speed data and signal to drivers to slow down. In areas where accidents occur and street racing is frequent, the traffic units will conduct proactive enforcement to reduce speeding, accidents, and criminal activity.

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 the residents of Harris County as they are the main benefactors of a reduction in traffic collisions, reckless driving, and incidents involving drivers operating a motor vehicle while under the influence; this improves the safety of the public roadways in Harris County at large. The expectations would be an improvement of the quality of life on Harris County roadways. Customer feedback would be in the form of reduced calls for service for speeding vehicles and/or reckless driving.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No.

FORM 4a. Department Services - DETAIL (#27)

Service Name:

Homeless Outreach Team

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,329,000 | 12 |

1) Describe the Service and how it supports department goals.

The Harris County Sheriff's Office Homeless Outreach Team (HOT), on a daily basis, provides opportunities for the homeless to gain access to humanitarian needs and shelter. HOT connects law enforcement and the community through positive interactions. HOT also enforces state laws and answers calls for service in their assigned areas. HOT acts as the logistics team for the Harris County Sheriff's office during unplanned disasters such as severe weather events.

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 persons experiencing homelessness, and the expectation would be to connect them with services needed up to working with them towards finding housing. There are currently no feedback procedures in place.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No.

FORM 4a. Department Services - DETAIL (#28)

Service Name:

Crisis Intervention Response Team

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,219,000 | 11 |

1) Describe the Service and how it supports department goals.

The Harris County Sheriff's Office's Crisis Intervention Response Team (CIRT) is committed to providing the highest level of law enforcement emergency mental health care to the people of Harris County. Committed to diverting persons in mental health crisis from jail for low-level offense that were caused by their active mental health crisis. Committed to providing the best possible outcome for those in mental health crisis and their loved ones.

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 residents of Harris County who find themselves in a mental health crisis, or who are mentally ill and are in need of assistance. The expectation would be to divert persons in mental health crisis from jail, provide mental health resources to the residents of Harris County, enhance officer and mental health consumer safety with a specialized response, and free up resources, such as patrol. Another customer would be the community stakeholders with the expectation of building a safer law enforcement response to mental health calls.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No.

FORM 4a. Department Services - DETAIL (#29)

Service Name:

Patrol Training

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$776,000 | 7 |

1) Describe the Service and how it supports department goals.

The mission of the Patrol Training Section is to provide the necessary skills in developing and preparing a diverse and professional workforce for the residents of Harris County. This workforce will be able to perform the fundamental duties of a peace officer and increase the professionalism of the Patrol Bureau through continued and consistent training. Providing the latest and up to date training is required to meet the needs of an evolving profession and the expectations of residents who demand consistent, equitable application of public safety activities.

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 the residents of Harris County as they are the immediate benefactors of the quality of training received by the probationary patrol deputies. The better the quality of training and education received by the deputies working their way through the field training program, the better service the residents at large will receive. The expectation by the customer would be the best value possible for the tax payer. There are currently no feedback procedures at this time.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No.

FORM 4a. Department Services - DETAIL (#30)

| | |
|-----------------------|---------------------------------------|
| Service Name: | Behavioral Health Administrative Unit |
| Divisions (list all): | Patrol Bureau |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$332,000 | 3 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Behavioral Health Administrative Training Unit is committed to the highest ethical standards of the law enforcement profession through professional implementation of proactive behavioral health and de-escalation related trainings to enhance the safety of officers and the quality of life for the residents we serve. The Clinician and Officer Remote Evaluation Program (CORE) utilizes iPad video conferencing technology as a force multiplier in providing in-the-field mental health assessments conducted by mental health professionals to better assess individuals in a possible behavioral health crisis. CORE enhances the safety of officers and the quality of life for the residents we serve. |
| 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 the residents of Harris County. An increase in deputies trained in behavioral health would mean an increase in positive outcomes when dealing with behavioral health issues. The expectation would be a reduction of negative outcomes (arrests, uses of force, etc.), and an increase in better trained deputies. After each training students are provided with an evaluation sheet of the training where they are given the opportunity to give feedback on the training. Feedback is also provided through on-the-scene evaluations conducted by deputies/supervisors when mental health awareness and de-escalation techniques were a factor in reducing the probability of a use-of-force or reducing the possibility of escalating a situation. Through CORE those in need can receive a mental health assessment without the need for transport, or tying up more resources. The expectation would be a better quality of service applied more efficiently as there are less resources used. The Harris Center provides a 24 hour follow up after an assessment is conducted and feedback is measured through this follow up. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No. |

FORM 4a. Department Services - DETAIL (#31)

Service Name:

Patrol Administration

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,659,000 | 24 |

1) Describe the Service and how it supports department goals.

The primary mission of the Patrol Bureau Admin entails direct supervision of deputies assigned, respond to active scenes as needed, and complete administrative duties as assigned.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers of this service would be the residents of Harris County, Harris County Sheriff's Office, and its employees. The expectation would be proper level of staffing, and a more efficiently distributed workload to maintain the same level of quality expected from the Patrol Bureau.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No.

FORM 4a. Department Services - DETAIL (#32)

Service Name:

Project Guardian/Project Lifesaver

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$111,000 | 1 |

1) Describe the Service and how it supports department goals.

Project Guardian/Project Lifesaver is committed to the highest ethical standards of the law enforcement profession through professional implementation of a proactive response to individuals with cognitive disorders. Project Guardian/Project Lifesaver mission is to enhance police response to individuals who suffer from cognitive disorders who may go missing or are in a crisis.

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 the residents of Harris County. An increase in deputies trained in behavioral health would mean an increase in positive outcomes when dealing with behavioral health issues. The expectation would be a reduction of negative outcomes, and an increase in better trained deputies. After each training students are provided with an evaluation sheet of the training where they are given the opportunity to give feedback on the training. Feedback is also provided through on-the-scene evaluations conducted by deputies/supervisors when mental health awareness and de-escalation techniques were a factor in reducing the probability of a use-of-force or reducing the possibility of escalating a situation.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No.

FORM 4a. Department Services - DETAIL (#33)

Service Name:

Mental Health Diversion Center

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$886,000 | 8 |

1) Describe the Service and how it supports department goals.

The primary mission of the Harris County Sheriff's Office Ed Emmett Mental Health Diversion Center is to provide an alternative to incarceration for people with mental illness, developmental disabilities, neurocognitive disorders or other psychosocial needs coming into contact with criminal justice system for low level offenses.

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 the justice involved residents of Harris County. The program and facility anticipates the deflection of persons who have: a mental health illness, developmental disabilities, neurocognitive disorders, or other psychosocial needs along with an allegation of misdemeanor criminal offense - from a criminological response to a therapeutic (jail diversion program) model. The additional expectations would be a reduction of the permeation of the target population in jail, and increasing positive outcomes for the target population. There are currently no feedback procedures at this time.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Yes; Tx CCP Art. 16.23. DIVERSION OF PERSONS SUFFERING MENTAL HEALTH CRISIS OR SUBSTANCE ABUSE ISSUE. (a) Each law enforcement agency shall make a good faith effort to divert a person suffering a mental health crisis or suffering from the effects of substance abuse to a proper treatment center in the agency's jurisdiction if:

- (1) there is an available and appropriate treatment center in the agency's jurisdiction to which the agency may divert the person;
- (2) it is reasonable to divert the person;
- (3) the offense that the person is accused of is a misdemeanor, other than a misdemeanor involving violence; and
- (4) the mental health crisis or substance abuse issue is suspected to be the reason the person committed the alleged offense.

(b) Subsection (a) does not apply to a person who is accused of an offense under Section 49.04, 49.045, 49.05, 49.06, 49.065, 49.07, or 49.08, Penal Code. Added by Acts 2017, 85th Leg., R.S., Ch. 950 (S.B. 1849), Sec. 2.02, eff. September 1, 2017.

FORM 4a. Department Services - DETAIL (#34)

Service Name:

Patrol Contract Program

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$111,000 | 1 |

1) Describe the Service and how it supports department goals.

The Contract Deputy Program is a joint operation between the Harris County Sheriff's Office and neighborhood subdivisions, a Municipal Utility District or School District. This program helps promote proactive, high visibility and rapid response to emergency and non-emergency situations. Neighborhood subdivisions, Municipal Utility Districts and School Districts can enter into an Inter-local Law Enforcement Agreement with the Harris County Sheriff's Office for supplemental law enforcement services with an already existing Patrol Division. The Contract Deputy Program promotes the Community Policing Concept, where a uniformed patrol deputy is proactively patrolling a specified area during a 40 hour work week.

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 the residents of Harris County who participate in this program, and they are served by the partnership created between the Harris County Sheriff's Office through the deputy assigned, and the residents within the respective contracts. The proximity to the residents they serve creates opportunities for immediate feedback to address issues before they become widespread. Feedback is typically received when customers decide whether to renew their contracts.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No.

FORM 4a. Department Services - DETAIL (#35)

Service Name:

Behavioral Health Investigations Unit

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$332,000 | 3 |

1) Describe the Service and how it supports department goals.

The Behavioral Health Investigations Unit (BHIU) is committed to ensuring that all behavioral health related cases are investigated in an effort to better serve the residents of Harris County suffering from behavioral health issues and their families. It is this investigation unit's mission to better our response by being proactive with providing mental health resources through our behavioral health partners thus strengthening the collaborative relationship with law enforcement and outside partners.

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 the residents of Harris County with an emphasis on those suffering from behavioral health issues by providing them resources available through other partners. The expectations would be assisting those with not just behavioral health issues, but those who are treated frequently, and also address issues with boarding homes. There are currently no feedback procedures in place at this time.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No.

FORM 4a. Department Services - DETAIL (#36)

Service Name:

Behavioral Threat Management Unit

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$222,000 | 2 |

1) Describe the Service and how it supports department goals.

The primary mission of the Harris County Sheriff's Office Behavioral Threat Management Unit (BTMU) is to ensure the safety and well-being of members of our diverse community by investigating and managing aggravated stalking cases, both criminal and non-criminal, where individuals have demonstrated an abnormal fixation/obsession and have generated a long-term pattern of unsolicited acts of visitation, telephonic, written, and/or other means of social media correspondence in a threatening manner toward a specific person or group. Additionally, the BTMU is responsible for select Domestic Violence investigations that have a Stalking nexus.

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 the residents of Harris County with an emphasis on those who have suffered from domestic violence, stalking, and related criminal activity. The customers for this service are also served by the goal to reduce or prevent further instances of violence by focusing on early intervention in cases where it's been determined through extensive analysis that risk and escalation factors exist. There are currently no feedback procedures in place at this time.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No.

FORM 4a. Department Services - DETAIL (#37)

Service Name:

Nuisance & Graffiti Abatement Units

Divisions (list all):

Patrol Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$332,000 | 3 |

1) Describe the Service and how it supports department goals.

The Nuisance and Graffiti Abatement Unit's primary mission is to enhance the quality of life for all residents of the unincorporated areas of Harris County by making neighborhoods and businesses safer and more aesthetically pleasing. This unit is committed to working in partnership with our community to enhance the safety, life security, and quality of life through professional public safety services.

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 the residents of Harris County at large as the unit would focus on those issues which would be identified as nuisances as defined by the Texas Health code, and address graffiti markings which can be indicative of gang activity. This would increase the quality of life of the residents of Harris County. There are currently no feedback procedures in place at this time.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No.

FORM 4a. Department Services - DETAIL (#38)

Service Name:

Investigate crime

Divisions (list all):

Criminal Investigations Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$34,097,000 | 282 |

1) Describe the Service and how it supports department goals.

Investigators assigned to the Criminal Investigations Bureau receive approximately 70,000 incident reports generated by patrol deputies each year. Each case has to be reviewed and vetted to determine solvability factor and/or victim's needs. Cases are then assigned to investigators to conduct proper follow-up investigations to gather evidence and identify suspect(s) involved. Through proper staffing and proper investigation, the department will achieve department goal #2, to increase clearance rates and be a top ten agency nationwide, goal #3, reduce the current backlog of investigative cases and provide positive resolutions for victims of crime, and goal #4, reduce crime and build community trust.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are the 2.2 million citizens in unincorporated Harris County that we serve; every victim of crime is our customer. When citizens call the Sheriff's Office they expect our deputies to respond and resolve their concerns, whether from injuries sustained through violent, persons crimes or property crimes through lost of personal properties. They demand justice for themselves and we must provide the service. The feedback we receive from citizens are two-folds: 1) whether positively when we make contact with them to inform that we have solved the crime or 2) negatively when they call us because we have not had a chance to investigate their case timely due to our backlog.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Yes, the service we provide is statutorily mandated, especially on violent crimes against persons such as homicide, assault, robbery, family violence, sexual assault, or child abuse. This mandate is stated in Title 1. Texas Code of Criminal Procedure, Chapter 2. General Duties of Officers, Article 2.13 Duties and powers.

FORM 4a. Department Services - DETAIL (#39)

Service Name:

Serve and maintain criminal warrants

Divisions (list all):

Criminal Investigations Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$6,687,000 | 50 |

1) Describe the Service and how it supports department goals.

The Harris County Sheriff's Office is charged with upkeeping and maintaining over 37,000 active arrest warrants filed in Harris County by all law enforcement agencies in the county. The division has a team of investigators who actively search for and arrest wanted suspects charged with crimes. Furthermore, the division is also responsible for coordinating and transporting fugitives wanted in Harris County but arrested by other law enforcement agencies throughout the country. By holding suspects accountable for the crimes they committed and placing them in custody to prevent them from committing other crimes, we achieve department goal #4, reducing crime and build community trust.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Victims of crime are our customer. They expect suspects who committed crimes against them to be held accountable and brought to justice. By arresting them and placing them in custody, we are holding them accountable and alleviate victims' fear. All fellow law enforcement agencies throughout the nation are also our customers. Since we physically house all warrants filed in Harris County, warrants must be verified by our department before all other agencies can make warrant arrests. The feedback we receive is from all law enforcement agencies throughout the nation because if we fail in our process, it will have negative consequences on other agencies' operations.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Yes, the service we provide is statutorily mandated, especially on violent crimes against persons such as homicide, assault, robbery, family violence, sexual assault, or child abuse. This mandate is stated in Title 1. Texas Code of Criminal Procedure, Chapter 2. General Duties of Officers, Article 2.13 Duties and powers.

FORM 4a. Department Services - DETAIL (#40)

Service Name:

Monitor compliance by regulated businesses

Divisions (list all):

Criminal Investigations Bureau

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$366,000 | 3 |

1) Describe the Service and how it supports department goals.

The unit is tasked with conducting regular inspections of pawn shops, auto storage facilities, and metal recycling facilities. We are also charged with providing permits for employees and businesses who work or operate as a sexually oriented business. These are county and state regulations that we must maintain. By conducting regular inspections and holding these businesses accountable, we ensure that they operate legally and through proper guidelines to reduce crime and build community trust, which is department goal #4.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers are the businesses themselves. Those who operate these businesses legally expect their fellow industry operators to follow the same guidelines and procedures set by county and state regulations. By holding these businesses accountable, we reduce opportunities for fraudulent or criminal activities to take place at these venues.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Yes, this service is statutorily mandated by Harris County regulations adopted and effective January 1, 2019.

FORM 4a. Department Services - DETAIL (#41)

Service Name:

Operate training academy

Divisions (list all):

Professional Development & Standards

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$7,622,000 | 89 |

1) Describe the Service and how it supports department goals.

The Training Academy is responsible for preparing all deputies and detention officers to pass all state mandated certification exams and to serve in their designated capacity at a high level of performance. The academy staff is also responsible for the continuing education of veteran deputies so that their training remains up to date with the latest standards.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers of this service are all certified deputies and detention officers. Their expectation is that the academy will prepare them to handle the myriad challenges they will face on the job, and that they will maintain all required certifications. Feedback is collected through personal contact.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Yes. The Texas Commission on Law Enforcement (TCOLE) and the Texas Commission on Jail Standards establish training requirements.

FORM 4a. Department Services - DETAIL (#42)

Service Name:

Vett potential employees

Divisions (list all):

Professional Development & Standards

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,370,000 | 16 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Backgrounds: conducts backgrounds investigations for all employment applicants. Thorough background checks are essential for ensuring a quality workforce. Polygraph: provides polygraphs for applicants. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers for background investigations include job applicants and hiring managers, who rely on thorough vetting to properly evaluate candidates. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| N/A |

FORM 4a. Department Services - DETAIL (#43)

Service Name:

Store evidence

Divisions (list all):

Professional Development & Standards

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,199,000 | 14 |

1) Describe the Service and how it supports department goals.

The property room maintains all physical evidence in HCSO cases. Evidence must also be catalogued and thoroughly tracked to protect chain of custody and ensure the evidence's integrity. A properly managed property room ensures evidence is handled and stored in a proper manner so that court proceedings are fair and trustworthy.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Customers for the property room are the law enforcement agencies, court personnel, victims and defendants with cases pending in criminal court.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Code of Criminal Procedure Chapter 38

FORM 4a. Department Services - DETAIL (#44)

Service Name:

Provide alarm services

Divisions (list all):

Professional Development & Standards

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$942,000 | 11 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Allows any business or residence to obtain a permit for an alarm. Determines which business or home has an authorized license for a permit. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Any business or residence in unincorporate Harris County. To verify the permit is updated. Feedback is gathered by phone and email. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| N/A |

FORM 4a. Department Services - DETAIL (#45)

Service Name:

Provide employee support services

Divisions (list all):

Professional Development & Standards

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,456,000 | 17 |

1) Describe the Service and how it supports department goals.

A). To ensure employees are complying with department rules for extra employment. B). Provide emotional assistance and aid to current and retired employees. Lifts Morale C). Supplies uniforms for all employees. Ensure everyone is properly uniformed.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

A). Any business requesting the services of a Sheriff's Deputy. All current and retired employees. B). That the department will help in their time of need. Listening to employees C). All employees. Care for uniforms. Communicate with employees

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

FORM 4a. Department Services - DETAIL (#46)

Service Name:

Emergency Dispatch Center

Divisions (list all):

Patrol Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$20,015,000 | 204 |

1) Describe the Service and how it supports department goals.

The Emergency Dispatch Center collects information from residents regarding reports of alleged criminal activity and civil unrest. The members of the Emergency Dispatch Center format this information as consisely and quickly as possible and forward it to responsible divisions such as Patrol for a coordinated response. These services are a critical part of the Sheriff's Office goals to build community trust and to prevent and reduce crime.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers are the responsible divisions such as Patrol and the Criminal Investigations Bureau. The expectations are that the Emergency Dispatch Center provides timely and accurate information. The Emergency Dispatch Center typically collects feedback directly from the customer which could be from a resident or employee (unit or division). This feedback is invaluable and at times shapes future processes and policy additions and deletions.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The service is statutorily mandated by Greater Harris County 911 (Chapter 772B, Texas Health and Safety Code), federal law, and the State of Texas (The Office of Sheriff has inherent common law powers and sovereignty granted under a state's constitution and/or state law).

FORM 4a. Department Services - DETAIL (#47)

Service Name:

Investigate motor vehicle accidents/crimes

Divisions (list all):

Patrol Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$8,340,000 | 85 |

1) Describe the Service and how it supports department goals.

Investigate fatal crashes, fleet crashes, and severe (Life flight) crashes; assist all 5 districts in answering minor and major crash dispatched calls for service; conduct driving while intoxicated and driving under the influence investigations. The investigators assist in identifying locations prone to crashes and provides traffic services by written citations/warnings for violations. This division supports department goals by investigating all fatalities, fleets and Life flight crashes and by assisting the districts to help with their work load.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Customers are the constituents and Harris County residents, who expect for us to do our job fairly and precisely without prejudice. Feedback is collected through the lack of complaints from citizens. Complainants need for their cases to be investigated fairly and correctly. Relationships between Harris County entities are grown through case and courtroom experience with the District Attorney's Office, which requires for the cases to be investigated correctly and appropriate charges to be filed. Feedback is also gained by the the outcome of the court procedures. The investigators have thorough knowledge of their cases and are able to present that knowledge during a case. Feedback is gained by the outcome of the court findings or jury trial determinations.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

N/A

FORM 4a. Department Services - DETAIL (#48)

Service Name:

Traffic enforcement

Divisions (list all):

Patrol Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$4,710,000 | 48 |

1) Describe the Service and how it supports department goals.

Commercial vehicle enforcement is a critical task conducted by certified inspectors. The main goal of the unit is to keep the motoring public safe from commercial motor vehicles who are not in compliance with safety regulations set forth by the U.S. Department of Transportation in the Federal Motor Carrier Safety Regulations. The goal of the Harris County Commercial Vehicle Enforcement Unit is to conduct safety inspections on the CMV road traffic within Harris County to keep the roadways safe from damage and remove unsafe CMVs from the roadway. The unit also conducts post-crash inspections involving commercial motor vehicles in Harris County.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers are both internal and external. External are the residents of Harris County, HOAs, TXTA (Texas Trucking Association), outside police agencies, and business leaders requesting safety presentations for their drivers on CMV issues. Internal requests are made by the County commissioners requested by the precinct camp deputies for initiative enforcement by the CMV unit to gain safety compliance regarding the CMVs using the roadways in Harris County. Expectations are readily seen immediately through our enforcement efforts. The physical presence in an area of CMV inspectors along with roadside inspections typically serves as the corrective action of CMVs losing loads and dropping debris on Harris County roadways.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Although not mandated by Texas state statutes, the Commercial Vehicle Enforcement unit deputies are trained by the Texas Department of Public Safety at its training facility in Austin, Texas. The Texas Administrative Code (T.A.C.) Rule 4:13, Authority to Enforce, defines who can enforce the Federal Motor Carrier Safety Regulations. Harris County is one of only several counties in the State of Texas who can enforce FMCSA regulations other than Texas DPS. Under TAC Rule 4:14, County Certification Requirements, TX DPS grants the authorization to perform FMCSA inspections in agreement with DPS Memorandum of Understanding and instructs Harris County on initial, weight, and recertification training for all certified inspectors.

FORM 4a. Department Services - DETAIL (#49)

Service Name:

Canine police services

Divisions (list all):

Patrol Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,551,000 | 26 |

1) Describe the Service and how it supports department goals.

The Canine Unit provides a support service to multiple bureaus through out the Sheriff's Office, other law enforcement agencies, and the residents of Harris County. The Canine Unit provides narcotics detection, explosives detection, contraband detection, lost person searches, criminal locating and apprehension, and community outreach and education. This service helps the department in the enforcement of laws and calls for service as well as creates positive interaction with the residents of Harris County.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The Canine Unit services all bureaus within the department as a support element. Expectations vary depending on the application of the canine. Canines are expected to locate concealed narcotics, contraband, explosives, and/or firearms in vehicles, open areas, and buildings. Canines are used to track and locate fleeing suspects and lost persons. Feedback is typically collected on scene from the requesting bureau in person via a debrief once the canine deployment has been completed.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

N/A

FORM 4a. Department Services - DETAIL (#50)

Service Name:

Livestock control

Divisions (list all):

Patrol Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$687,000 | 7 |

1) Describe the Service and how it supports department goals.

The Livestock Unit is responsible for all stray livestock calls in Harris County including all cities within Harris County. The Unit seeks veterinary care for injured livestock, transports unclaimed animals to auction, and investigates abused or neglected livestock. Additionally, this service supports department goals by protecting the citizens of Harris County from property and personal damage which may be caused by stray livestock. This service creates positive interaction with the citizens of Harris County.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The Livestock Unit services the citizens of Harris County and surrounding agencies in emergency situations. Their expectations is for the unit deputies to locate loose livestock and return them to their rightful owner(s). If the owner is not located, the animal is impounded as stray and transported to the Livestock Unit facility until the owner can be contacted and notified. Feedback is recieved through a contact list of owners where consistent communication takes place between the deputies and the citizens. Additionally, meetings are scheduled to allow community interactions and feedback with livestock personnel.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Texas Agricultural Code Section 142.

Sec. 142.003. DISCOVERY OF

ESTRAY; NOTICE(c) After receiving a report under Subsection (a) that an estray has been discovered on public property, the sheriff or the sheriff's designee shall notify the owner, if known, that the estray's location has been reported, except that if the sheriff or the sheriff's designee determines that the estray is dangerous to the public, the sheriff or the sheriff's designee may immediately impound the estray without notifying the owner.

(d) If the owner does not immediately remove the estray:

(1) the sheriff or the sheriff's designee may proceed with the impoundment process prescribed by Section 142.009; or

(2) if a perilous condition exists, the sheriff or the sheriff's designee may proceed with disposition of the estray under Section 142.015.

FORM 4a. Department Services - DETAIL (#51)

Service Name:

Parks patrol

Divisions (list all):

Patrol Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$6,966,000 | 71 |

1) Describe the Service and how it supports department goals.

The Parks Section provides law enforcement services for the residents and constituents in Harris County Precincts 1 and 2 parks. These services are provided through security patrols utilizing marked patrol units, all-terrain vehicles (ATVs), and foot and bike patrols. The Parks Section mainly focuses on the concept of community-oriented policing. Parks deputies conduct various safety classes at community centers, including: rape aggression defense (RAD), senior safety, Stranger Danger For Kids, identity theft, hurricane safety, and many more. Parks deputies provide security for various special events, including: street Olympics, Boy Scout fairs, swim meets, monetary / food distribution events, town hall meetings, etc. These special events often require deputies to work overtime. Many of our parks are surrounded by large bodies of water, and emphasis on water safety is conducted through beach patrols. Parks deputies often assist Marine units with water rescues associated with our areas of responsibility. Several Parks personnel have attended swift water rescue training. The Parks Section provides highly visible and effective patrols for citizens that frequent Harris County parks. Parks deputies exhibit a high degree of professionalism and represent the HCSO in a positive light for the public.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are the residents of Harris County, Harris County Precincts 1 and 2 staff, and various organizations associated with the precincts. Their expectations are that the HCSO provides a professional and courteous law enforcement service. Feedback is collected through verbal and written accounts of appreciation, gratitude, and complaints.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

N/A

FORM 4b. Performance Metrics

| 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 |
|--|--|--|---|--|--------------------|------------------------------------|---|
| Narcotics | Pounds of illegal narcotics recovered | Currently in use | Data logs | HS1 | 12,000 | 13,200 | FY2021-22 represents a projection, not a target |
| Firearms/explosives response and investigation | Number of illegal weapons recovered | Currently in use | Data logs | HS2 | 166 | 183 | FY2021-22 represents a projection, not a target |
| Counterterrorism | Number of terror organizations disrupted | Currently in use | Cases logs | HS3 | 4 | 4 | FY2021-22 represents a projection, not a target |
| Criminal intelligence acquisition | Number of intelligence briefs distributed | Currently in use | Distribution logs | HS4 | 373 | 400 | A 10% increase represents a productive target focus |
| Gang crime investigation | Number of gang units identified | Currently in use | Gang tracker software | HS5 | 563 | 620 | FY2021-22 represents a projection, not a target |
| Mass gathering/emergency situation response | Number of personnel trained & equipped | Currently in use | Personnel rosters and asset logs | HS6 | 234 | 250 | A 10% increase in trained/equipped personnel is achievable |
| Mass gathering/emergency situation response | Number of callouts for mass gatherings/emergency situations | New | Data logs | HS6 | TBD | TBD | TBD |
| Flood rescue | Number of teams per 12 hour shift | Currently in use | Personnel rosters and asset logs | HS7 | 4.5 | 5 | A 10% increase in trained/equipped personnel is achievable |
| Flood rescue | Number of flood rescues | New | Data logs | HS7 | TBD | TBD | TBD |
| Underwater search and recovery | Number of dive team deployments | New | Data logs | HS8 | TBD | TBD | TBD |
| Underwater search and recovery | Average response time for Dive Team deployment | New | Response log | HS8 | 1.5 hrs | 1 hour | Establish a standard for response timeline |
| Port security | Hours of video surveillance of port per day | Currently in use | Surveillance logs | HS9 | 41 | 45 | A 20% increase represents a productive target focus which could be achieved by ensuring 2 personnel monitored cameras on all shifts per day |
| Serve warrants on violent offenders | Number of warrants served/arrests of violent offenders | Currently in use | Arrest logs | HS10 | 1,224 | 1,350 | FY2021-22 represents a projection, not a target |
| Serve warrants on violent offenders | Number of warrants successfully executed on violent offenders | New | Arrest logs | HS10 | TBD | TBD | TBD |
| Firearms/explosives response and investigation | Number of responses to calls for suspicious packages/explosive devices | New | Response log | HS11 | TBD | TBD | TBD |
| Firearms/explosives response and investigation | Average response time for suspicious packages/explosive device incidents | New | Response log | HS11 | 1 hour | 30 minutes | 30 minutes is a reasonable expectation |
| Air support for law enforcement | Number of hours of air support availability | Currently in use | Flight logs | HS12 | 3,500 | 7,000 | Adding air crews to cover weekend and night shift will increase available air support hours |
| Air support for law enforcement | Number of hours of aerial patrol over port | Currently in use | Flight logs | HS13 | 250 | 375 | Adding new plane will increase ability for flights over port |
| Air support for law enforcement | Number of calls for air support | New | Data logs | HS13 | TBD | TBD | TBD |
| Air support for law enforcement | Average response time for air support calls | New | Data logs | HS13 | TBD | TBD | TBD |
| Waterways patrol | Number of waterway patrols | Currently in use | Maritime patrol hour logs | HS14 | 1,000 | 2,000 | Maritime patrols are only completed on dayshift and total 1,000 per year. Adding an evening shift should double the number of hours of waterway patrols |
| Waterways patrol | Number of calls for waterway patrol support | New | Data logs | HS14 | TBD | TBD | TBD |
| Waterways patrol | Average response time to calls for waterway patrol support | New | Data logs | HS14 | TBD | TBD | TBD |
| Human Resources | Number of job applicants | New | HR application | HR1, HR2 | TBD | Increase by 20% | Increasing pool of applicants will help improve quality of personnel hired and will raise the level of service provided to residents |
| Human Resources | Length of time from application to hire date for new employees | New | NeoGov, HR application, Payroll records | HR2 | TBD | Reduce by 30% | Too many applicants are lost due to current average length of time to hire |

FORM 4b. Performance Metrics

| 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 |
|------------------------|---|--|---|--|--------------------|------------------------------------|--|
| Human Resources | Hiring survey participation rate | New | HR application | HR3 | TBD | 85% or higher | A high level of participation in this survey will assist in developing improvements to the recruiting and hiring process |
| Human Resources | Exit interview participation rate | New | HR application | HR3 | TBD | Increase by 30% | Increasing participation in this process will assist in developing programs to improve employee retention |
| Human Resources | Employee turnover rate | New | HR application | HR1 | TBD | TBD | TBD |
| Media Relations | Number of public information campaigns on public safety issues | New | Media Relations records | MR1 | TBD | 6 campaigns | Strategic public safety messaging will help residents take action to stay safe. |
| Media Relations | HCSO website redesign to make more user friendly and increase public transparency | New | HCSO website | MR1 | Not yet launched | website launch | The HCSO website is the public's primary source of information about the agency. The goal of the redesign is to facilitate customer service and understanding of the agency. |
| Media Relations | Number of Next Door followers | Currently in use | Next Door | MR1 | 541,027 | TBD | Social media is the primary tool for mass engagement with the community, particularly during a pandemic. |
| Media Relations | Number of Facebook followers | Currently in use | Facebook | MR1 | 147,462 | TBD | Social media is the primary tool for mass engagement with the community, particularly during a pandemic. |
| Media Relations | Number of Twitter followers | Currently in use | Twitter analytics | MR1 | 70,500 | TBD | Social media is the primary tool for mass engagement with the community, particularly during a pandemic. |
| Media Relations | Number of Instagram followers | Currently in use | Instagram | MR1 | 16,800 | TBD | Social media is the primary tool for mass engagement with the community, particularly during a pandemic. |
| Media Relations | Number of YouTube subscribers | Currently in use | YouTube | MR1 | 1,780 | TBD | Social media is the primary tool for mass engagement with the community, particularly during a pandemic. |
| Legal | Number of public information requests received | Currently in use | GovQA, USPS, Email, Media Relations, Communications | L1 | 11,269 | N/A | Working on a projection for the number of requests received |
| Legal | Number of subpoenas received | Currently in use | Email and USPS | L1 | 2,845 | N/A | Working on a projection for the number of subpoenas received |
| Legal | Number of disciplinary letter and appeal notification letter requests received | Currently in use | Internal logs | L1 | 353 | N/A | Working on a projection for the number of disciplinary letter and appeal notification letter requests received |
| Legal | Number of contract and agreement review requests received | Currently in use | Internal logs | L1 | 68 | N/A | Working on a projection for the number of contracts and agreements presented for review |
| Legal | Number of requests for discovery received | Currently in use | Internal logs | L1 | 175 | N/A | Working on a projection for the number of requests for discovery received |
| Legal | Average time to respond to public information requests, subpoenas, disciplinary and appeal notification letter requests, contract and agreement review requests, and discovery requests | Currently in use | Internal logs | L1 | TBD | TBD | TBD |
| Information Technology | Average time to close/complete help desk tickets | Currently in use | Service Manager System | IT2 | TBD | TBD | TBD |
| Business Operations | % of high risk (likely to experience failure due to age, mileage, or repairs needed) vehicles operating in fleet | Currently in use | Internal logs | BO3 | TBD | TBD | All high risk vehicles should be replaced as soon as possible to avoid accident and potential injury to personnel or citizens |

FORM 4b. Performance Metrics

| 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 |
|--------------------------------------|---|--|---------------|--|--------------------|------------------------------------|---|
| Investigate crime | Number of cases assigned per investigator | Currently in use | Internal logs | CIB1, CIB2 | TBD | TBD | TBD |
| Investigate crime | Case clearance rate - all investigations | Currently in use | Internal logs | CIB1, CIB2, CIB3 | TBD | TBD | "Clearance rates" should be consistent with the FBI's Uniform Crime Reporting (UCR) Program, law enforcement agencies can clear, or "close," offenses in one of two ways: by arrest or by exceptional means. Although an agency may administratively close a case, that does not necessarily mean that the agency can clear the offense for UCR purposes. |
| Investigate crime | Case clearance rate - all UCR Part I and Part II crimes | Currently in use | Internal logs | CIB1, CIB2, CIB3 | TBD | TBD | |
| Investigate crime | Case clearance rate - criminal homicide | Currently in use | Internal logs | CIB1, CIB2, CIB3 | TBD | TBD | Surpass the national average and be a top ten agency among those reported annually to the FBI UCR/NIBR |
| Investigate crime | Case clearance rate - forcible rape | Currently in use | Internal logs | CIB1, CIB2, CIB3 | TBD | TBD | Surpass the national average and be a top ten agency among those reported annually to the FBI UCR/NIBR |
| Investigate crime | Case clearance rate - robbery | Currently in use | Internal logs | CIB1, CIB2, CIB3 | TBD | TBD | Surpass the national average and be a top ten agency among those reported annually to the FBI UCR/NIBR |
| Investigate crime | Case clearance rate - aggravated assault | Currently in use | Internal logs | CIB1, CIB2, CIB3 | TBD | TBD | Surpass the national average and be a top ten agency among those reported annually to the FBI UCR/NIBR |
| Investigate crime | Case clearance rate - burglary | Currently in use | Internal logs | CIB1, CIB2, CIB3 | TBD | TBD | Surpass the national average and be a top ten agency among those reported annually to the FBI UCR/NIBR |
| Investigate crime | Case clearance rate - larceny theft | Currently in use | Internal logs | CIB1, CIB2, CIB3 | TBD | TBD | Surpass the national average and be a top ten agency among those reported annually to the FBI UCR/NIBR |
| Investigate crime | Case clearance rate - motor vehicle theft | Currently in use | Internal logs | CIB1, CIB2, CIB3 | TBD | TBD | Surpass the national average and be a top ten agency among those reported annually to the FBI UCR/NIBR |
| Investigate crime | Percent of cases declined for prosecution by District Attorney (all investigations) | Currently in use | Internal logs | CIB1, CIB2, CIB3 | TBD | TBD | Measure of cases of arrest (per UCR definition) presented to HCDAO for prosecution that are declined by prosecutor to further action |
| Investigate crime | Percentage of cases declined for prosecution by District Attorney (Part I UCR crimes) | Currently in use | Internal logs | CIB1, CIB2, CIB3 | TBD | TBD | Outcome measure that serves a proxy for the quality of investigative services |
| Serve and maintain criminal warrants | Number of warrants served (all types) | Currently in use | Internal logs | CIB4 | TBD | TBD | FY 2021-22 represents a projection, not target |
| Serve and maintain criminal warrants | Percent of warrants successfully executed (all types) | Currently in use | Internal logs | CIB4 | TBD | TBD | TBD |
| Serve and maintain criminal warrants | Percent of warrants (all types) resolved by arrest action | Currently in use | Internal logs | CIB4 | TBD | TBD | Consistent with countywide goal to reduce exposure to justice system |
| Operate training academy | Number of Basic Peace Officer Courses offered | Currently in use | Internal logs | PD&S1 | 2 | 2 | Given the length of the course, classroom space, and instructor availability, a minimum of 2 BPOC's per year is reasonable |
| Operate training academy | Number trainees entering academy | Currently in use | Internal logs | HR1, HR2 | TBD | TBD | Measure of output/effort |
| Operate training academy | Percent of trainees graduating academy | Currently in use | Internal logs | HR1, HR2 | TBD | TBD | Measure of effectiveness of trainee selection and instruction |
| Operate training academy | Rate of firearms proficiencies qualifications renewed | Currently in use | Internal logs | PD&S2 | 100% | 100% | A rate of less than 100% is unacceptable |

FORM 4b. Performance Metrics

| 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 |
|--------------------------|---|--|-------------------------|--|--------------------|------------------------------------|--|
| Operate training academy | Rate of employee annual training completed | Currently in use | Internal logs | PD&S3 | TBD | 100% | PD&S strives to assist employees in achieving 100% completion of their annual training |
| Provide alarm services | Number of responses to false alarm calls | Currently in use | Cry Wolf system | PD&S4 | TBD | Fewer than current year | False alarm responses waste valuable time that could be spent assisting citizens in more productive ways |
| Emergency dispatch | Percent of 911 calls answered within 10 seconds | Currently in use | GHC 911 database | PSS1 | TBD | >= 95% | Industry standard calls for at least 95% of 911 calls to be answered within 10 seconds |
| Emergency dispatch | Percentage of MCP equipment maintained and tested within manufacturer's specifications | Currently in use | Internal logs | PSS2 | TBD | 100% | A rate of less than 100% is unacceptable |
| Traffic enforcement | Number of traffic stops involving driver education interaction where a warning is issued | Currently in use | Superion | PSS3 | TBD | TBD | TBD |
| Traffic enforcement | Number of traffic citations issued | Currently in use | Superion | PSS3 | TBD | TBD | TBD |
| Traffic enforcement | Number responses to vehicular collisions/accidents | Currently in use | Superion | PSS3 | TBD | TBD | Measure of road safety |
| Traffic enforcement | Number of responses to vehicular collisions/accidents involving injuries | Currently in use | Superion | PSS3 | TBD | TBD | Measure of road safety |
| Traffic enforcement | Number of responses to vehicular collisions/accidents involving fatalities | Currently in use | Superion | PSS3 | TBD | TBD | Measure of road safety |
| Traffic enforcement | Number of responses to vehicular collisions/accidents involving DWI | Currently in use | Superion | PSS3 | TBD | TBD | Measure of road safety |
| Traffic enforcement | Number of DWI arrests | Currently in use | Superion | PSS3 | TBD | TBD | FY 2021-22 represents a projection, not target |
| Canine police services | Number of suspect apprehensions by canine units | Currently in use | Internal logs, Superion | PSS4 | TBD | TBD | TBD |
| Canine police services | Number of evidence identifications by canine units | Currently in use | Internal logs, Superion | PSS4 | TBD | TBD | TBD |
| Parks patrol | Number of community service program events held at parks | Currently in use | Internal logs | PSS5 | TBD | TBD | TBD |
| Patrol - District | Number of calls for service (all calls, all geographies served) | Currently in use | Internal logs, Superion | P1 | TBD | TBD | FY 2021-22 represents a projection, not target |
| Patrol - District | UCR Part 1 Crimes calls as a % of all calls for service (all calls, all geographies served) | Currently in use | Internal logs, Superion | P1 | TBD | TBD | FY 2021-22 represents a projection, not target |
| Patrol - District | Average response time for calls for service (all calls, all geographies served) | Currently in use | Internal logs, Superion | P1 | TBD | TBD | Time from call first received to Sheriff's Office for dispatch until arrival of first response unit |
| Patrol - District | Average response time for Priority 1 service calls (all calls, all geographies served) | Currently in use | Internal logs, Superion | P1 | TBD | TBD | Time from call first received to Sheriff's Office for dispatch until arrival of first unit on scene |
| Patrol - District | Number of physical arrests per 100,000 residents (all geographies served) | Currently in use | Internal logs, Superion | P2 | TBD | TBD | Per capita figures reflects all geographical areas served by HCSO |
| Patrol - District | Number of sworn deputies per 100,000 residents (all geographies served) | Currently in use | Internal logs, Superion | P2 | TBD | TBD | Per capita figures reflects all geographical areas served by HCSO |
| Patrol - District | UCR Part I Violent crime per 100,000 residents (all geographies served) | Currently in use | Internal logs, Superion | P2 | TBD | TBD | Per capita figures reflects all geographical areas served by HCSO |

FORM 4b. Performance Metrics

| 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 |
|--|--|--|-------------------------|--|--------------------|------------------------------------|---|
| Patrol - District | UCR Part I Property crime per 100,000 residents (all geographies served) | Currently in use | Internal logs, Superion | P2 | TBD | TBD | Per capita figures reflects all geographical areas served by HCSO |
| Patrol - Contract | Number of calls for service (all calls, contract patrol only) | Currently in use | Internal logs, Superion | SO4 | TBD | TBD | FY 2021-22 represents a projection, not target |
| Patrol - Contract | UCR Part 1 Crimes calls as a % of all calls for service (contract patrol only) | Currently in use | Internal logs, Superion | SO4 | TBD | TBD | FY 2021-22 represents a projection, not target |
| Patrol - Contract | Average response time for calls for service (all calls, contract patrol only) | Currently in use | Internal logs, Superion | SO4 | TBD | TBD | Time from call first received to Sheriff's Office for dispatch until arrival of first unit on scene |
| Patrol - Contract | Average response time for Priority 1 service calls (contract patrol only) | Currently in use | Internal logs, Superion | SO4 | TBD | TBD | Time from call first received to Sheriff's Office for dispatch until arrival of first unit on scene |
| Patrol - Contract | Number of physical arrests per 100,000 residents (contract patrol only) | Currently in use | Internal logs, Superion | SO4 | TBD | TBD | Per capita figures reflect geographical areas where HCSO provides contract patrol services only |
| Patrol - Contract | Number of sworn deputies per 100,000 residents (contract patrol only) | Currently in use | Internal logs, Superion | SO4 | TBD | TBD | Per capita figures reflect geographical areas where HCSO provides contract patrol services only |
| Patrol - Contract | UCR Part I Violent crime per 100,000 residents (contract patrol only) | Currently in use | Internal logs, Superion | SO4 | TBD | TBD | Per capita figures reflect geographical areas where HCSO provides contract patrol services only |
| Patrol - Contract | UCR Part I Property crime per 100,000 residents (contract patrol only) | Currently in use | Internal logs, Superion | SO4 | TBD | TBD | Per capita figures reflect geographical areas where HCSO provides contract patrol services only |
| Homeless Outreach Team | Number of calls for service related to homelessness | Currently in use | Superion | P5 | 611 | 1,173 | 92% increase based on the growth from YTD 2019 vs YTD 2020 |
| Homeless Outreach Team | Number of homeless individuals connected to services | Currently in use | Internal logs | P5 | TBD | TBD | TBD |
| Crisis Intervention Response Team (CIRT) | Number of calls for service related to mental health issues | Currently in use | Superion | P6 | 435 | 561 | 29% increase based on the growth from YTD 2019 vs YTD 2020 |
| Crisis Intervention Response Team (CIRT) | Number of "in crisis" individuals connected with mental health services | New | Internal logs | P6 | TBD | TBD | TBD |
| Behavioral Health Threat Management Unit | Number of cases involving high risk mental health issues | Currently in use | Superion | P13 | 432 | 500 | 15% increase is a conservative estimate assuming the current growth on a monthly basis. |
| Patrol Contract Program | Number of deputy positions funded by Patrol Contracts | Currently in use | Internal logs | P11 | 322 | 354 | 10% increase represents a productive target focus |
| Patrol Districts | Number of calls for service where clinician was contacted | Currently in use | Superion | P6, P10, P12 | 434 | 477 | 10% increase represents a productive target focus |
| Project Lifesaver/Project Guardian | Number of participants enrolled in program | New | Internal logs | P9 | 200 | 500 | 150% increase based on target goals |
| Behavioural Health Administrative Detail | Number of staff enrolled | Currently in use | training logs | P7 | 700 | 1,000 | 43% increase based on projected goals for 2022 |
| Mental Health Diversion Center | Number of diversions achieved | Currently in use | Internal logs | P10 | 959 | 1,055 | 10% increase represents a productive target focus |

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.***

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

1

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**.

[illegible]

FORM 5b. List of All New Positions Needed for Additional Funds Requests

| 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 | CIRT Crisis Intervention Response Team | Patrol | Deputy | Full | 2080 | 20 | \$58,760 | \$28,814 | \$87,574 | \$1,751,487 | 6/1/2021 | 20 | \$67,365 | \$1,347,298 | N | N |
| BR2 | Behavioral Health Units | Patrol | Deputy | Full | 2080 | 5 | \$58,760 | \$28,814 | \$87,574 | \$437,872 | 6/1/2021 | 20 | \$67,365 | \$336,824 | N | N |
| BR3 | Does not exist | Patrol | Deputy | Full | 2080 | 8 | \$58,760 | \$28,814 | \$87,574 | \$700,595 | 6/1/2021 | 20 | \$67,365 | \$538,919 | N | N |
| BR4 | Patrol Districts | Patrol | Deputy | Full | 2080 | 270 | \$58,760 | \$28,814 | \$87,574 | \$23,645,079 | 9/1/2021 | 13 | \$43,787 | \$11,822,540 | N | N |
| BR5 | Does not exist | Patrol | Deputy | Full | 2080 | 30 | \$58,760 | \$28,814 | \$87,574 | \$2,627,231 | 6/1/2021 | 20 | \$67,365 | \$2,020,947 | N | N |
| BR7 | Investigate crime | Criminal Investigations | Investigator | Full | 2080 | 20 | \$69,701 | \$31,405 | \$101,106 | \$2,022,124 | 6/1/2021 | 20 | \$77,774 | \$1,555,480 | N | N |
| BR8 | Does not exist | Professional Development & Standards | Auditor | Full | 2080 | 4 | \$69,701 | \$31,405 | \$101,106 | \$404,425 | 6/1/2021 | 20 | \$77,774 | \$311,096 | N | N |
| BR9 | Does not exist | Executive | Manager | Full | 2080 | 1 | \$90,000 | \$36,212 | \$126,212 | \$126,212 | 6/1/2021 | 20 | \$97,086 | \$97,086 | N | N |
| BR10 | Human Resources | Executive | Timekeeper | Full | 2080 | 2 | \$45,000 | \$25,556 | \$70,556 | \$141,112 | 3/1/2021 | 26 | \$70,556 | \$141,112 | N | N |
| BR10 | Human Resources | Executive | Payroll Coordinator | Full | 2080 | 1 | \$52,000 | \$27,214 | \$79,214 | \$79,214 | 3/1/2021 | 26 | \$79,214 | \$79,214 | N | N |
| BR11 | Business Operations | Executive | Manager | Full | 2080 | 1 | \$108,160 | \$40,512 | \$148,672 | \$148,672 | 3/1/2021 | 26 | \$148,672 | \$148,672 | N | N |
| BR11 | Business Operations | Executive | Analyst | Full | 2080 | 3 | \$93,600 | \$37,064 | \$130,664 | \$391,993 | 3/1/2021 | 26 | \$130,664 | \$391,993 | N | N |
| BR12 | Legal | Executive | Paralegal | Full | 2080 | 2 | \$49,941 | \$26,726 | \$76,667 | \$153,334 | 6/1/2021 | 20 | \$58,974 | \$117,949 | N | N |
| BR13 | Information Technology | Executive | Web Developer | Full | 2080 | 1 | \$80,000 | \$33,844 | \$113,844 | \$113,844 | 6/1/2021 | 20 | \$87,572 | \$87,572 | N | N |
| BR13 | Information Technology | Executive | Software Developer | Full | 2080 | 1 | \$80,000 | \$33,844 | \$113,844 | \$113,844 | 6/1/2021 | 20 | \$87,572 | \$87,572 | N | N |
| BR16 | Business Operations | Executive | Specialist | Full | 2080 | 2 | \$54,017 | \$27,691 | \$81,708 | \$163,416 | 3/1/2021 | 26 | \$81,708 | \$163,416 | N | N |
| BR17 | Human Resources | Executive | Coordinator | Full | 2080 | 1 | \$63,000 | \$29,818 | \$92,818 | \$92,818 | 3/1/2021 | 26 | \$92,818 | \$92,818 | N | N |
| BR17 | Human Resources | Executive | Specialist | Full | 2080 | 1 | \$55,000 | \$27,924 | \$82,924 | \$82,924 | 3/1/2021 | 26 | \$82,924 | \$82,924 | N | N |
| BR18 | Homeless Outreach Teams | Patrol | Deputy | Full | 2080 | 10 | \$58,760 | \$28,814 | \$87,574 | \$875,744 | 6/1/2021 | 20 | \$67,365 | \$673,649 | N | N |

FORM 5c. Budget Request #1

| | |
|------------------------------|---|
| Budget Request Priority ID: | BR1 |
| Funding Request Description: | Increase in staffing to provide 24/7 coverage/service |
| Division: | Patrol |

Funding Request - Next Fiscal Year: \$1,773,298

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Currently there are 9 CIRT teams with two sergeants responsible for providing coverage across all of Harris County. The addition of 20 deputies would allow 24/7 coverage to the most critical calls involving persons in crisis, continue to safely de-escalate calls, and divert consumers towards alternatives other than jail. With an ever-increasing number of crisis calls, there is a dire need for an increase in available CIRT units. |
| 2) Which department-level goals does this support? |
| Build community trust and reduce racial disparities in the criminal justice system. Prevent and reduce crime |
| 3) What do you want to achieve with these additional funds? |
| Acquire and train additional deputies and provide additional trained units which will continue to further the mission of providing crisis and behavioral health services to the residents of Harris County, and provide assistance to patrol bureau and other stakeholders as needed. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Interview and selection of CIRT deputies would occur during the first 30 days. Subsequent training would occur over the next 60 days, with an implementation timeline of 90 days. This does not take into account current COVID-19 related delays. |
| 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 #2

| | |
|------------------------------|---|
| Budget Request Priority ID: | BR2 |
| Funding Request Description: | Expand staffing of Behavioural Health Units |
| Division: | Patrol |

Funding Request - Next Fiscal Year: \$463,324

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Behavioral Health encompasses different needs from training to investigations. As such, at this time there is a need for an increase in Neighborhood Quality of Life teams which would address community issues pertaining to nuisance abatement and graffiti. |
| 2) Which department-level goals does this support? |
| Build community trust. Prevent and reduce crime |
| 3) What do you want to achieve with these additional funds? |
| Acquire and train additional deputies, and provide additional trained units which will continue to further the mission of providing crisis and behavioral health services to the residents of Harris County, and provide assistance to patrol and other stakeholders as needed. This would include increasing the quality of life by reducing nuisance related issues, and addressing graffiti in Harris County neighborhoods |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Interview and selection of deputies and administrative staff to fill positions in Neighborhood Quality of Life Teams would occur during the first 30 days. Subsequent training would occur over the next 60 days, with an implementation timeline of 90 days. This does not take into account current COVID-19 related delays. |
| 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 #3

| | |
|------------------------------|-------------------------------|
| Budget Request Priority ID: | BR3 |
| Funding Request Description: | Create new Boarding Home unit |
| Division: | Patrol |

Funding Request - Next Fiscal Year: \$709,319

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| There is a growing number of group homes in the Harris County area of which many are unlicensed, and do not adhere to any known standards. These unlicensed group homes put the most vulnerable of our citizens at risk, and often lead to several health and penal code violations. This unit would not focus on just unlicensed businesses, but would also focus on ensuring licensed businesses remain compliant in accordance with current applicable law. |
| 2) Which department-level goals does this support? |
| Build community trust. Prevent and reduce crime |
| 3) What do you want to achieve with these additional funds? |
| Aquire and train additional deputies and provide trained units which will address a growing issue within Harris County to achieve compliance, and provide assistance to those in need. This unit would also provide assistance to patrol bureau and other stakeholders as needed. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Interview and selection of qualified deputies would occur during the first 30 days. Subsequent training would occur over the next 60 days, with an implementation timeline of 90 days. This does not take into account current COVID-19 related delays. |
| 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 #4

| | |
|------------------------------|---------------------------------|
| Budget Request Priority ID: | BR4 |
| Funding Request Description: | Expand Patrol District staffing |
| Division: | Patrol |

| | |
|-------------------------------------|--------------|
| Funding Request - Next Fiscal Year: | \$17,573,540 |
|-------------------------------------|--------------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The population of Harris County has nearly doubled in the last 20 years (98%) growth, and the current amount of staff is not enough to maintain adequate coverage (District 1: 4 deputies per 10,000 residents). More deputies are needed in order for the patrol bureau to provide adequate 24/7 coverage for the citizens of unincorporated Harris County. There is also a need to backfill the Patrol Deputy positions to replace the deputies which were transferred out from Patrol Bureau to other bureaus within the Harris County Sheriff's Office. |
| 2) Which department-level goals does this support? |
| Build community trust. Prevent and reduce crime |
| 3) What do you want to achieve with these additional funds? |
| Acquire and train additional deputies to achieve adequate staffing to meet the needs of a growing population in Harris County, and backfill the positions transferred to other bureaus within the Harris Couty Sheriff's Office. The addition of deputies to the Patrol Bureau would continue to improve the quality of service provided to the citizens of Harris County, and would continue to improve the quality of life for the deputies in the Patrol Bureau by providing optimal staffing to cover calls for service. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Interview and selection of candidates for the patrol program would occur within the first 30 days, leading to an academy start date within the first 90 days. This does not take into account current COVID-19 related delays, or the length of the Harris County Sheriff's Office patrol academy program, or Field Training program. |
| 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 #5

| | |
|------------------------------|---|
| Budget Request Priority ID: | BR5 |
| Funding Request Description: | Create Community Problem Oriented Policing unit |
| Division: | Patrol |

Funding Request - Next Fiscal Year: \$2,659,947

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Law enforcement must be better equipped to identify and respond to each community's unique needs. This unit would focus on bridging the gap between law enforcement and the community by directly addressing concerns of the community, attending meetings, curating a strong social media presence, and serve on community boards and associations as needed. |
| 2) Which department-level goals does this support? |
| Build community trust. Prevent and reduce crime |
| 3) What do you want to achieve with these additional funds? |
| Acquire and train additional deputies and provide trained units which will maintain a connection between the Harris County Sheriff's Office and the public to further promote collaboration between deputies and the community. This unit would also provide assistance to patrol bureau and other stakeholders as needed. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Interview and selection of qualified deputies would occur during the first 30 days. Subsequent training would occur over the next 60 days, with an implementation timeline of 90 days. This does not take into account current COVID-19 related delays. |
| 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 #6

| | |
|-------------------------------------|-----------------------------|
| Budget Request Priority ID: | BR6 |
| Funding Request Description: | Retire and replace vehicles |
| Division: | Executive |
| Funding Request - Next Fiscal Year: | \$1,700,000 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The Sheriff's Office designates vehicles for replacement by using a Points Replacement Guideline System. Components of the system include categories such as Age, Mileage, Life-to-date Maintenance and Purchase Price vs. Life-to-date Maintenance. This system allows Fleet Management to objectively determine a Vehicle Condition Index (VCI) that can be used identify which vehicles need to be replaced first. |
| 2) Which department-level goals does this support? |
| Foster and sustain organizational excellence. Prevent and reduce crime. |
| 3) What do you want to achieve with these additional funds? |
| To maintain our current fleet we need to add an additional 12 to 13 units per month. This will allow us to replace the top 120 units identified as needing replacement according to the Replacement System and provide an offset for 30 vehicles that will be lost due to accidents and/or mechanical failures. Replacing 150 units represents roughly 10% of our total fleet. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Ordering 12 to 13 vehicles per month will allow us to replace vehicles identified in the Replacement System and offset total losses. By ordering incrementally we maintain flexibility to adjust the vehicle split to align with strategic initiatives. |
| 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 #7

| | |
|------------------------------|---|
| Budget Request Priority ID: | BR7 |
| Funding Request Description: | Expand criminal investigations capacity |
| Division: | Criminal Investigations |

| | |
|-------------------------------------|-------------|
| Funding Request - Next Fiscal Year: | \$1,969,480 |
|-------------------------------------|-------------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The Harris County Sheriff's Office, more specifically the Criminal Investigations Bureau, has been severely understaffed for decades. As an agency with approximately 2,400 certified peace officers serving over 2.2 million residents in unincorporated Harris County, we are not at the proper staffing level to serve the needs of the residents. With the department receiving over 70,000 report incidents of crime, 122 investigators is not adequate to conduct proper follow-up investigations. Multiple subject matter experts who have been in law enforcement for more than 30 years but now work for the Department of Justice, Bureau of Justice Administration, Public Safety Partnership commented during their assessment of our department that we are severely understaffed as compared to other law enforcement agencies our size nationwide. These additional investigators will focus on clearing the backlog of violent crimes, such as sexual assaults, aggravated robberies, aggravated assaults, and murders. |
| 2) Which department-level goals does this support? |
| This initiative will support department-level goals to build community trust and prevent and reduce crime. |
| 3) What do you want to achieve with these additional funds? |
| This funding will allow the addition of 5 investigators to each of the following much needed areas: Human Trafficking, Domestic Violence, SMART, and Child Abuse |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The timeline to achieve these goals are within one calendar 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> |

FORM 5c. Budget Request #8

| | |
|-------------------------------------|--|
| Budget Request Priority ID: | BR8 |
| Funding Request Description: | Performance audit and inspections unit |
| Division: | Professional Development & Standards |
| Funding Request - Next Fiscal Year: | \$396,296 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The Sheriff's Office does not currently have an internal unit that verifies the data being used to manage the operation, nor is there a unit that performs spot checks to ensure policy is being followed throughout the agency. This function is a necessary component of any data driven, results based organization, and will help the Sheriff's Office embrace these ideals. |
| 2) Which department-level goals does this support? |
| Foster and sustain organizational excellence |
| 3) What do you want to achieve with these additional funds? |
| Hire and deploy a team that will provide the Sheriff and Command Staff with assurance that operational metrics are accurate and policies are being followed. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Within 60 days of being fully staffed this unit should begin providing the Sheriff and Command Staff with regular audit reports. |
| 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 #9

| | |
|-------------------------------------|----------------------------|
| Budget Request Priority ID: | BR9 |
| Funding Request Description: | Procedural justice manager |
| Division: | Executive |
| Funding Request - Next Fiscal Year: | \$97,386 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The Procedural Justice Manager will be tasked with leading the HCSO's efforts to implement forward-thinking, research-based policies and practices that aim to create a more equitable agency. |
| 2) Which department-level goals does this support? |
| Increase public safety and build community trust. |
| 3) What do you want to achieve with these additional funds? |
| The residents of Harris County expect the Sheriff's Office to aggressively implement policies and practices that have led to inequitable application of the law, particularly within communities of color. We hope to achieve a higher level of criminal justice equity, public safety, and community trust. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Some practices and policies are already being drafted and considered for implementation in the near future. The Procedural Justice Manager will take the lead on these efforts as a key advisor to the Sheriff. |
| 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 - #10

| | |
|-------------------------------------|---------------------------------|
| Budget Request Priority ID: | BR10 |
| Funding Request Description: | Expand timekeeping/payroll team |
| Division: | Executive |
| Funding Request - Next Fiscal Year: | \$221,226 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The Sheriff's Office is required to enter and approve time for over five thousand team members and continue to provide a high level of customer service. |
| 2) Which department-level goals does this support? |
| Foster and sustain organizational excellence. |
| 3) What do you want to achieve with these additional funds? |
| We would like to add additional team members to spread the responsibility and properly train each team member for success by deploying a timekeeper onboarding. Offering full-time employment will encourage more significant commitment and a greater sense of team spirit. Additionally, we would like to restructure the team and have adequate support. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| We have started working to develop and integrate a training program for new team members joinining the HR team. We would like to have new team members hired by February so they can be included in team building, trainings and can become immediate contributors. |
| 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 #11

| | |
|------------------------------|---|
| Budget Request Priority ID: | BR11 |
| Funding Request Description: | Create budget & operational reporting & analysis team |
| Division: | Executive |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$561,866 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| It is anticipated that ongoing reporting requirements centered around budget and operational metrics will require a full time team of analytical professionals. |
| 2) Which department-level goals does this support? |
| Foster and sustain organizational excellence. Build community trust. |
| 3) What do you want to achieve with these additional funds? |
| Hire a manager and 3 analysts to provide consistent transparent reporting to both internal and external stakeholders. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| This unit should begin collaborating with County Budget Management and PFM consultants immediately and within 60 days of being fully staffed should begin providing regular reporting and analysis. |
| 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 #12

| | |
|------------------------------|-------------------|
| Budget Request Priority ID: | BR12 |
| Funding Request Description: | Expand legal team |
| Division: | Executive |

Funding Request - Next Fiscal Year: \$118,549

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| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The number of Public Information Act requests, subpoenas, and discovery requests have increased which has caused the need for more funding and additional paralegal positions. In addition, the Office hopes to revamp education of its revised policies with full legal updates accompanying revisions to policies. |
| 2) Which department-level goals does this support? |
| 1 and 4 |
| 3) What do you want to achieve with these additional funds? |
| Keep up with increased workflow and to educate all employees on the revised policies. Better educate all employees of the HCSO to decrease litigation costs to the County. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Responding to the increase in number of requests in a timely manner. The HCSO recently added a policy unit which is revising all HCSO policies. Exetensive educaiton must be implemented in hopes to decrease litigaiton costs of the County. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| The number of requests answered each month. The number of employees that have attended classes on revised policies. |
| Fill in Table Below |

FORM 5c. Budget Request #13

| | |
|------------------------------|-------------------------------------|
| Budget Request Priority ID: | BR13 |
| Funding Request Description: | Expand web and software development |
| Division: | Executive |

Funding Request - Next Fiscal Year: \$185,745

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Information Technology has received new project requests from various bureaus of the department. The team is responsible for the maintenance of both intranet and public websites. Both websites were implemented 5 years ago and reengineering is now a necessity. Information Technology is maintaining more than 100 in house applications, many of which serve as a liaison between 3rd Party systems and HCSO users. At this time, there are only four developers - two full time and two contract employees. This capacity 640 FTE/Month will take more than 18 months to complete projected workloads mentioned above. To implement technology driven working environment and facilitate officers' daily operation, this timeframe doesn't satisfy the need. Additional developer positions are essential. |
| 2) Which department-level goals does this support? |
| This request supports all five department-level goals. |
| 3) What do you want to achieve with these additional funds? |
| Hire an experienced web developer to do interface re-design; re-design and implement HCSO public website and intranet with new technology, create better-organized navigational paths and more trendy design themes. Hire an experienced software developer to design/implement the newly requested projects and upgrade/re-engineer legacy applications which are no longer supported by windows 10. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Create a clear and specific skillset and experience requirements for recruiting; Hire a qualified candidate to fulfill the 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 5c. Budget Request #14

| | |
|-------------------------------------|-------------------------------|
| Budget Request Priority ID: | BR14 |
| Funding Request Description: | Computer hardware replacement |
| Division: | Executive |
| Funding Request - Next Fiscal Year: | \$780,000 |

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|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Equipment needs to be updated every 4-5 years to maintain proper operability. We need to constantly upgrade equipment throughout HCSO facilities. |
| 2) Which department-level goals does this support? |
| This request supports all five department-level goals. |
| 3) What do you want to achieve with these additional funds? |
| Ensure every piece of hardware and every application is running at it's best in order to promote a high quality and safe environment to our certified and non-certified personnel |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| We will replace 25% of desktops per year throughout Sheriff facilities to ensure the equipment is working properly. |
| 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 #15

| | |
|-------------------------------------|-----------------------------|
| Budget Request Priority ID: | BR15 |
| Funding Request Description: | Specialized training for IT |
| Division: | Executive |
| Funding Request - Next Fiscal Year: | \$100,000 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Training would allow IT to develop highly effective, reliable,secure, and innovative platforms to suport and embrace the visions and goals of the Sheriff's Office as it moves forward with technologies that have become essential to the way we work and live. |
| 2) Which department-level goals does this support? |
| This request supports all five department-level goals. |
| 3) What do you want to achieve with these additional funds? |
| Employee training is an investment to the organization. It can improve productivity and boost employee performance. The development of secure platforms will embrace the goals of the Sheriff's Office. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Technology in the workplace help employees become more efficient. Technology evolves constantly so training will ensure we can strive to have the best infrastructure. |
| 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 - #16

| | |
|------------------------------|----------------------------------|
| Budget Request Priority ID: | BR16 |
| Funding Request Description: | Create inventory management unit |
| Division: | Executive |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$164,016 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| County audit procedures require continuous monitoring and update of fixed asset inventories, to include periodic verification by observation and count. Given the size of the Sheriff's Office and the number of fixed assets involved it is estimated that two full time personnel will be needed to comply with this Auditor requirement. |
| 2) Which department-level goals does this support? |
| Foster and sustain organizational excellence. |
| 3) What do you want to achieve with these additional funds? |
| Full compliance with County Auditor requirements for inventory management. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Post positions in early January with the anticipation of filling them at the beginning of the new 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> |

FORM 5c. Budget Request - #17

| | |
|------------------------------|--|
| Budget Request Priority ID: | BR17 |
| Funding Request Description: | Culture and engagement program development |
| Division: | Executive |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$176,342 |
|-------------------------------------|-----------|

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|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The HCSO has a disengaged workforce. The number of grievances and internal issues reported annually confirm there is a significant disconnect. |
| 2) Which department-level goals does this support? |
| Foster and sustain organizational excellence. |
| 3) What do you want to achieve with these additional funds? |
| Develop a culture and engagement (C&E) team to focus on helping the HCSO become an Employer of Choice by deploying C&E initiatives that align with our core values and improve the overall team member experience by focusing on more human-centered interaction, empowering team members, and encouraging responsibility and accountability. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Have new team members hired as soon as possible so they can be included in team buildings trainings and can become immediate contributors. |
| 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 - #18

| | |
|------------------------------|--------------------------------|
| Budget Request Priority ID: | BR18 |
| Funding Request Description: | Expand Homeless Outreach Teams |
| Division: | Patrol |

Funding Request - Next Fiscal Year: \$886,649

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|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Homeless Outreach Teams (HOT) have worked with other local law enforcement agencies and nonprofit organizations to provide assistance and service to the homeless population of Harris County since the inception of this program. HOT has worked in collaboration with the Mental Health Diversion Center, other homelessness organizations, and will work with the future Homeless Navigation Center. Increasing the number of units available will improve the effectiveness of this program. |
| 2) Which department-level goals does this support? |
| Foster and sustain organizational excellence. Build community trust. |
| 3) What do you want to achieve with these additional funds? |
| Acquire and train additional deputies to further promote collaboration between them and the community. This unit would also provide assistance to patrol bureau and other stakeholders as needed. The increase in units will assist with responding to more calls for service to further provide assistance to the homeless population of Harris County. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Interview and selection of H.O.T. deputies would occur during the first 30 days. Subsequent training would occur over the next 60 days, with an implementation timeline of 90 days. This does not take into account current COVID-19 related delays. |
| 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 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 | Auto Theft | This grant pays for part of the cost of salaries and benefits for the Auto Theft Unit, plus supplies | \$743,052 |
| REV2 | Body-Worn Cameras | This grant provides funds for the purchase of body-worn cameras and data storage. | \$1,254,812 |
| REV3 | COPS Hiring Program | Grant funds will be used to hire 5 Deputies to work on the Violent Crimes Unit to investigate cases of gun violence. | \$625,000 |
| REV4 | First Responder Mental Health Program | An in-house team of Behavioral Health specialists who deliver quality services to classified and civilian employees as they seek to carry out their duties effectively and safely. Specialties include doctoral-level clinical psychology, professional counseling, and marriage/family therapy. | \$1,334,670 |
| REV5 | HIDTA (High Intensity Drug Trafficking Areas) | This grant enables the Sheriff's participation in the HIDTA program, which seeks to reduce drug trafficking through a coordinated approach. Grant funds provide for the salary and benefits of an Intelligence Analyst, as well as overtime costs of a deputy, vehicle rental costs, a facility lease, equipment rental, and data analysis services | \$1,529,094 |
| REV6 | Human Trafficking | Grant funds will be used to cover overtime costs for 3 investigators and 1 supervisor, along with the lease of 3 vehicles, to assist in human trafficking investigations. | \$221,400 |
| REV7 | Justice Assistance Grant (via the City of Houston) | This grant is shared with the Constables, and the funds are used to purchase needed equipment and personnel. The JAG pays for computers, Tasers, bulletproofing the jail lobbies, traffic surveying equipment, overtime costs, audio visual equipment at the Emergency Dispatch Center, etc. | \$4,666,449 |
| REV8 | | | |
| REV9 | | | |
| REV10 | | | |
| REV11 | | | |
| REV12 | | | |
| REV20 | | | |
| Total | | | \$10,374,477 |

541 – Sheriff – Detention

Ed Gonzalez

541 – Sheriff-Detention

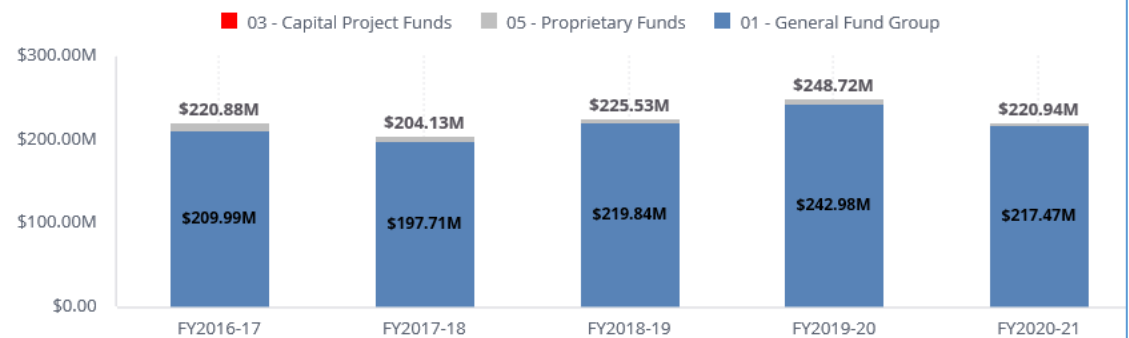
Data as of 12/14/2020

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

Expenditures Total for FY 2020-2021

\$220,936,739

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$241.16M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|--|
| 541 | Harris County Sheriff's Office: Detentions |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

| |
|---|
| <p>Mission Statement</p> <p>The mission of the Harris County Sheriff's Office is to</p> <p>Enhance the safety and protect the trust of the citizens</p> <p>Of Harris County by enforcing the law with integrity</p> <p>and professionalism.</p> |
|---|

2. Vision

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

| |
|--|
| <p>Vision</p> <p>To create the preeminent county jail system environment that allows people to achieve their full potential through the combination of operational excellence, leadership development, and effective rehabilitative opportunities.</p> |
|--|

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 Sheriff's Office, founded in 1837, is the largest sheriff's office in Texas and the third largest in the United States. HCSO's 3 departments combined are nearly 5,100 employees and 160 reservists dedicated to ensuring the safety of over 4.1 million residents who call Harris County home. Harris County encompasses 1,788 square miles (1,729 land) and includes forty-one incorporated municipalities.

HCSO is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Commission was established in 1979 as a credentialing authority through the joint efforts of law enforcement's major executive associations. The HCSO became accredited in 2002 and is the largest law enforcement agency in Texas to receive this professional designation. We are also the largest Sheriff's Office in the nation to be accredited.

Sheriff's Office Detentions department operates with 1,466 Detention Officers, 596 Deputies, 99 Sergeants, 72 Detention Sergeants, 79 Records Specialists, and 146 management and support staff. The jail has an average daily inmate population of 8,146. The Detentions department also operates a Joint Processing Center which services all law enforcement agencies in the County.

Re-entry programs are provided to inmates which are designed to reduce recidivism. These programs provide case management services, partnership with community agencies, discharge planning, continuum of care plans, education, and connection to outside resources, information, and therapeutic 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.

Criminal Justice Command:

- Detention Support Services Bureau: Provides inmates with food, sanitation, health & hygiene, legal resources, transportation for medical purposes, education, and access to courts and clergy.
- 1200 Justice Housing Bureau: Operates a 4,265 bed space jail facility. Provides care, custody, and control of inmates, and ensures they receive due process of law, medical care, and are treated fairly while detained.
- Justice Management Bureau: Intakes, processes and releases all arrestees in Harris County. Facilitates all bonding processes and ensures all arrestees receive proper due process in a less restrictive, timely, and efficient manner.
- 701 Justice Housing Bureau: Operates a 4,841 bed space jail facility. Provides care, custody, and control of inmates, and ensures they receive due process of law, medical care, and are treated fairly while detained.

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.

Justice Assistance Grant (via the City of Houston)

Amount: \$4,666,449 (four different grants currently active)

This grant is shared with the Constables, and the funds are used to purchase needed equipment and personnel. The JAG pays for computers, Tasers, bulletproofing the jail lobbies, traffic surveying equipment, overtime costs, audio visual equipment at the Emergency Dispatch Center, etc.

Residential Substance Abuse Treatment

Amount: \$232,686 (application pending) Cash Match: \$77,562

This grant pays for 4 substance abuse counselors in the jail.

Second Chance Act

Amount: \$745,969 (application pending) Cash Match: \$372,985

Grant funds would be used to strengthen families by providing wraparound reentry services to incarcerated parents and their children. The budget includes 2 Case Managers, 1 Peer Navigator, supplies, and contract services.

Texas Volkswagen Environmental Mitigation Program

Amount: \$168,599 Discretionary Match: \$42,150

Grant funds will pay for the replacement of two shuttle buses with cleaner burning buses.

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.

Goals

1. Hire, recruit, and retain a qualified and diverse workforce that is highly trained, knowledgeable, and prepared to meet any challenge.
2. Provide a safe and secure environment for all inmates and employees in the Harris County Jail System.
3. Ensure all arrestees are processed through the criminal justice system in a safe and efficient manner and strive to find ways to reduce criminal recidivism.

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. Cast recruiting net across a wide range of cultural professional associations in the local area and beyond. Promote training and continuous education and recognize employee excellence.
2. Provide staff programs for continuous training, mentoring, and counseling to address use of force incidents. Provide inmate programs for education and incentives to help minimize assaults and promote good behavior.
3. Provide programs for diversion, education, re-entry, mental health, and other restorative alternatives.

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

HCSO Detentions department provides care and custody to a segment of the population that is disproportionately represented by racial and ethnic minorities. Care, education, and re-entry services provided to these individuals serves the County good by returning them to the community with the tools necessary to become productive citizens.

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.*

- Avoided a potentially catastrophic COVID-19 outbreak in the county jail, despite a rise in the total jail population. The COVID-19 death rate in the jail has remained below the county's overall death rate, and COVID-19 hospitalizations have been minimal. This was accomplished by aggressively testing and quarantining inmates and staff.
- Converted to emergency staffing plan of twelve hour shifts in the 1200 and 701 Housing Bureaus. This action enabled the Sheriff's Office to meet state mandated staffing ratios in spite of COVID-19 effects on staffing. In addition the implementation of this scheduled appears to have reduced the number of resignations in the Criminal Justice Command.
- Started the ballistic protection of our jail lobbies which will help protect our employees and increase our ability to keep our facilities secure.
- Worked in unison daily to provide the best opportunities for social distancing while improving maintenance of our cellblocks in spite of the COVID-19 outbreak by enforcing stringent Personal Protection protocols and providing the equipment and supplies to support those protocols with security, inmates, and maintenance staff.
- Entered into a stand-alone contract for medical services with Heights Hospital to relieve some strain on our in-house medical area due to the COVID pandemic.

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. Project HOPE: This partnership with the City of Houston provides comprehensive assessment services and case management to children of incarcerated parents. The initiative provides wraparound services to help these children overcome the unique challenges they face.
- b. Wellness Unit: This unit is led by the department chaplain and provides a holistic approach to the wellbeing of Harris County Sheriff Office's employees. The unit provides assistance with dietary and lifestyle changes, spiritual guidance, and pastoral care in times of crisis, such as military deployment and line of duty deaths.
- c. Policy Unit: The Policy Unit is responsible for the development, review, distribution, maintenance, and administration of the Harris County Sheriff's Office Policy and Standard Operating Procedures.
- d. 24-Hour Diversion Desk: The 24-hour Diversion Desk is located at the Joint Processing Center and is staffed by members of The Harris Center for Mental Health and intellectual and developmental disabilities clinical staff. Jail staff direct members of the target population to the desk when one or more operational triggers or flags are identified during the intake process. The clinical staff use access to several mental health databases and consult with law enforcement and the Harris County District Attorney's Office to determine diversion eligibility. The diversion desk is also the location of the 24 hour law enforcement hotline.

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. Texas Jail's Annual inspection
- b. County Auditor's cash receipts, internal controls, and inventory audits
- c. National Accreditation for Jail
- d. Prison Rape Elimination Act (PREA)

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

- District Attorney
- US IT VMC
- Auditors Office
- Harris County Judge and Commissioners
- Harris County Criminal Courts
- Harris County Community Supervision and Corrections
- Harris County Facilities and Property Management
- Harris County Budget Management
- Harris County Purchasing
- Harris County Attorney's office

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

- Houston Recovery
- Domestic Violence Coordinating Council
- Texas Department of Corrections
- Texas State Mental Hospitals
- The United States Department of Justice
- The Texas Commission on Jail Standards
- The Texas Office of the Governor
- Santa Maria Hostel
- Angela House
- The Hope Center
- Star of Hope Mission
- Cenikor
- The Houston Recovery Center
- Bering Omega Foundation

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 Sheriff’s Office is aware of the racial and socioeconomic disparities in the criminal justice system. A significant number of incarcerated persons report mental health issues, substance abuse problems, homelessness, or co-occurring issues. Homelessness and incarceration appear to increase the risk of each other, and these factors seem to be mediated by mental illness and substance abuse, as well as by disadvantageous socioeconomic circumstances. We are aware that a disproportionate number of people held in the Harris County Jail are non-white and low income.
2. *What strategies, if any, does your department have in place to remove or address these disparities?*
 - HCSO Detentions department provides educational opportunities to inmates and re-entry services designed to provide a head start upon return to the community.
 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?*
 - a. Collaborate with Workforce Solutions, the City of Houston, Houston Hispanic Forum, Veterans Administration, Asian Community Center, and the U.S. Military active and reserve. We also work with local high schools, technical and community colleges, local religious organizations and local events like the Houston Rodeo to ensure our pool of candidates is as diverse as possible and that the demographics of our agency reflects our community.
 - b. At the beginning of each fiscal year we put together a group of ads and distribute them to various print publications within Harris County. (Que Onda, Buena Suerte, La Subasta, Houston Defender, African American News & Issues, Outsmart Magazine and Forward Times).
 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.*
 - HCSO staff members receive diversity training within the first 14-days of hire and are required to attend diversity training bi-annually.
 - Launched implicit bias training for all staff.

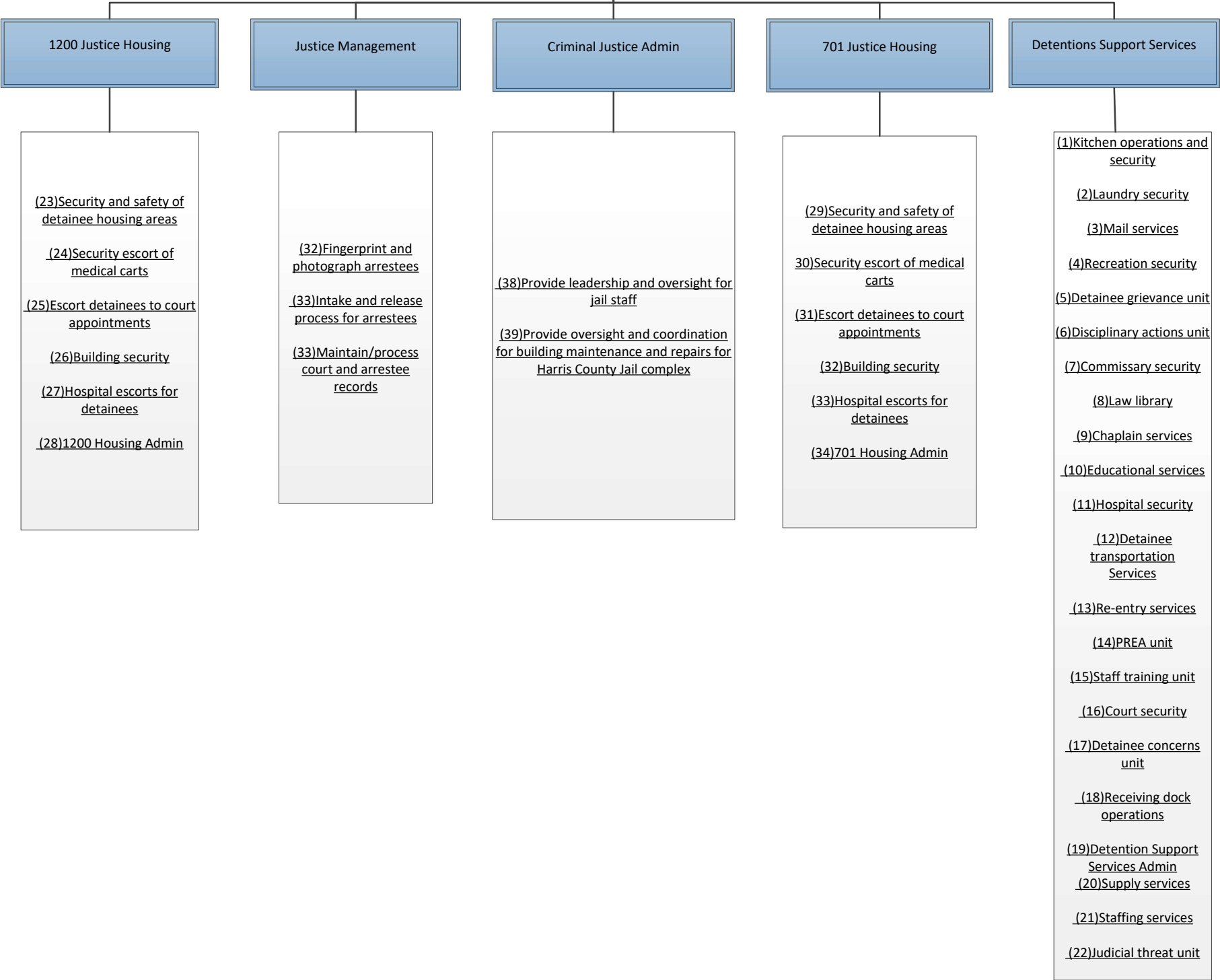
FORM 1. Divisions

| Division Name | Services Provided | FY 2020-21 Adopted Budget (\$ Amount) | FY 2020-21 Adjusted Budget (\$ Amount) | Actual Headcount (FTE) |
|-----------------------------|--|---|--|---------------------------|
| Detentions Support Services | (1)Kitchen operations and security, (2)Laundry security, (3)Mail services, (4)Recreation security, (5)Detainee grievance unit, (6)Disciplinary actions unit, (7)Commissary security, (8)Law library, (9)Chaplain services, (10)Educational services, (11)Hospital security, (12)Detainee transportation services, (13)Re-entry services, (14)PREA unit, (15)Staff training unit, (16)Court security, (17)Detainee concerns unit, (18)Receiving dock operations, (19)Detention Support Services Admin, (20)Supply services, (21)Staffing services, (22)Judicial threat unit | \$55,736,183 | \$56,815,673 | 474 |
| 1200 Justice Housing | (23)Security and safety of detainee housing areas, (24)Security escort of medical carts, (25)Escort detainees to court appointments, (26)Building security, (27)Hospital escorts for detainees, (28)1200 Housing Admin | \$66,113,586 | \$65,643,204 | 729 |
| 701 Justice Housing | (29)Security and safety of detainee housing areas, (30)Security escort of medical carts, (31)Escort detainees to court appointments, (32)Building security, (33)Hospital escorts for detainees, (34)701 Housing Admin | \$59,855,921 | \$59,430,058 | 660 |
| Justice Management | (35)Fingerprint and photograph arrestees, (36)Intake and release process for arrestees, (37)Maintain/process court and arrestee records | \$50,061,315 | \$49,705,139 | 552 |
| Criminal Justice Admin | (38)Provide leadership and oversight for jail staff. (39)Provide oversight and coordination for building maintenance and repairs for Harris County Jail complex. | \$9,393,995 | \$10,417,090 | 26 |

| | | |
|---------------|---------------|-------|
| \$241,161,000 | \$242,011,165 | 2,441 |
|---------------|---------------|-------|

Department 541

SHERIFF ED GONZALEZ



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 | Foster and sustain organizational excellence | SO1 | Improve staff training and professional development to better serve the community | All Detentions | Professional Development & Standards | | |
| G1 | Foster and sustain organizational excellence | SO2 | Reduce overtime hours worked | All Detentions | | | |
| G1 | Foster and sustain organizational excellence | SO3 | Increase staffing to facilitate 12 hour shifts, comply with Sandra Bland Act, and accommodate required policy changes | All Detentions | | | |
| G1 | Foster and sustain organizational excellence | SO4 | Reduce Process time for incarcerated people receiving General Order Bonds mandated by the O'Donnell lawsuit | Justice Mangement | | DA.PTS,DC,Courts, JAD | Other County law enforcement agencies |
| G1 | Provide a safe and secure environment for all inmates, employees, and visitors in the Harris County Jail System. | SO6 | Increase availability of meaningful data to inform management decisions and enhance understanding of the criminal justice system | All Detentions | Executive, IT, In-Custody Population Manager | | |
| G2 | Provide a safe and secure environment for all inmates, employees, and visitors in the Harris County Jail System. | SO8 | Reduce use of force incidents | All Detentions | | | |
| G2 | Provide a safe and secure environment for all inmates, employees, and visitors in the Harris County Jail System. | SO9 | Reduce inmate-on-inmate/inmate-on-staff assaults | All Detentions | | | |
| G2 | Provide a safe and secure environment for all inmates, employees, and visitors in the Harris County Jail System. | SO10 | Reduce employee injuries | All Detentions | | | |
| G2 | Provide a safe and secure environment for all inmates, employees, and visitors in the Harris County Jail System. | SO11 | Reduce contraband entering HCSO jail facilities | Detention Support Services | | | |
| G2 | Provide a safe and secure environment for all inmates, employees, and visitors in the Harris County Jail System. | SO13 | Ensure medical care is provided to detainees in a timely manner | All Detentions | Medical | | |
| G2 | Provide a safe and secure environment for all inmates, employees, and visitors in the Harris County Jail System. | SO14 | Serve safe and nutritious meals to detainees | All Detentions | Medical | | |
| G2 | Provide a safe and secure environment for all inmates, employees, and visitors in the Harris County Jail System. | SO15 | Ensure security rounds are completed in compliance with state jail commission rules | All Detentions | | | |
| G2 | Provide a safe and secure environment for all inmates, employees, and visitors in the Harris County Jail System. | SO16 | Ensure staffing ratios required by state jail commission are maintained | All Detentions | | | |
| G2 | Provide a safe and secure environment for all inmates, employees, and visitors in the Harris County Jail System. | SO17 | Reduce harm, violence, and trauma | All Detentions | | | |
| G2 | Provide a safe and secure environment for all inmates, employees, and visitors in the Harris County Jail System. | SO18 | Achieve zero founded grievances related to inmate health and food services due to compliance with standards of and National Commission on Correctional Health Care (NCHC) | All Detentions | | | |

[illegible]

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

Service Name:

Kitchen operations and security

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$13,320,000 | 24 |

1) Describe the Service and how it supports department goals.

This unit provides security for the vendor and trustees operating the kitchen. The vendor is contracted (approximately \$11 million annual cost) to provide three meals per day to detainees, which supports the department goal of providing a safe and secure environment for detainees.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The incarcerated people are the customers of this service. Their expectations are three balanced meals daily. Feedback occurs through informal verbal notification and via the formal grievance process.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is mandated by the Texas Commission on Jail Standards. TCJS Chapter 281 Rule 281.1 Food shall be served three times in any 24-hour period. No more than 14 hours shall pass between meals without supplemental food being served.

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

Service Name:

Laundry security

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,933,000 | 20 |

1) Describe the Service and how it supports department goals.

This service provides security for trustees working in laundry. This service supports the department's goal of providing a safe and secure environment for all incarcerated people by ensuring clean and sanitary personal hygiene, providing clean clothing and linens.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The incarcerated people are the customers of this service. Their expectations are to be provided clean clothing and linens. Feedback occur through informal verbal notification and/or through the established formal grievance process.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is mandated by The Texas Commission on Jail Standard. Chapter 277 Rule 277.2 A change of clothing shall be furnished at least once a week unless work, climatic conditions, illness, or other factors necessitate more frequent exchange to assure cleanliness. Chapter 277.8 A standard issue of bedding and linens to each inmate to be placed in housing shall include, but shall not be limited to, the following clean, safe, and serviceable items: (1) one mattress; (2) one sheet or mattress cover; (3) one towel; (4) one blanket, or more depending upon climatic conditions. Inmates detained in holding and/or detoxification cells may be provided with the above items.

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

Service Name:

Mail services

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$387,000 | 4 |

1) Describe the Service and how it supports department goals.

The Mail Room service consists of receiving, separating, and delivering all privileged and non-privileged mail to incarcerated people. This service supports the department's goal of providing a safe and secure environment for all inmates in the Harris County Jail System. This service facilitates the continuous communication with family, friends, and legal advisors which help sustain the emotional well being of incarcerated people.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The incarcerated people are the customers of this service. Their expectation is to be able to maintain communication with their family, friends, and legal representatives via written correspondence. Feedback occurs through informal verbal notification and or through the established formal grievance process.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is mandated by the Texas Commission on Jail Standards. Chapter 291 Rule 291.2 Each facility shall have and implement a written plan, approved by the Commission, governing inmate correspondence. The plan shall provide for the handling of privileged and nonprivileged correspondence, both outgoing and incoming, and shall provide for the collection and distribution of correspondence.

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

Service Name:

Recreation security

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,643,000 | 17 |

1) Describe the Service and how it supports department goals.

This service facilitates physical exercise or recreational opportunities for detainees. This service supports the department's goal of providing a safe and secure environment. This service is designed to sustain their physical well being.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Incarcerated people are the customers for this service. They expect to have an opportunity to exercise and engage in recreational activities to maintain their physical, mental, and emotional health. Feedback is collected via the grievance process.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The service is mandated by The Texas Commission on Jail Standards. Chapter 285 Rule 285.1 Each facility shall have and implement a written plan, approved by the Commission, for inmate physical exercise and physical recreation. Documentation of physical exercise and physical recreation shall be maintained for Commission review. Each inmate shall be allowed one hour of supervised physical exercise or physical recreation at least three days per week.

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

Service Name:

Detainee grievance unit

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$290,000 | 3 |

1) Describe the Service and how it supports department goals.

This service is the formal process for incarcerated people to bring unsatisfactory conditions to the staff's attention. This service supports the department's goal of ensuring a safe environment by identifying and resolving the negatives.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The incarcerated people are customers of this services. Inmates expect a proper plan or means for resolving complaints. Feedback occurs through resolution of the formal grievance process.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is mandated by the Texas Commissions on Jail Standards. Chapter 283 Rule 283.3 Grievance Plan. Every facility shall have and implement a written plan, approved by the Commission, for inmate grievance procedures. This plan shall be an administrative means for the resolution of grievances. It supplements, but does not replace any informal grievance procedure

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

Service Name:

Disciplinary actions unit

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$290,000 | 3 |

1) Describe the Service and how it supports department goals.

This services provides for a fair and consistent application of rules and regulations. It's the procedure through which incarcerated people are held accountable for compliance with the rules established in the inmate handbook. Discipline can range from loss of privileges to loss of good time credit. This service supports the department's goal of providing a safe and secure environment.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Detention staff and incarcerated people are the customers of this service. The incarcerated people's expectation is to have a fair process designed to hold them accountable for inhouse infractions or wrong doing. The staff's expectation is a population of incarcerated people who treat others with dignity and respect. Feedback occurs through informal verbal notification and or through the established formal grievance process.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The Texas Commission on Jail Standards requires jails to adopt a written set of disciplinary guidelines that are shared with those residing in the jail.

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

Service Name:

Commissary security

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$483,000 | 5 |

1) Describe the Service and how it supports department goals.

This service provides incarcerated people an opportunity to purchase extra food, hygiene, and sundry items. This service supports the department's goal of providing a safe and secure environment.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The incarcerated people are the customers for this service. Their expectation is to be able to purchase reasonably priced extra items not provided by the food services. Feedback occurs through informal verbal notification and or through the established formal grievance process.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is mandated by the Texas Commission on Jail Standards. Chapter 291 Rule 291.3 Each facility shall have and implement a written plan, approved by the commission, governing the availability and use of an inmate commissary which allows for the purchase of hygiene items and sundries. The plan shall: (1) indicate type of services, in-house or vendor; (2) indicate frequency of services; (3) provide procedures for inmates obtaining items; (4) Provide for yearly audits by the county auditor in accordance with the Local Government Code, §351.0415. The audits shall be submitted to the commission not later than ten days following completion; and (5) Provide that all expenditures from commissary proceeds be made in accordance with the Local Government Code, §351.0415.

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

Service Name:

Law Library

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$773,000 | 8 |

1) Describe the Service and how it supports department goals.

The Law Library is a resource established to provide incarcerated people access to legal resources and information. This service supports the department's goal of providing a safe and secure environment. This service is designed to provide incarcerated people with the resources and information needed to help them navigate through the judicial system, which can have a positive impact on one's well being.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The incarcerated people are the customers for this service. Their expectation is to have adequate access to legal information and resources to aid them in seeking justice. Feedback occurs through informal verbal notification and or through the established formal grievance process.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is not mandated by the Texas Commission on Jail Standards. Incarcerated people have constitutional right to access to Courts. That access is granted when an attorney is appointed.

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

Service Name:

Chaplain services

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$290,000 | 3 |

1) Describe the Service and how it supports department goals.

This service supports incarcerated people by giving them access to resources (clergy, reading materials, etc.) to support their religious faith practices. This service supports the department's goal of providing a safe and secure environment. Maintaining people's spiritual health while they are in jail is critical to helping them maintain a hopeful mindset during a time of personal crisis.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The incarcerated people are the customers of this service. They expect to be able to practice their faith while incarcerated. Feedback occurs through informal verbal notification and or through the established formal grievance process.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is mandated by the Texas Commission on Jail Standards. Chapter 291 Rule 291.5 Inmate Religious Plan Each facility shall have and implement a written plan, approved by the Commission, governing religious practices

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

Service Name:

Educational services

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,643,000 | 17 |

1) Describe the Service and how it supports department goals.

This service is the mechanism that provides education and training to incarcerated people. This service supports the department's goal of providing a safe and secure environment.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The incarcerated people are the customers of this service. Participants expect to gain some marketable skills to aid their transition back into the free world. Feedback occurs through informal verbal notification and or through the established formal grievance process.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is mandated by the Texas Commission on Jail Standards. Chapter 287 Rule 287.1 Education and Rehabilitation Plan. Each facility shall have and implement a written plan, approved by the Commission, for inmate rehabilitation and education. The plan shall make maximum use of the resources available in and to the community in which the facility is located.

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

Service Name:

Hospital security

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$5,123,000 | 53 |

1) Describe the Service and how it supports department goals.

This service maintains the care, custody and control of temporarily hospitalized incarcerated people. This service supports the department's goals by ensuring the safety and security of all detainees.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The incarcerated people and hospital staff are all considered customers of this service. The incarcerated people expect to be safe and secure at all times. The hospital staff expect security of the incarcerated people while they are in their facility. Feedback occurs through informal verbal notification and or through the established formal grievance process.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is statutorily mandated. The Texas Local Government Code Subchapter C. Operation of County Jails, Section 351.041 a) The sheriff of each county is the keeper of the county jail. The sheriff shall safely keep all prisoners committed to the jail by a lawful authority, subject to an order of the proper court.
(b) The sheriff may appoint a jailer to operate the jail and meet the needs of the prisoners, but the sheriff shall continue to exercise supervision and control over the jail.

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

Service Name:

Detainee transportation services

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$4,350,000 | 45 |

1) Describe the Service and how it supports department goals.

This service is for transporting incarcerated people to and from various facilities for various reasons, including medical treatment and court hearings. This service supports the department's goal of providing a safe and secure environment. This service is designed to eliminate incarcerated people concerns on how they would get to offsite medical appointments, courts hearings and other approved events.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The incarcerated people are customers of this service. Receiving facilities can also be viewed as customers of this service. The incarcerated people expect to be safely transported to and from their medical appointment. Facility personnel expect the incarcerated people to be delivered in a timely manner for scheduled appointments. Feedback occurs through informal verbal notification and or through the established formal grievance process.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is statutorily mandated by the Texas Commission on Jail Standards. Chapter 273, Rule 273.2 of the Health Services Plan.

FORM 4a. Department Services - DETAIL (#13)

Service Name:

Re-entry services

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,063,000 | 11 |

1) Describe the Service and how it supports department goals.

This service includes programs and opportunities designed to aid incarcerated people in their successful transition back into the communities. This service supports the department's goal of providing a safe and secure environment.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers of this service are the incarcerated people and the communities where they live. They expect to have resources to aid them in a smooth transition back into the community. Feedback occurs through informal verbal notification, decreased recidivism, and feedback from our community partners.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is not mandated.

FORM 4a. Department Services - DETAIL (#14)

Service Name: PREA unit
Divisions (list all): Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$387,000 | 4 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| This service is designed to prevent sexual abuse of incarcerated people. This service supports the department's goal of providing a safe and secure environment. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The incarcerated people are the customers for this service. The incarcerated people expect to be protected from sexual assault while in jail. Feedback occurs through informal verbal notification and or through the established formal grievance process. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| This service is mandated by the Federal Government's; Prison Rape Elimination Act, 2003. The goal of PREA is to eradicate prisoner rape in all types of correctional facilities in this country. |

FORM 4a. Department Services - DETAIL (#15)

Service Name: Staff training unit
Divisions (list all): Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,160,000 | 12 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| This service trains and deploys newly hired deputies, detention officers, and other staff members. This service supports the department's goals of hiring, recruiting, and retaining a qualified and diverse workforce. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The new hires are the customers of this service. The new hires expect to receive adequate training, resources and information to aid in the successful performance of their duties. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No |

FORM 4a. Department Services - DETAIL (#16)

Service Name:

Court security

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$21,071,000 | 218 |

1) Describe the Service and how it supports department goals.

This services is ensuring the safety and security of the courtroom. Staff act as Court Bailiff and Court Holdover Security responsible for transporting defendants to and from the facilities. This service supports the department's goal of ensuring a safe and secure environment.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The incarcerated people and the Court are customers of this service. They expect to be safely escorted to scheduled court appearances. The Court's personnel expect the HCSO to maintain the security in the Criminal Justice Center and other Harris County court facilities. Feedback from incarcerated people come through informal verbal notification and or through the established formal grievance process. Other feedback can come from judges and or other court personnel.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

236

FORM 4a. Department Services - DETAIL (#17)

Service Name:

Detainee concerns unit

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$483,000 | 5 |

1) Describe the Service and how it supports department goals.

This unit is tasked with receiving and responding to queries, complaints and concerns from the friends and family members of the incarcerated people. This service supports the department's goal of providing a safe and secure environment.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Customers of this service are the family and love ones of all incarcerated people. Their expectation is a prompt response and appropriate resolution to the query and or concern submitted. Feedback occurs through additional submission via Inmate Concerns and or through the established formal grievance process.

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 (#18)

Service Name:

Receiving dock operations

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$387,000 | 4 |

1) Describe the Service and how it supports department goals.

This services is responsible for overseeing and receiving freight deliveries of equipment and supplies for the department. This service supports the department's goal of ensuring a safe and secure environment by receiving equipment required for staff to perform their duties .

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers of this service is the entire department and the incarcerated people. Expectations are to have ample supply and needed equipment in order to perform their duties.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is not stututorily mandated.

FORM 4a. Department Services - DETAIL (#19)

Service Name:

Detention Support Services Admin

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$773,000 | 8 |

1) Describe the Service and how it supports department goals.

Provides leadership and guidance to all areas of Detention Support Services.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customer of this service is the Detention Command as a whole and the entire jail population

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

FORM 4a. Department Services - DETAIL (#20)

Service Name:

Supply services

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$290,000 | 3 |

1) Describe the Service and how it supports department goals.

This unit is responsible for ordering, restocking, receiving, distribution, and deployment of all vital supplies, chemicals, and PPE for the health and safety of all CJC personnel and the HCSO detainee population. Supply services is also responsible for maintaining a comprehensive inventory of all items. This service supports the department's goal of ensuring a safe and secure environment.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers of this service are all personnel assigned to the Criminal Justice Command and the entire detainee population. Their expectations are to have an ample supply of PPE and cleaning agents.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

FORM 4a. Department Services - DETAIL (#21)

Service Name:

Staffing services

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$387,000 | 4 |

1) Describe the Service and how it supports department goals.

This is the primary staffing entity for scheduling, monitoring, reviewing, and when necessary re-deploying Criminal Justice Command personnel. This unit supports the department's goals of ensuring a safe and secure environment by ensuring sufficient security staffing needs.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers of this service are the CJC Housing Divisions. Their expectations are to have ample staffing to continue to promote a safe and secure environment. Feedback is collected through daily staffing shortages.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is not statutorily mandated but our staffing levels are. The Texas Administrative Code 275.4 states Corrections requires no less than one jailer per 48 inmates or increment thereof on each floor.

FORM 4a. Department Services - DETAIL (#22)

Service Name:

Judicial Threat Unit

Divisions (list all):

Detention Support Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$290,000 | 3 |

1) Describe the Service and how it supports department goals.

This unit investigates threats against elected Judicial officials.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers of this service are the judges, and court personnel.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

This service is mandated by the Texas Legislative Senate Bill 42, Court Security.

FORM 4a. Department Services - DETAIL (#23)

Service Name:

Security and safety of detainee housing areas

Divisions (list all):

1200 Housing

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$58,259,000 | 647 |

1) Describe the Service and how it supports department goals.

The Texas Commission on Jail Standards mandates basic minimum standards for operating a jail. With the implementation of the Sandra Bland Act, Electronic Security Rounds are now required by law. The electronic security rounds require the entry of every cell block at least once every 60 minutes and based on housing security/safety concerns as often as within every twenty minutes. Detainees are monitored for medical, phsycological, nutritional, clothing, sanitation, hygiene, and safety needs while incarcerated.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers are the detainees who are incarcerated, their family members, various law enforcement agencies, and criminal/civil courts. As well as the citizens of Harris County, Texas. Their expectations are that detainees receive proper basic essential life sustaining care, are in a safe environment, and the public are safe from potential criminal actions. We have a grievance process which is monitored by the Texas Commission on Jail Standards, we have a Detainee Care and Concerns email address where the public or detainee can email concerns.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The sheriff is mandated by law to provide and staff a jail for pre-trial detainees. The Texas Commission on Jail Standards mandates basic minimum standards for operating a jail. The Sandra Bland Act is a legislated action which requires electronic security observation rounds of detainees.

FORM 4a. Department Services - DETAIL (#24)

Service Name:

Security escort of medical carts

Divisions (list all):

1200 Housing

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$810,000 | 9 |

1) Describe the Service and how it supports department goals.

In providing medical care for the detainees, medication carts visit each floor daily, as well as a medical triage person. The policy of the medical department in the sheriff's office requires that a medical escort be provided for these medical personnel. There is a cart that dispenses prescription medication, a cart for dispensing keep on person medication, a diabetic cart, and the triage person each of whom require a security escort.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers are the detainees who are incarcerated, their family members, the medical personnel, various law enforcement agencies, criminal and civil courts. As well as the citizens of Harris County, Texas. Their expectations are that detainees receive proper basic essential life sustaining care, are in a safe environment, and the public are safe from potential criminal actions. We have a grievance process which is monitored by the Texas Commission on Jail Standards, we have a Detainee Care and Concerns email address where the public or detainee can email concerns.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The sheriff is mandated by law to provide and staff a jail for pre-trial detainees. The Texas Commission on Jail Standards mandates basic minimum standards for operating a jail.

FORM 4a. Department Services - DETAIL (#25)

Service Name:

Escort detainees to court appointments

Divisions (list all):

1200 Housing

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,171,000 | 13 |

1) Describe the Service and how it supports department goals.

Pre trial detainees will have court appearances they are mandated to attend. When the courts send over their docket, the detainees have to be removed from their assigned housing, searched, and escorted to the appropriate court building. When court is over, the detainee is searched and escorted back to their assigned housing.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers are the detainees who are incarcerated, their family members, various law enforcement agencies, criminal and civil courts. As well as the citizens of Harris County, Texas. The criminal and civil courts, the detainees, crime victims, state and defendant attorneys expect that their cases will progress in a timely efficient manner through the criminal justice system. Detainees will be in court when needed. We have a grievance process which is monitored by the Texas Commission on Jail Standards, we have a Detainee Care and Concerns email address where the public or detainee can email concerns.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The sheriff is mandated by law to provide and staff a jail for pre-trial detainees. The Texas Commission on Jail Standards mandates basic minimum standards for operating a jail.

FORM 4a. Department Services - DETAIL (#26)

Service Name:

Building security

Divisions (list all):

1200 Housing

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$3,062,000 | 34 |

1) Describe the Service and how it supports department goals.

The buildings and perimeters have to be kept secure and monitored for security breaches. The sheriffs office provides outside patrols to monitor the security of the various Criminal Justice Command facilities. During detainee visitation additional personnel are needed to monitor the large number of visitors who enter and exit our building as well as to escort detainees from their housing area to the visitation area searching them prior to entering visitation and returning to their housing assignment.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers are the detainees who are incarcerated, their family members, various law enforcement agencies, criminal and civil courts. As well as the citizens of Harris County, Texas. Their expectations are that detainees receive proper basic essential life sustaining care, are in a safe environment, and the public are safe from potential criminal actions. We have a grievance process which is monitored by the Texas Commission on Jail Standards, we have a Detainee Care and Concerns email address where the public or detainee can email concerns.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The sheriff is mandated by law to provide and staff a jail for pre-trial detainees. The Texas Commission on Jail Standards mandates basic minimum standards for operating a jail.

FORM 4a. Department Services - DETAIL (#27)

Service Name:

Hospital escorts for detainees

Divisions (list all):

1200 Housing

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,351,000 | 15 |

1) Describe the Service and how it supports department goals.

In providing for the care, custody and control of detainees, when the need for hospital care occurs, we provide security escorts commensurate with the security level of the detainee. Some detainees by policy require two deputies to escort them to the medical facility. Providing security supports the department goal of ensuring the public's safety and maintaining their trust.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers are the detainees who are incarcerated, their family members, various law enforcement agencies, criminal and civil courts. As well as the citizens of Harris County, Texas. Their expectations are that detainees receive proper basic essential life sustaining care, are in a safe environment, and the public are safe from potential criminal actions. We have a grievance process which is monitored by the Texas Commission on Jail Standards, we have a Detainee Care and Concerns email address where the public or detainee can email concerns.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The sheriff is mandated by law to provide and staff a jail for pre-trial detainees. The Texas Commission on Jail Standards mandates basic minimum standards for operating a jail.

FORM 4a. Department Services - DETAIL (#28)

Service Name:

1200 Housing Admin

Divisions (list all):

1200 Housing

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$990,000 | 11 |

1) Describe the Service and how it supports department goals.

This service is to provide administrative functions and supervision of first line staff. Ensure personnel are in compliance with State Law, and Department Policy. Coordinate needs of Maintenance Personnel, Vendors, General Public, and Security Staff. Monitor training needs, use of force events, proper staffing levels, and overall general operational needs of the facility, staff, public and detainees.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers are the detainees who are incarcerated, their family members, various law enforcement agencies, criminal and civil courts. As well as the citizens of Harris County, Texas.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The sheriff is mandated by law to provide and staff a jail for pre-trial detainees. The Texas Commission on Jail Standards mandates basic minimum standards for operating a jail.

FORM 4a. Department Services - DETAIL (#29)

Service Name: Security and safety of detainee housing areas
Divisions (list all): 701 Housing

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$52,226,000 | 580 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are the inmates who are incarcerated, their family members, various law enforcement agencies, criminal and civil courts. As well as the citizens of Harris County, Texas. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The sheriff is mandated by law to provide and staff a jail for pre-trial detainees. The Texas Commission on Jail Standards mandates basic minimum standards for operating a jail. |

FORM 4a. Department Services - DETAIL (#30)

Service Name: Security escort of medical carts
Divisions (list all): 701 Housing

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,791,000 | 31 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are the inmates who are incarcerated, their family members, various law enforcement agencies, criminal and civil courts. As well as the citizens of Harris County, Texas. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The sheriff is mandated by law to provide and staff a jail for pre-trial detainees. The Texas Commission on Jail Standards mandates basic minimum standards for operating a jail. |

FORM 4a. Department Services - DETAIL (#31)

Service Name:

Escort detainees to court appointments

Divisions (list all):

701 Housing

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,351,000 | 15 |

1) Describe the Service and how it supports department goals.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers are the inmates who are incarcerated, their family members, various law enforcement agencies, criminal and civil courts. As well as the citizens of Harris County, Texas.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The sheriff is mandated by law to provide and staff a jail for pre-trial detainees. The Texas Commission on Jail Standards mandates basic minimum standards for operating a jail.

FORM 4a. Department Services - DETAIL (#32)

Service Name:

Building security

Divisions (list all):

701 Housing

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$810,000 | 9 |

1) Describe the Service and how it supports department goals.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers are the inmates who are incarcerated, their family members, various law enforcement agencies, criminal and civil courts. As well as the citizens of Harris County, Texas.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The sheriff is mandated by law to provide and staff a jail for pre-trial detainees. The Texas Commission on Jail Standards mandates basic minimum standards for operating a jail.

FORM 4a. Department Services - DETAIL (#33)

Service Name: Hospital escorts for detainees
Divisions (list all): 701 Housing

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,351,000 | 15 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are the inmates who are incarcerated, their family members, various law enforcement agencies, criminal and civil courts. As well as the citizens of Harris County, Texas. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The sheriff is mandated by law to provide and staff a jail for pre-trial detainees. The Texas Commission on Jail Standards mandates basic minimum standards for operating a jail. |

FORM 4a. Department Services - DETAIL (#34)

Service Name: 1200 Housing Admin
Divisions (list all): 701 Housing

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$900,000 | 10 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are the inmates who are incarcerated, their family members, various law enforcement agencies, criminal and civil courts. As well as the citizens of Harris County, Texas. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The sheriff is mandated by law to provide and staff a jail for pre-trial detainees. The Texas Commission on Jail Standards mandates basic minimum standards for operating a jail. |

FORM 4a. Department Services - DETAIL (#35)

Service Name:

Fingerprint and photograph arrestees

Divisions (list all):

Justice Management

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,711,000 | 19 |

1) Describe the Service and how it supports department goals.

G3 Process through the Criminal Justice system in a Safe and efficient manor. The Automated Fingerprint Identification System (AFIS) process is required by law for all persons arrested for criminal violations as well as background checks for applicants for public safety and high security positions. The AFIS information is necessary to charge an individual through the Harris County District Attorneys Office. The AFIS digital records is matched with the charges and sent to the State of Texas for Criminal Justice Information System (CJIS) reporting, Harris County AFIS system is a designated Regional Data basis in which law enforcement agencies and crime labs in the region are connected. Fingerprints are checked, verified and photos are used for Law enforcement, courts and applicant purposes.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Law Enforcement Agencies, all court systems, the district attorneys office, DPS, FBI, other local, state and federal criminal justice agencies. The community and the inmate.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Yes FBI and State CJIS reporting requirements, Code of Criminal Procedures

FORM 4a. Department Services - DETAIL (#36)

Service Name:

Intake and release process for arrestees

Divisions (list all):

Justice Management

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$37,009,000 | 411 |

1) Describe the Service and how it supports department goals.

G2 provide a safe environment and G3 Processed through CJS in a safe and efficient manner. Once the arrestee is received at the Jail the person is processed through the Criminal Justice System until authorized to be released through bonding, dismissals, time served, transferred to other agencies or other court directive. During the detainee's stay, food, water and medical care will be provided. If housed the person will be properly classified to ensure his or her safety and security.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The arrestee, Law Enforcement agencies, the DA office, the Public Defender, private attorneys, bondsman, the community, municipal, JP, county and the district court systems.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Yes Code of Criminal Procedures, TEXAS Commission on Jail Standards, Local Government Code

FORM 4a. Department Services - DETAIL (#37)

Service Name:

Maintain/process arrestee records

Divisions (list all):

Justice Management

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$10,986,000 | 122 |

1) Describe the Service and how it supports department goals.

G3 Process through the Criminal Justice system in a Safe and efficient manor. The Records Division handles,executes and retains all court records including bonds, warrants, court directives, for persons processed through the Harris County Jail. The Records Division keeps track of all detainees and ensures the Jail has proper authorization to detain an arrestee and ensures persons are released or transferred to other agencies in a timely manor.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The arrestee, Law Enfocement agencies, the DA office, the Public Defender, private attorneys, bondsman, the community, municipal, JP,county and the district court systems.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Yes Code of Criminal Procedure, Local Government Code

FORM 4a. Department Services - DETAIL (#38)

Service Name:

Leadership and oversight for jail staff

Divisions (list all):

Criminal Justice Admin

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,192,000 | 11 |

1) Describe the Service and how it supports department goals.

Criminal Justice Admin includes the Chief, a Captain, and their aides. The body serves to advise the sheriff directly on major policy issues and departmental initiatives. Criminal Justice Admin works directly with the sheriff to set departmental goals, and its members are responsible for designing and implementing strategies designed to achieve those goals.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

All detainees at the Harris County Jail, the Sheriff, and the employees of the Harris County Sheriff's Office: Detentions department are the customers of the Criminal Justice Admin staff. These customers expect the leadership team to lead and manage the department by being innovative, forward thinking, collaborative, and ethical. Customer feedback is collected through multiple channels, including direct conversations, social media, the sheriff's weekly public newsletter, and the Sheriff's Office other communications tools.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

No

FORM 4a. Department Services - DETAIL (#39)

Service Name:

Building maintenance and repairs

Divisions (list all):

Criminal Justice Admin

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$9,225,000 | 15 |

1) Describe the Service and how it supports department goals.

This service includes a manager and team of building inspectors who monitor the jail complex for building related issues, which are then communicated to the building maintenance contractor. The \$7.6 million annual contract for building maintenance is currently awarded to Aramark.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Jail staff, detainees, and visitors are all customers of this service. They expect buildings in the jail complex to be structurally sound and free from hazard. Staff report issues verbally or through email to the maintenance team manager, who keeps a log. Detainees report issues to jail staff verbally or through the formal grievance process.

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 |
|---|---|--|---|--|--------------------|------------------------------------|---|
| Fingerprint and photograph arrestees | Number of rescans when fingerprinting | Currently in use | AFIS system | SO1, SO4 | 18% | 15% | Less mistakes made by JPC staff taking finger prints the faster the process moves. |
| Fingerprint and photograph arrestees | Number of rejections of Electronic Arrest Reporting (EAR) submissions to DPS | Currently in use | AFIS system | SO1 | 2% | 1% | Less rejections increases quality of CJIS reporting. |
| All Detentions services | Average number of overtime hours worked per pay period | New | Payroll System | SO2 | TBD | TBD | Fewer overtime hours results in lower costs, as well as reduced fatigue on detention staff |
| All Detentions services | Total number of Detention Officers on staff | Currently in use | Payroll System | SO2, SO3 | 1,474 | 1,724 | Adding Detention Officers will allow 12 hours shifts to be staffed appropriately and will greatly reduce the average number of overtime hours worked |
| All Detentions services | Total number of Deputies on staff | Currently in use | Payroll System | SO2, SO3, SO20 | 570 | 590 | Adding Deputies will help reduce overtime and allow for expansion of key Courts services |
| Intake and release process for arrestees | Average process time for incarcerated people eligible for GOB bonds | Currently in use | OMS | SO4 | 15 hours average | 13 hours | The more efficient the Intake, AFIS, Release and our Criminal Justice partners operations are, the less time the average GOB eligible person will stay in jail. |
| Intake and release process for arrestees | Number of notifications to hearing officer under 16.22 within 24 hours Average hours from intake to notification of hearing officer of MI/ID as required under 16.22. | New | OMS, Bond Monitor | SO4 | TBD | TBD | Measure of time to screen new arrests for mental illness/intellectual disability and processing time to notify magistrate |
| Intake and release process for arrestees | Percent of notifications to hearing officer under 16.22 within 12 hours of identifying MI/ID | New | OMS, Bond Monitor | SO4 | TBD | TBD | Measure of processing time and compliance with statute |
| Intake and release process for arrestees | Average time (in hours) from intake to classification | New | OMS, Bond Monitor | SO4 | TBD | TBD | Measure of processing time |
| All Detentions services | Average daily population | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO6 | TBD | TBD | A fundamental measure of detention center operations |
| Maintain/process arrestee and court records | Jail population as a percent of capacity | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO18 SO6 | TBD | TBD | Lower jail capacities improve staff and detainee safety |
| All Detentions services | Percent of bed days outsourced to a contracted facility or outside jurisdiction in reporting period | New | OMS, JIMS, and JWEB and hand collected data | SO18 SO6 | TBD | TBD | A higher percent of beds outsourced may result in a higher rate of forced releases |
| Intake and release process for arrestees | Number of detainees released from custody | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO18 SO6 | TBD | TBD | Measure of throughput |
| Maintain/process arrestee and court records | Incarceration rates per 100,000 residents | New | OMS, JIMS, and JWEB and hand collected data | SO18 SO6 | TBD | TBD | Community Outcome |
| All Detentions services | Average length of stay | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO8 | TBD | TBD | Community Outcome |
| Security and safety of detainee | Number of use of force incidents per month | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO8 | TBD | TBD | Gross output measuring of use of force |
| Security and safety of detainee housing areas | Rate of force incidents monthly, per 1,000 ADP | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO8 | TBD | TBD | Normalized by average daily population (ADP) |
| Security and safety of detainee housing areas | Number of use of force incidents with serious injury per month | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO8 | TBD | TBD | Provides insight into the degree/severity of use of force used |
| Security and safety of detainee housing areas | Rate of use of force incidents with serious injury monthly, per 1,000 ADP | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO8 | TBD | TBD | Normalized by average daily population (ADP) |
| Security and safety of detainee housing areas | Number of use of force incidents with minor injury monthly | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO8 | TBD | TBD | Provides insight into the degree/severity of use of force used |
| Security and safety of detainee housing areas | Rate of use of force incidents with minor injury monthly, per 1,000 ADP | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO8 | TBD | TBD | Normalized by average daily population (ADP) |

| 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 |
|---|---|--|---|--|--------------------|------------------------------------|--|
| Security and safety of detainee housing areas | Number of use of force incidents with no injury monthly | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO8 | TBD | TBD | Provides insight into the degree/severity of use of force used |
| Security and safety of detainee housing areas | Rate of use of force incidents with no injury monthly, per 1,000 ADP | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO8 | TBD | TBD | Normalized by average daily population (ADP) |
| All Detentions services | Number of detainee-on-detainee assaults | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO9, SO10 | TBD | TBD | Gross output measuring detainee on detainee assaults |
| All Detentions services | Rate of detainee-on-detainee assaults monthly, per 1,000 ADP | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO9, SO10 | TBD | TBD | Normalized by average daily population (ADP) |
| All Detentions services | Number of detainee-on-staff assaults monthly | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO9, SO10 | TBD | TBD | Gross output measuring detainee on staff assaults |
| All Detentions services | Rate of detainee-on-staff assaults monthly, per 1,000 ADP | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO9, SO10 | TBD | TBD | Normalized by average daily population (ADP) |
| Safety and security of detainee housing areas | Number of detainee cell searches | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO11, SO1 | TBD | TBD | Output/workload measure |
| Safety and security of detainee housing areas | Number of contraband weapons seized through Postal Service | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO11 | TBD | TBD | Output/workload measure |
| Safety and security of detainee housing areas | Amount of contraband narcotics seized through Postal Service | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO11 | TBD | TBD | Output/workload measure |
| Hospital Escort Services | Number of medical transports | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO13 | TBD | TBD | Output/workload measure |
| Hospital Escort Services | Average wait time for medical transports | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO13 | TBD | TBD | Measure of efficiency |
| Kitchen Operations and Security | Number of meals served (annual) | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO14 | TBD | TBD | Output/workload measure |
| Kitchen Operations and Security | Number of cases of food-borne illness | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO14 | TBD | TBD | Outcome measure |
| [insert value] | Number of suicide watches (by shift and detainee) | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO15 | TBD | TBD | Output/workload measure |
| [insert value] | Percent of suicide watches in which detainees is observed every 30 minutes with documentation | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO15 | TBD | TBD | Service quality measure |
| All Detentions services | Detainee-to-detention officer ratio | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO16 | TBD | TBD | TBD |
| All Detentions services | Number of deaths in custody | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO17 | TBD | TBD | Community Outcome |
| All Detentions services | Number of deaths - natural causes | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO17 | TBD | TBD | Outcome measure |
| All Detentions services | Number of deaths - suicide | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO17 | TBD | TBD | Outcome measure |
| PREA Unit | Number of Prison Rape Elimination Act (PREA) complaints | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO17 | TBD | TBD | Service quality measure |
| PREA Unit | Number of Prison Rape Elimination Act (PREA) investigations | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO17 | TBD | TBD | Service quality measure |
| PREA Unit | Percent of PREA investigations found "substantiated" | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO17 | TBD | TBD | Service quality measure |
| [insert value] | Number of self-injurious events reviewed by SIRC | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO17 | TBD | TBD | Output/workload measure |
| [insert value] | Number of suicide attempts confirmed by SIRC | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO17 | TBD | TBD | Output/workload measure |
| [insert value] | Number of non-suicidal self-injurious events confirmed by SIRC | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO17 | TBD | TBD | Output/workload measure |
| Detainee concerns unit | Number of grievances filed by detainees | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO18 | TBD | TBD | Output/workload measure |
| Detainee concerns unit | Number of "founded" grievances filed by detainees pertaining to detainee food and health | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO18 | TBD | TBD | Outcome measure |
| Disciplinary actions unit | Number of rules (inmate handbook) violations by detainees | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO20 SO19 | TBD | TBD | Output/workload measure |
| Educational services | Number of educational programs offered to detainees | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO20 | TBD | TBD | TBD |
| Educational services | Number of detainees participating in educational or vocational programs | Currently in use | OMS, JIMS, and JWEB and hand collected data | SO20 SO19 | TBD | TBD | Output/workload measure |

[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.***

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

1

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 | Security and safety of detainee housing areas | Add staffing for 1200 Baker Street jail | 1200 Housing | SO1-3, SO7-10, SO13-17 | 746 | 621 | 125 |
| BR2 | Security and safety of detainee housing areas | Add staffing for 701 San Jacinto jail | 701 Housing | SO1-3, SO7-10, SO13-17 | 704 | 579 | 125 |
| BR3 | Maintain/process court and arrestee records | Add civilian positions to supervise Records Specialists | Justice Management | SO4, SO5 | 3 | 0 | 3 |
| BR4 | Intake and release process for arrestees | Add Detention Sergeant positions to improve span of control | Justice Management | SO1, SO2, SO3, SO4 | 3 | 0 | 3 |
| BR5 | Intake and release process for arrestees | Add Training Specialist positions for records area | Justice Management | SO4, SO5 | 2 | 0 | 2 |
| BR6 | Fingerprint and photograph arrestees | Add Records Specialist positions to improve Criminal Justice Information System reporting | Justice Management | SO4, SO7 | 6 | 0 | 6 |
| BR7 | Intake and release process for arrestees | Add Sergeant positions to improve span of control | Justice Management | SO1, SO2, SO3, SO4 | 6 | 3 | 3 |
| BR8 | Hospital security | Add staff to help reduce overtime | Detention Support Services | SO2 | 63 | 53 | 10 |
| BR9 | Detainee transportation services | Add staff to help reduce overtime | Detention Support Services | SO2 | 49 | 45 | 4 |
| BR10 | Court security | Add staff to S.O.B.E.R. Court | Detention Support Services | SO19 | 5 | 3 | 2 |
| BR11 | Court security | Add staff to Drug Court | Detention Support Services | SO19 | 4 | | 4 |
| 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 5c. Budget Request

| | |
|------------------------------|---|
| Budget Request Priority ID: | BR1 |
| Funding Request Description: | Add staffing for 1200 Baker Street jail |
| Division: | 1200 Housing |

Funding Request - Next Fiscal Year: \$4,150,128

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| 1.)Due to the Sandra Bland Act the implementation of electronic rounds was mandated on County Jails. The electronic rounds are more labor intensive and in order to keep in compliance with Texas Commission on Jail Standards regulations the staffing needs to be increased. Due to safety concerns and support for staff additional rovers have been assigned for escorts. This has increased the amount of overtime worked. 2.) Court Pulls were transistion from the courts division to the housing bureau however no staffing came with the transfer of these duties. Overtime personnel are therefore required to fulfill these duties. 3.) Medical Cart escorts policy dictates that medical carts and personnel must be escorted while passing out medication. Overtime personnel are needed in order to comply with policy and to provide safety to staff and inmates during this process. 4.)Virtual Court hearings require additional staffing to escort inmates and set up the computer connections for virtual court appearances and attorney visits. 5.) Cleaning teams are now needed due to the bond reform actions and release of inmates qualified to be workers in the jail. Texas Commission on Jail Standards regulations require for sanitary conditions which are inspected by the commission annually, and if not in compliance more often until compliance is met. 6.) Reduce attrition due to burn out. Twelve hour shifts have reduced the attrition numbers for the housing bureau by 60% compared to 2018 when forced overtime without notice was common practice. The twelve hour shifts are key to retaining employees. 7.) Additional staffing will reduce use of force incidents, substandard care concerns, sanitation concerns, all of which are potential causes for civil litigation. 8.) Additional duties were created to comply with the concent decree ruling and are currently being staffed with overtime. |
| 2) Which department-level goals does this support? |
| Provide a safe and secure environment for all detainees, employees, and visitors in the Harris County Jail System |
| 3) What do you want to achieve with these additional funds? |
| Compliance with new standards. Reduction of overtime and employee burnout. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| New staff will need to be phased in throughout the coming year as the timing and capacity of Jail School classes at the Academy allows. |
| 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

| | |
|------------------------------|---------------------------------------|
| Budget Request Priority ID: | BR2 |
| Funding Request Description: | Add staffing for 701 San Jacinto jail |
| Division: | 701 Housing |

Funding Request - Next Fiscal Year: \$4,150,128

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| 1.)Due to the Sandra Bland Act the implementation of electronic rounds was mandated on County Jails. The electronic rounds are more labor intensive and in order to keep in compliance with Texas Commission on Jail Standards regulations the staffing needs to be increased. Due to safety concerns and support for staff additional rovers have been assigned for escorts. This has increased the amount of overtime worked. 2.) Court Pulls were transistion from the courts division to the housing bureau however no staffing came with the transfer of these duties. Overtime personnel are therefore required to fulfill these duties. 3.) Medical Cart escorts policy dictates that medical carts and personnel must be escorted while passing out medication. Overtime personnel are needed in order to comply with policy and to provide safety to staff and inmates during this process. 4.)Virtual Court hearings require additional staffing to escort inmates and set up the computer connections for virtual court appearances and attorney visits. 5.) Cleaning teams are now needed due to the bond reform actions and release of inmates qualified to be workers in the jail. Texas Commission on Jail Standards regulations require for sanitary conditions which are inspected by the commission annually, and if not in compliance more often until compliance is met. 6.) Reduce attrition due to burn out. Twelve hour shifts have reduced the attrition numbers for the housing bureau by 60% compared to 2018 when forced overtime without notice was common practice. The twelve hour shifts are key to retaining employees. 7.) Additional staffing will reduce use of force incidents, substandard care concerns, sanitation concerns, all of which are potential causes for civil litigation. 8.) Additional duties were created to comply with the concent decree ruling and are currently being staffed with overtime. |
| 2) Which department-level goals does this support? |
| Provide a safe and secure environment for all detainees, employees, and visitors in the Harris County Jail System |
| 3) What do you want to achieve with these additional funds? |
| New staff will need to be phased in throughout the coming year as the timing and capacity of Jail School classes at the Academy allows. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| |
| 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

| | |
|------------------------------|---------------------------------|
| Budget Request Priority ID: | BR3 |
| Funding Request Description: | Add civilian records supervisor |
| Division: | Justice Management |

Funding Request - Next Fiscal Year: \$271,597

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Lack of supervisory knowledge and experience in Central Records due to continual rotation of supervisors to law enforcement positions. The supervisor function requires a detailed knowledge of court directives, each with unique legal requirements. Historically it takes 3-4 years to gain a small portion of this knowledge and supervisors are typically rotated within 2 years. |
| 2) Which department-level goals does this support? |
| Foster and sustain organizational excellence. Ensure all arrestees are processed through the criminal justice system in a safe and efficient manner and find ways to reduce criminal recidivism. |
| 3) What do you want to achieve with these additional funds? |
| Create career development goals for line personnel within Central Records, ensures a morale boost for line personnel in creating a supervisory pool that understands the body of work, supervisory consistency due to the lack of rotation and most importantly the ability to adequately manage personnel, train and address urgent issues with a detailed work knowledge. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Civilianization of supervisors should be staggered due to the potential for a vacuum effect of the loss of supervisory knowledge that is currently in place. We recommend replacing 1 LE/DO supervisor on each shift to ensure we keep one knowledgeable supervisor as we transition. Historically all Records staff have indicated this is a hard area to learn and we see consistent supervisory failures in addressing issues due to the lack of work knowledge. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| |

FORM 5c. Budget Request

| | |
|------------------------------|---|
| Budget Request Priority ID: | BR4 |
| Funding Request Description: | Add Detention Sergeant positions to improve span of control |
| Division: | Justice Management |

Funding Request - Next Fiscal Year: \$221,196

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| On any given day I have only 3 sergeants to supervise 73 staff (24- ratio) covering 4 floors. Sergeant must be active monitoring arresting agency issues, use of Force, Due process, safety and suicidal inmates. Many times issues could have been avoided if a sergeant was available in the area. Supervisors monitor work flow and should on the fly reallocate resources to ensure processes flow through efficiently. This can not be done unless supervisors are in the area. |
| 2) Which department-level goals does this support? |
| Foster and sustain organizational excellence. Ensure all arrestees are processed through the criminal justice system in a safe and efficient manner and find ways to reduce criminal recidivism. |
| 3) What do you want to achieve with these additional funds? |
| Better supervision, counselling coaching and training to help increase the professionalism, retain staff and provide a safer environment for both Inmates and staff. A more efficient process flow having sergeants reallocate resources to areas with greater need when work load demands change. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Assign a minimum of 4 supervisors per shift and train the supervisors to spend more time on the floor and less time in the office. Police and detention experts recommend a one supervisor to 10 staff ratio. This would help move in that positive direction. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| |

[illegible]

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

| | |
|-------------------------------------|--|
| Budget Request Priority ID: | BR5 |
| Funding Request Description: | Add Training Specialist positions for records area |
| Division: | Justice Management |
| Funding Request - Next Fiscal Year: | \$146,634 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Dedicated personnel to create and/or address the need for classroom training, remedial training, policy updates and training manual updates. The training material/policy/and Post Orders alone are over 900 pages and badly needs updating. Training packets need to be maintained. |
| 2) Which department-level goals does this support? |
| Foster and sustain organizational excellence. Ensure all arrestees are processed through the criminal justice system in a safe and efficient manner and find ways to reduce criminal recidivism. |
| 3) What do you want to achieve with these additional funds? |
| To provide Central Records with training administration with consistent policy updates, individualized training, consistency. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Phase 1: Training personnel will be dedicated to the task of improving all policies, manuals and sample training material while tandemly identifying and creating training material for Central Records personnel. Phase 2: Mandatory annual training will roll out and testing measures will be created for personnel to achieve career goals (QC, training specialist test out requirements, supervisor test out requirements, etc.) |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| Trainers will be required to pass or fail personnel and identify remedial training needs. Test out for each desk/duty will measure performance. |

Fill in Table Below

[illegible]

FORM 5c. Budget Request

| | |
|------------------------------|--|
| Budget Request Priority ID: | BR6 |
| Funding Request Description: | Add Records Specialist positions to improve Criminal Justice |
| Division: | Justice Management |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$367,836 |
|-------------------------------------|-----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Issues maintaining the daily workload of rejects, court requests, DPS requests, various JWEB reports. Unable to make any progress on the Name Based Dispositions (NBD) at DPS that require electronic arrest reporting. This is due to the amount of manual research required. Additional AFIS personnel are currently assisting with the backlog of NBD and some daily requests. The electronic arrest reporting is required by Texas State Law. We must maintain 90% compliance. If we fall below 90% it will affect the ability to pursue State and Federal grants and funding for Harris County. |
| 2) Which department-level goals does this support? |
| Ensure all arrestees are processed through the criminal justice system in a safe and efficient manner and strive to find ways to reduce criminal recidivism. |
| 3) What do you want to achieve with these additional funds? |
| We want to increase staffing in order to stay compliant for electronic arrest reporting (EAR) and maintain the daily, weekly, monthly and annual CJIS/EAR error resolution. Additionally it will allow for a more timely response on all requests for electronic arrest reporting. Additional staffing will allow us to increase our ability to meet or exceed the 90% compliance required |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Hire, train and implement a 2nd shift for CJIS/EAR to meet current and future State requirements. |
| 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

| | |
|------------------------------|---|
| Budget Request Priority ID: | BR7 |
| Funding Request Description: | Add Sergeant positions to improve span of control |
| Division: | Justice Management |

Funding Request - Next Fiscal Year: \$297,919

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| On any given day I have only 3 sergeants to supervise 73 staff (24- ratio) covering 4 floors. Sergeant must be active monitoring arresting agency issues, use of Force, Due process, safety and suicidal inmates. Many times issues have to be addressed with certified Law Enforcement officers regarding arrest protocols, criminal charge issues that require the knowledge and expereince of a certified sergeant. In addtion there are times when a criminal charge is required to be filled for something in the Jail and the certified sergeants training and experience is critical. |
| 2) Which department-level goals does this support? |
| Foster and sustain organizational excellence. Ensure all arrestees are processed through the criminal justice system in a safe and efficient manner and find ways to reduce criminal recidivism. |
| 3) What do you want to achieve with these additional funds? |
| Adequate supervision for the number of staff. An increased level of criminal procedural knowledge to compliment the Detention staff. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Assign a mininum of 4 supervisors per shift at least one of which would be a certified sergeant who would be assigned in Intake to work with the Law enforcement agencies and new arriving arrestees. Police and detention management experts recommend a 1 to 10 ration of supervisors to staff. this will move toward that goal. |
| 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

| | |
|------------------------------|-----------------------------------|
| Budget Request Priority ID: | BR8 |
| Funding Request Description: | Add staff to help reduce overtime |
| Division: | Detention Support Services |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$647,144 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Currently personnel are pulled from the jail to secure on inmates transported to the hosital and current hospital staff are required to work overtime to secure inmates. |
| 2) Which department-level goals does this support? |
| Provide a safe and secure environment for all detainees, employees, and visitors in the Harris County Jail System |
| 3) What do you want to achieve with these additional funds? |
| Eliminate employee burnout and overtime and eliminate the negative impact on jail staffing by pulling their staff to the hositals. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Post for the additional approved position. Receive in increments of 3 or 4 over a period of time as new hires arrive in an effort not to negatively impact housing staff. |
| 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

| | |
|------------------------------|-----------------------------------|
| Budget Request Priority ID: | BR9 |
| Funding Request Description: | Add staff to help reduce overtime |
| Division: | Detention Support Services |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$257,058 |
|-------------------------------------|-----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Currently transportation personnel are required to work overtime to accommodate the daily trips and transports. |
| 2) Which department-level goals does this support? |
| Provide a safe and secure environment for all detainees, employees, and visitors in the Harris County Jail System |
| 3) What do you want to achieve with these additional funds? |
| Eliminate employee burnout and overtime. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| |
| 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

| | |
|------------------------------|-------------------------------|
| Budget Request Priority ID: | BR10 |
| Funding Request Description: | Add staff to S.O.B.E.R. Court |
| Division: | Detention Support Services |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$131,229 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Saving Ourselves By Education and Recovery (S.O.B.E.R) Court is currently understaffed with two deputies and one sergeant. The deputies struggle with completing tasks required by the Judiciary and the Courts due to demographics and individual candidates’ criminal history. For officer safety the deputies are required to go in pairs for random home inspections. |
| 2) Which department-level goals does this support? |
| Foster and sustain organizational excellence. Ensure all arrestees are processed through the criminal justice system in a safe and efficient manner and find ways to reduce criminal recidivism. |
| 3) What do you want to achieve with these additional funds? |
| Additional staff would permit the deputies to conduct more random home inspections to ensure participants are in compliance with Court orders and help ensure the success of this program, which is designed to reduce recidivism due to alcohol related criminal violations. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The proposed approach and timeline would be to post immediately after approval and interview to ensure experienced personnel are selected. |
| 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

| | |
|-------------------------------------|---|
| Budget Request Priority ID: | BR11 |
| Funding Request Description: | Add staff to support the Drug Court program |
| Division: | Detention Support Services |
| Funding Request - Next Fiscal Year: | \$258,858 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Currently ther are no personnel available to staff the Drug Court program. Four deputies are needed to perform the random home inspections of participating defendants in drug related cases. These inspections require a minimum of a two deputy team to ensure officer safety. |
| 2) Which department-level goals does this support? |
| Foster and sustain organizational excellence. Ensure all arrestees are processed through the criminal justice system in a safe and efficient manner and find ways to reduce criminal recidivism. |
| 3) What do you want to achieve with these additional funds? |
| Additional staff would permit the deputies to conduct more random home inspections to ensure participants are in compliance with Court orders and help ensure the success of this program, which is designed to reduce recidivism due to drug related criminal violations. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The proposed approach and timeline would be to post immediately after approval and interview to ensure experienced personnel are selected. |
| 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]

542 – Sheriff – Medical

Ed Gonzalez

542 – Sheriff-Medical

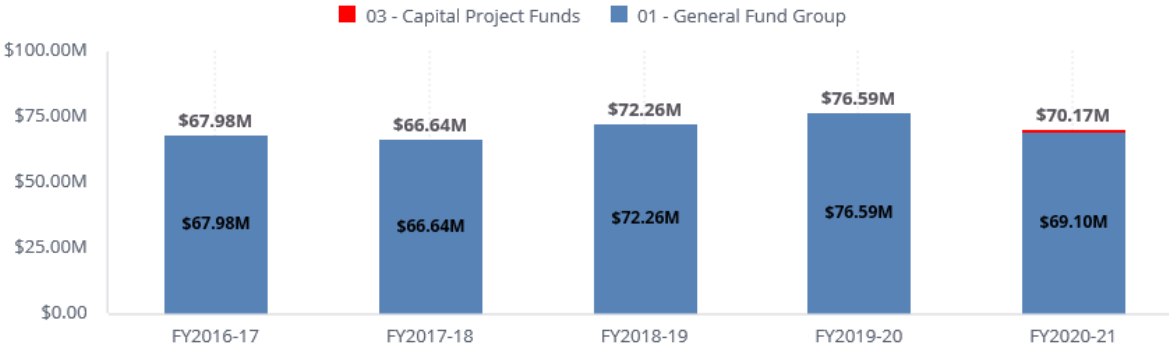
Data as of 12/14/2020

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

Expenditures Total for FY 2020-2021

\$70,173,569

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$79.39M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|--|
| 542 | Harris County Sheriff's Office: Detentions Medical |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

| |
|---|
| <p>Mission Statement</p> <p>The mission of the Harris County Sheriff's Office is to</p> <p>Enhance the safety and protect the trust of the citizens</p> <p>Of Harris County by enforcing the law with integrity</p> <p>and professionalism.</p> |
|---|

2. Vision

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

| |
|---|
| <p>Vision</p> <p>To create the preeminent county jail system medical services environment that allows people to</p> <p>achieve their full potential through the combination of operational excellence, leadership</p> <p>development, and effective rehabilitative opportunities.</p> |
|---|

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 Sheriff's Office, founded in 1837, is the largest sheriff's office in Texas and the third largest in the United States. HCSO's 3 departments combined are nearly 5,100 employees and 160 reservists dedicated to ensuring the safety of over 4.1 million residents who call Harris County home. Harris County encompasses 1,788 square miles (1,729 land) and includes forty-one incorporated municipalities.

Medical Services provides twenty-four-hour healthcare to the greater than 8,500 detainees in HCSO Detention Facilities. Healthcare is provided by permanent staff to include, 150 Licensed Vocational Nurses, 75 Psych Techs, 55 Registered Nurses, 45 Medical Assistants, 17 Nurse Practitioners, 7 Radiology Techs, 7 Physicians, 5 Pharmacists, 2 Dentists and 54 Management and Support Staff. Medical services also utilizes nearly 100 agency staff.

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 Provider Services: medical physicians (MDs & DOs – including in-house specialists), and mid-level practitioners (PAs & NPs) – provides 24/7 medical care in keeping with Texas Law & Licensure
- Nursing Services: LVNs, RNs, Medical Assistants, and Psychiatric Technicians – provides 24/7 nursing service care and monitoring in keeping with Texas Law & Licensure, as well as Bureau Education/Training, HCSO Infection Control Measures, and bureau Continuous Quality Improvement and compliance (State & Federal statutes and rules, standards governing accreditation and practice) monitoring, and disposable medical supplies' management
- Mental Health Services: psychiatrists (MDs & DOs), Licensed Professional Counselors, Peer Specialists – provides 24/7 mental healthcare in keeping with Texas Law & Licensure
- Institutional Pharmacy Services: Registered Pharmacists, Certified Pharmacy Technicians – provides 24/7 inventory, control, and dispensation of prescription medications
- Radiographic Services: Radiologist (MD), Radiologic Technicians – provides 24/7 radiographic (X-Ray) services and X-Ray interpretation
- Laboratory Services: Phlebotomists/Medical Assistants – provides 24/7 laboratory specimen collection, and some CLIA-waived Point-Of-Care Testing
- HIV/Infectious Disease Care Services: Provides continuity of care for PLWHIV with community partners, and oversight of specialized infectious disease care within the facility, coordinates HIV test offering for all detainees
- Substance Abuse Treatment Services: Licensed Chemical Dependency Counselors, Certified Medical Assistants, Certified Recovery Coaches – provides Substance and Alcohol Use Disorder counseling, treatment planning, and coordinates (via SUD/AUD assessment findings) patient enrollment and ongoing care in the Medication Assisted Treatment programs within the facilities and extending (via community partners) into release to the community
- Clinical Nutrition Services: Licensed RD and DRT (assistant) provides nutritional assessment and interventions for the malnourished and/or those with special dietary/nutritional needs
- Dental Services: Licensed Dentists and Certified Dental Assistants – provides dental care to patient population
- Electronic (and traditional) Medical Records: Licensed nurses (with additional certifications/training in health informatics), and clerical staff – provides 24/7 support, custody, security, and HIPAA-compliant accessibility to medical records in keeping with US Code & Texas Statutory requirements
- Medical Case Management and Discharge Planning: Licensed Social Workers, and Licensed Nurses – provides 24/7 case management in collaboration with Harris County Criminal Courts, Community Partners (specialized housing and post-discharge care), and community partners providing post-discharge tertiary and/or ongoing care
- Administrative Leadership: Consists of four, primary persons (Executive Director of Health Services, Medical Services Administrator, Mental Health Services Administrator, and Director of Nursing Services) with 24/7 responsibility for all HCSO Health Services Bureau operations (including continuity in and through any/all emergency/disaster operations)
- Paralegal and Clerical Support/Ancillary: one paralegal, coordinating medical records' information sharing with civil and criminal courts and numerous clerical staff acting in support capacities and facilitating communication with criminal justice partners – primarily, the Texas Department of Criminal Justice, Harris County Community Supervision and Corrections, and other in-state and out-of-state criminal detention facilities

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.

County Jail Medication-Assisted Treatment

Amount: \$94,429

Grant funds will be used to purchase medication and provide counseling to treat alcohol and opioid dependency in the jail.

Early Medical Intervention

Amount: \$175,000 Discretionary Match: \$39,000

This grant pays for the salaries of 3 Care Coordinators who operate the Early Intervention program at the Jail. The discretionary match covers the portion of salaries and benefits that exceeds the grant amount.

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.

Goals

1. Hire, recruit, and retain a qualified and diverse workforce that is highly trained, knowledgeable, and prepared to meet any challenge.
2. Address treatable and controllable illnesses among our patient population; most notably, severe, persistent mental illnesses, and alcohol and substance use disorders.
3. Maintain National Commission on Correctional Health Care (NCCHC) accreditation.

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. Cast recruiting net across a wide range of cultural professional associations in the local area and beyond. Promote training and continuous education and recognize employee excellence.
2. Increase the number of patients enrolled in the HCSO Medication Assisted Recovery Programs for alcohol and substance use disorders. Expand the medication assisted treatment programs through the use of new, and different FDA-approved medications demonstrated to be highly effective in producing long-term recovery in those suffering from Opioid Use Disorder. Increase the use of long-acting injections for the treatment of severe, persistent mental illnesses near time of discharge to combat noncompliance among this patient population.
3. NCCHC publishes a Manual of Accreditation Standards and requires compliance with 100% of the Essential and 85% of the important standards listed. Medical Services monitors these standards continuously and takes necessary actions to ensure compliance.

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

HCSO Medical department provides care to a segment of the population that is disproportionately represented by racial and ethnic minorities. Care provided to these individuals serves the public good by affording early disease prevention as well as diagnosis and treatment of a wide range of other ailments to those who would otherwise not have access to health care 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. HCSO Medical Services welcomed a new Medical Services Administrator, Infectious Disease Director and a new Director of Nursing in the late spring of 2020. While not, strictly, an internal reorganization and/or functional reassignment of Medical Services, the filling of these vacant positions has resulted in changes within the department.
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. Medical Services underwent accreditation survey by the National Commission on Correctional Healthcare; Medical Services was awarded continuing accreditation, thus continuing as the largest accredited jail in the world.
 - b. As COVID-19 began to reach Texas and Harris County, Medical Services collaborated with HCSO's In-Custody Population Manager, Harris County Criminal Courts, and Baylor College of Medicine to identify those nonviolent detainees most at-risk to suffer higher mortality if infected, and advocated for their compassionate release.
 - c. Medical Services has managed the patient illness brought on by the SARS-CoV-2 pandemic; many clinical staff members within Medical Services became ill with COVID-19 while caring for our patients suffering from the same. At the peak, thus far, of patients actively ill with COVID-19 (late April through early May of 2020), Health Services clinical staff were caring for greater than 185 patients actively ill with the disease; the number of actively ill Medical Services' patients, in mid-October 2020 numbers less than 40.
 - d. Medical Services wrote/applied for, and received two new patient care grants from state and federal agencies.
 - e. Medical Services began collaboration with Harris County Hospital District, The Harris Center for Mental Health & IDD, and EPIC that will lead to conversion to EPIC Electronic Health Records' platform – allowing for seamless patient care continuity between these three entities.
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. Medical Services' integration with Harris County Hospital District, and The Harris Center for Mental Health & IDD toward the use of a single electronic health records' platform (EPIC) will heighten and strengthen continuity of care between these partners.
 - b. 24-Hour Diversion Desk: The 24-hour Diversion Desk is located at the Joint Processing Center and is staffed by members of The Harris Center for Mental Health and intellectual and developmental disabilities clinical staff. Jail staff direct members of the target population to the desk when one or more operational triggers or flags are identified during the intake process. The clinical staff use access to several mental health databases and consult with law enforcement and the Harris County District Attorney's Office to determine diversion eligibility. The diversion desk is also the location of the 24 hour law enforcement hotline.

- c. Large-scale 2020-2021 Influenza Vaccination of our patient population.
 - d. Medical Services continues treatment of active COVID-19 illness among our patient population, and ongoing infection control measures to mitigate further spread (including aggressive, ongoing testing and subsequent quarantine/isolation) in the 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.*
- a. Texas Jail's Annual inspection
 - b. County Auditor's Pharmacy Inventory audit
 - c. National Accreditation for Jail
 - d. National Commission on Correctional Healthcare Accreditation Audit
 - e. HIV Care Services Audit
- 5.** *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- US IT
 - Auditors Office
 - Harris County Judge and Commissioners
 - Harris Health (Harris County Hospital District)
 - Harris County Public Health Department
 - The Harris Center for Mental Health & IDD (formerly, Harris County MHMRA)
 - Harris County Facilities and Property Management
 - Harris County Budget Management
 - Harris County Purchasing
 - Harris County Attorney's Office
- 6.** *Who are the department's key external stakeholders? Provide a bulleted list.*
- Texas State Mental Hospitals
 - Texas Clinic Healthcare System
 - University of Texas Medical Branches at Houston and Galveston
 - The Texas Medical Center
 - The Baker Institute at Rice University
 - Baylor College of Medicine
 - Texas State Board of Nursing
 - Texas State Board of Medicine
 - The National Commission on Correctional Healthcare
 - The Texas Commission on Jail Standards
 - The Texas Office of the Governor
 - The Texas Department of State Health Services
 - The United States National Institutes of Health and Centers for Disease Control
 - Legacy Clinic
 - AIDS Foundation Houston
 - Houston Regional HIV/AIDS Resource Group
 - Montrose Clinic
 - Thomas Street Clinic

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 patient population served by HCSO Medical Services is disproportionately impoverished and comprised of racial and ethnic minorities. These individuals have much higher rates of HIV infection, tuberculosis infection (both active, and latent), community-acquired pneumonia, hypertension, diabetes mellitus, substance use disorder, alcohol use disorder, hyperlipidemia, heart disease, end-stage renal disease, liver disease(s) (including cirrhosis), and severe, persistent mental illnesses.
2. *What strategies, if any, does your department have in place to remove or address these disparities?*
 - Medical Services has aggressive interception programs and services, including diagnostic, preventative, and treatment services designed to detect (particular, undiagnosed conditions) and treat these medical and mental illnesses. Additionally, Medical Services operates reintegration services and programs to provide continuity of care beyond the facilities.
 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?*
 - Collaborate with Workforce Solutions, the City of Houston, Houston Hispanic Forum, Veterans Administration, Asian Community Center, and the U.S. Military active and reserve. We also work with local high schools, technical and community colleges, local religious organizations and local events like the Houston Rodeo to ensure our pool of candidates is as diverse as possible and that the demographics of our agency reflects our community.
 - At the beginning of each fiscal year we put together a group of ads and distribute them to various print publications within Harris County. (Que Onda, Buena Suerte, La Subasta, Houston Defender, African American News & Issues, Outsmart Magazine and Forward Times).

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.*

- HCSO staff members receive diversity training within the first 14-days of hire and are required to attend diversity training bi-annually.
- Launched implicit bias training for all staff.

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 Provider Services | medical physicians (MDs & DOs – including in-house specialists), and mid-level practitioners (PAs & NPs) – provides 24/7 medical care in keeping with Texas Law & Licensure | \$9,697,682 | \$10,044,805 | 28 |
| Nursing Services | LVNs, RNs, Medical Assistants, and Psychiatric Technicians – provides 24/7 nursing service care and monitoring in keeping with Texas Law & Licensure, as well as Bureau Education/Training, HCSO Infection Control Measures, and bureau Continuous Quality Improvement and compliance (State & Federal statutes and rules, standards governing accreditation and practice) monitoring, and disposable medical supplies' management | \$35,203,643 | \$36,463,736 | 325 |
| Mental Health Services | psychiatrists (MDs & DOs), Licensed Professional Counselors, Peer Specialists – provides 24/7 mental healthcare in keeping with Texas Law & Licensure | \$9,600,000 | \$9,600,000 | All agency staff |
| Pharmacy Services | Registered Pharmacists, Certified Pharmacy Technicians – provides 24/7 inventory, control, and dispensation of prescription medications | \$13,781,612 | \$14,274,917 | 10 |
| Radiographic Services | Radiologist (MD), Radiologic Technicians – provides 24/7 radiographic (X-Ray) services and X-Ray interpretation | \$1,529,224 | \$1,583,962 | 7 |
| Laboratory Services | Phlebotomists/Medical Assistants – provides 24/7 laboratory specimen collection, and some CLIA-waived Point-Of-Care Testing | \$4,901,474 | \$5,076,919 | 8 |
| HIV/Infectious Disease Services | Provides continuity of care for PLWHIV with community partners, and oversight of specialized infectious disease care within the facility, coordinates HIV test offering for all detainees | \$403,423 | \$417,863 | 6 |

| Division Name | Services Provided | FY 2020-21 Adopted Budget (\$ Amount) | FY 2020-21 Adjusted Budget (\$ Amount) | Actual Headcount (FTE) |
|---|--|---|--|---------------------------|
| Substance Abuse Treatment Services | Licensed Chemical Dependency Counselors, Certified Medical Assistants, Certified Recovery Coaches – provides Substance and Alcohol Use Disorder counseling, treatment planning, and coordinates (via SUD/AUD assessment findings) patient enrollment and ongoing care in the Medication Assisted Treatment programs within the facilities and extending (via community partners) into release to the community | \$338,260 | \$350,368 | 3 |
| Clinical Nutrition Services | Licensed Registered Dietitians and DRTs (assistant) provides nutritional assessment and interventions for the malnourished and/or those with special dietary/nutritional needs | \$335,304 | \$347,306 | 2 |
| Dental Services | Licensed Dentists (DDS) and Certified Dental Assistants – provides dental care to patient population | \$928,752 | \$961,996 | 4 |
| Electronic Medical Records | Licensed nurses (with additional certifications/training in health informatics), and clerical staff – provides 24/7 support, custody, security, and HIPAA-compliant accessibility to medical records in keeping with US Code & Texas Statutory requirements | \$459,924 | \$476,387 | 4 |
| Medical Case Management & Discharge Planning Services | Licensed Social Workers, and Licensed Nurses – provides 24/7 case management in collaboration with Harris County Criminal Courts, Community Partners (specialized housing and post-discharge care), and community partners providing post-discharge tertiary and/or ongoing care | \$151,580 | \$157,006 | 2 |
| Administrative Leadership | Consists of four, primary persons (Executive Director of Health Services, Medical Services Administrator, Mental Health Services Administrator, and Director of Nursing Services) with 24/7 responsibility for all HCSO Health Services Bureau operations (including continuity in and through any/all emergency/disaster operations) | \$905,590 | \$938,005 | 7 |
| Support Services | one paralegal, coordinating medical records' information sharing with civil and criminal courts and numerous clerical staff acting in support capacities and facilitating communication with criminal justice partners – primarily, the Texas Department of Criminal Justice, Harris County Community Supervision and Corrections, and other in-state and out-of-state criminal detention facilities | \$1,151,532 | \$1,192,750 | 20 |
| | | | | |

Department 542

**SHERIFF
ED GONZALEZ**

**Detentions Medical
Dr. Laxman Sunder**

- Medical Provider Services
- Nursing Services
- Mental Health Services
- Pharmacy Services
- Radiographic Services
- Laboratory Services
- HIV/Infectious Disease Services
- Substance Abuse Treatment Services
- Clinical Nutrition Services
- Dental Services
- Electronic Medical Records
- Medical Case Management & Discharge Planning Services
- Administrative Leadership
- Paralegal/Clerical 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 | Hire, recruit, and retain a qualified and diverse workforce that is highly trained, knowledgeable, and prepared to meet any challenge | SO1 | Fill all open medical positions. | Administrative Division | Medical Provider Services, Nursing Services, Mental Health Services, Institutional Pharmacy Services, Radiographic Services, Laboratory Services, HIV/Infectious Disease Care Services | | |
| G2 | Address treatable and controllable illnesses among our patient population; most notably, severe, persistent mental illnesses, and alcohol and substance use disorders | SO2 | Provide quality care needed to patients in a timely manner. | Medical Provider Services | Nursing services, mental health services, pharmacy services, radiographic services, laboratory services, HIV/Infectious Disease Services, Substance Abuse Services, Clinical Nutrition Services, Dental Services, medical case management | | |
| G3 | Maintain National Commission on Correctional Health Care (NCCHC) accreditation | SO3 | Ensure all areas within the Medical department are compliant with NCCHC. | Administrative Division | Nursing services, mental health services, pharmacy services, radiographic services, laboratory services, HIV/Infectious Disease Services, Substance Abuse Services, Clinical Nutrition Services, Dental Services, medical case management, electronic medical records | | |
| | | | | | | | |

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 Physicians & Mid-level Practitioners |
| Divisions (list all): | Medical Provider Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$10,664,000 | 28 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Medical Physicians & mid-level practitioners are responsible for providing comprehensive care to inmates in a correctional setting. They are also responsible for assessment, diagnosis, treatment, management, education, health promotion and care coordination for inmates with acute and chronic health needs. Lastly, both may order diagnostic tests and procedures, interpret tests, and treat appropriately utilizing the current standards of care. This service includes contracted agency providers at an estimated annual cost of \$5 million. These services support department goals 2 & 3 by addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The patients (incarcerated people) are the customer. Their expectations are to receive the care needed in a timely manner. We receive feedback through the OMS system and through grievances. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. It is mandated by National Commissions of Correctional Healthcare that we provide the patient care needed in a timely manner to our patient population. |

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: | LVN's, RNs, MA's & Psych Techs |
| Divisions (list all): | Nursing Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$39,649,000 | 325 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| LVN's perform a variety of patient care activities including treatment, medication, and accommodative ser-vices for patients. RNs provide leadership and direction for licensed and non-licensed staff in the provision of nursing care to individuals discharging or releasing to community partners. This service includes contracted agency providers at an estimated annual cost of \$10.7 million. These services support department goals 2 & 3 by addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The patients (incarcerated people) are the customer. Their expectations are to receive the care needed in a timely manner. We receive feedback through the OMS system and through grievances. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. It is mandated by National Commisions of Correctional Healthcare that we provide the patient care needed in a timely manner to our patient population. |

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: | Psychiatrists & Counselors |
| Divisions (list all): | Mental Health Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$9,600,000 | All agency staff |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Psychiatrists & counselors are contracted through the Harris Center for Mental Health & IDD to provide medical care to mental health patients. These services support department goals 2 & 3 by addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The patients (incarcerated people) are the customer. Their expectations are to receive the care needed in a timely manner. We receive feedback through the OMS system and through grievances. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. It is mandated by National Commissions of Correctional Healthcare that we provide the patient care needed in a timely manner to our patient population. |

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: | Pharmacists & Pharmacy Technicians |
| Divisions (list all): | Pharmacy Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$14,416,000 | 10 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Staff Pharmacist is responsible for ensuring the proper dispensing, review, and verification of prescribed medications within regulatory guidelines and company Standard Operating Procedures (SOP). The Pharmacy Technician processes prescriptions/medication orders and prepares medication and ensures proper distribution/delivery of pharmaceutical and supply shipments. This service includes contracted agency providers at an estimated annual cost of \$2.1 million. These services support department goals 2 & 3 by addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The patients (incarcerated people) are the customer. Their expectations are to receive the care needed in a timely manner. We receive feedback through the OMS system and through grievances. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. We are mandated by National Commissions of Correctional Healthcare that we have an institutional pharmacy that is in compliance with NCCHC and Jail standards to be able to provide the care needed to the patient population. |

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: | Radiologists and Radiology Technicians |
| Divisions (list all): | Radiographic Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$1,610,000 | 7 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Radiologists are physicians who specialize in taking and analyzing medical images to diagnose and treat illnesses. Radiologists review diagnostic imaging, including ultrasounds, magnetic resonance imaging (MRI) and computed tomography (CT). The primary role of a radiologic technologist (also called an x-ray technologist or radiographer) is using medical imaging equipment to produce images of tissues, organs, bones, and vessels and, with advanced training, assisting in the administration of radiation therapy treatments. This service includes contracted agency providers at an estimated annual cost of \$915k. These services support department goals 2 & 3 by addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The patients (incarcerated people) are the customer. Their expectations are to receive the care needed in a timely manner. We receive feedback through the OMS system and through grievances. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. We are mandated by National Commissions of Correctional Healthcare that we have a radiology department that is in compliance with NCCHC and Jail standards to be able to provide the care needed to the patient population. |

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: | Laboratory Services |
| Divisions (list all): | Laboratory Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$5,136,000 | 8 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Medical assistants perform a combination of administrative and clinical tasks within a healthcare setting. These professionals commonly work alongside other medical staff under the supervision of a physician. They are mostly responsible for the following: Preparing patients for examination , Assisting the physician during exams, Collecting and preparing laboratory specimens , Performing basic laboratory tests , Instructing patients about medication and special diets , Preparing and administering medications as directed by a physician. This service includes contracted agency providers at an estimated cost of \$1.2 million and \$3.4 million of contracted laboratory services. These services support department goals 2 & 3 by addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The patients (incarcerated people) are the customer. Their expectations are to receive the care needed in a timely manner. We receive feedback through the OMS system and through grievances. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. It is mandated by National Commisions of Correctional Healthcare that we provide the patient care needed in a timely manner to our patient population. |

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: | HIV Counselors and Coordinators |
| Divisions (list all): | HIV/Infectious Disease Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$469,000 | 6 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Provides continuity of care for PLWHIV with community partners, and oversight of specialized infectious disease care within the facility, coordinates HIV test offering for all detainees. These services support department goals 2 & 3 by addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The patients (incarcerated people) are the customer. Their expectations are to receive the care needed in a timely manner. We receive feedback through the OMS system and through grievances. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. We are mandated by National Commissions of Correctional Healthcare that we have an infectious disease department that is in compliance with NCCHC and Jail standards to be able to provide the care needed to the patient population. |

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: | Substance Abuse Counselors & Recovery Coaches |
| Divisions (list all): | Substance Abuse Treatment Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$375,000 | 3 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The substance Abuse Department provides Substance and Alcohol Use Disorder counseling, treatment planning, and coordinates (via SUD/AUD assessment findings) patient enrollment and ongoing care in the Medication Assisted Treatment programs within the facilities and extending (via community partners) into release to the community. This service includes contracted agency providers at an estimated annual cost of \$152k. These services support department goals 2 & 3 by addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The patients (incarcerated people) are the customer. Their expectations are to receive the care needed in a timely manner. We receive feedback through the OMS system and through grievances. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. We are mandated by National Commissions of Correctional Healthcare that we have a substance abuse department that is in compliance with NCCHC and Jail standards to be able to provide the care needed to the patient population. |

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: | Registered Dietician and Dietary Tech |
| Divisions (list all): | Clinical Nutrition Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$371,000 | 2 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Licensed Registered Dietitians and DRTs (assistant) provides nutritional assessment and interventions for the malnourished and/or those with special dietary/nutritional needs. This service includes contracted agency providers at an estimated annual cost of \$152k. These services support department goals 2 & 3 by addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The patients (incarcerated people) are the customer. Their expectations are to receive the care needed in a timely manner. We receive feedback through the OMS system and through grievances. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. We are mandated by National Commissions of Correctional Healthcare that we have a clinical Nutrition department that is in compliance with NCCHC and Jail standards to be able to provide the care needed to the patient population. |

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: | Dentist & Dental Assistants |
| Divisions (list all): | Dental Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,024,000 | 4 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Licensed Dentists (DDS) and Certified Dental Assistants – provides dental care to patient population. This service includes contracted agency providers at an estimated annual cost of \$457k. These services support department goals 2 & 3 by addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The patients (incarcerated people) are the customer. Their expectations are to receive the care needed in a timely manner. We receive feedback through the OMS system and through grievances. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. We are mandated by National Commissions of Correctional Healthcare that we have a Dental department that is in compliance with NCCHC and Jail standards to be able to provide the care needed to the patient population. |

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: | Clinical Liasons & Clerks |
| Divisions (list all): | Electronic Medical Records |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$535,000 | 4 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Licensed nurses (with additional certifications/training in health informatics), and clerical staff – provides 24/7 support, custody, security, and HIPAA-compliant accessibility to medical records in keeping with US Code & Texas Statutory requirements. These services support department goals 2 & 3 by addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The patients (incarcerated people) are the customer. Their expectations are to receive the care needed in a timely manner. We receive feedback through the OMS system and through grievances. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. We are mandated by National Commisions of Correctional Healthcare that we have an Electronic Medical Records department that is in compliance with NCCHC and Jail standards to be able to provide the care needed to the patient population. |

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: | Medical Case Managers |
| Divisions (list all): | Medical Case Management & Discharge Planning |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$176,000 | 2 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Medical case managers provide 24/7 case management in collaboration with Harris County Criminal Courts, Community Partners (specialized housing and post-discharge care), and community partners providing post-discharge tertiary and/or ongoing care. These services support department goals 2 & 3 by addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The patients (incarcerated people) are the customer. Their expectations are to receive the care needed in a timely manner. We receive feedback through the OMS system and through grievances. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. We are mandated by National Commissions of Correctional Healthcare that we have a case management department that is in compliance with NCCHC and Jail standards to be able to provide the care needed to the patient population. |

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: | Administration |
| Divisions (list all): | Administrative Leadership |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$1,054,000 | 7 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The medical administrative leadership consists of four, primary persons (Executive Director of Health Services, Medical Services Administrator, Mental Health Services Administrator, and Director of Nursing Services) with 24/7 responsibility for all HCSO Health Services Bureau operations (including continuity in and through any/all emergency/disaster operations). These services support department goals 1, 2 & 3 by being responsible for hiring and recruiting within the medical department, addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are the health services employees. Their expectations to be trained in order to provide the quality of service needed to our patient population. They also expect to be treated fairly, appreciated and have an opportunity for growth within the organization. We collect feedback, ideas and suggestions, via email or during our monthly meetings. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. We are mandated by National Commissions of Correctional Healthcare that we have an administrative department to oversee the entire health services bureau to ensure that it is in compliance with NCCHC and Jail standards to be able to provide the care needed to the patient population. |

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: | Paralegal and clerks |
| Divisions (list all): | Paralegal/Clerical Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$1,340,000 | 20 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| One paralegal, coordinating medical records' information sharing with civil and criminal courts and numerous clerical staff acting in support capacities and facilitating communication with criminal justice partners – primarily, the Texas Department of Criminal Justice, Harris County Community Supervision and Corrections, and other in-state and out-of-state criminal detention facilities. These services support department goals 2 & 3 by addressing treatable and controllable illnesses among patient population and maintaining National; Commission on Correctional Health Care accreditation. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are the health services employees, patients and third party affiliates from the Harris County Courts. The employees expectations to be trained in order to provide the quality of service needed to our patient population. They also expect to be treated fairly, appreciated and have an opportunity for growth within the organization. We collect feedback, ideas and suggestions, via email or during our monthly meetings. The patients expectations are to receive the care needed in a timely manner. We receive feedback through the OMS system and through grievances. The third party affiliates (Court System) expect for the paralegal to respond, advise and answer all requests in a timely manner. We collect feedback via email. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes this service is mandated. We are mandated by National Commissions of Correctional Healthcare that we have a paralegal and clerical support department that is in compliance with NCCHC and Jail standards. |

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?

| 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 |
|--|--|--|---|--|--|--|--|
| Medical Provider Services | Average number of patient encounters per 8 hour shift | New | Electronic Health Record | SO1, SO2, SO3 | N/A | ≥ 5 patients per 8 hrs of | Adherence to this parameter will, primarily, help better ensure |
| Nursing Services | Average response time to non-emergency requests from patients | Currently in use | Electronic Health Records, Offender Management System (OMS) | SO1, SO2, SO3 | 85% | ≥ 95% of all nonemergent patient requests will be addressed within 24 hours | Adherence to this parameter will, primarily, help better ensure two results: 1) patients' medical needs are addressed early and in a timely manner 2) patient satisfaction levels will be improved |
| Mental Health Services | Percentage of follow up visits from chronic care nurses within 120 days of initial treatment. | New | Electronic Health Records | SO2, SO3 | 70% of chronic care patients being seen within 120 days. | 85% of chronic care patients being seen within 120 days. | Acquiring and maintaining community-standard-level Mental Health Services to care for our patient population ensures that HCSO remains in compliance with federal and state laws. Implementation of dental services during evening hours will afford patients with needed dental services that do not "compete" with court appointments. |
| Institutional Pharmacy Services | Develop real-time daily inventory and par pharmaceutical supplies levels tracking | New | HCSO Pharmacy records, HCSO Pharmaceutical invoice records | SO3 | N/A | Implement by May 2021 | Improvements in, both, pharmacy inventory control and par levels are required to maintain compliance with NCHC standards, and to reduce expenses incurred by Harris County taxpayers |
| Radiographic Services | Percentage of radiology staff provided by agencies | New | HCSO Payroll, Shiftwise Payroll | SO1 | Approx 50% utilized PNs | ≤ 20% of utilized PNs | Increasing HCSO radiology staff to adequate levels to meet |
| Laboratory Services | Response time to non-emergent laboratory specimen collection requests | New | Electronic Health Records | SO2, SO3 | N/A | ≥ 90% of all non-emergent laboratory specimens will be collected within 48 hours following request | Adherence to this parameter will, primarily, help better ensure two results: 1) patients' medical needs are addressed early and in a timely manner 3) discharge planning (reliant on early diagnoses) can begin at an earlier point in detention time |
| HIV/Infectious Disease Services | Percentage of PLWHIV patients connected to external continuity of care partners prior to HCSO discharge/release | Currently in use | ADAP, CPDMS, Electronic Health Records | SO2, SO3 | Approximately 60% of detained PLWHIV are | ≥ 75% patients connected | Adherence to this parameter will better ensure long-term improved outcomes for a greater number of PLWHIV. |
| Substance Abuse Treatment Services | Average number of LCDC patient encounters per 8 hour shift | Currently in use | Electronic Health Records | SO2, SO3 | LCDCs currently average 5 unique patient | ≥ LCDCs (per LCDC) will have 6 unique (per day) | Increasing the "productivity floor" of the LCDCs, through increased LCDC employment will afford HCSO the ability to |
| Clinical Nutrition Services | Percentage of detainees receiving nutritional consultation prior to release | Currently in use | Electronic Health Records, Offender Management System (OMS) | SO2, SO3 | Approximately 50% of detained patients requesting/in need of nutritional consultation receive this consultation prior to release/discharge | ≥ 90% patients consulted | Adherence to this parameter will better ensure long-term improved outcomes for a greater number of our patients, both while detained and following discharge. |
| Dental Services | Establish evening dental care services | New | Electronic Health Records, | SO1, SO3 | N/A | 100% Implementation | Acquiring and maintaining community-standard-level dental |
| Electronic (and traditional) Medical Records | Percentage of of Electronic Health Records maintenance issues resolved within 24 hrs of occurrence | New | Electronic Health Records' platform | SO2, SO3 | N/A | 90% resolution within 24 hours | Ongoing operational maintenance of the electronic health records platform is paramount for operation of the system and clearance of discrepancies created through the OMS interface. |
| Medical Case Management and Discharge Planning | Percentage of requests from Harris County Courts (inclusive of defendants' attorneys) addressed by COB on day of receipt | New | HCSO email tracking | SO2, SO3 | N/A | ≥ 95% of all requests from Harris County Courts (inclusive of defendants' | Timely response to our HC Courts' stakeholders ensures patients will have more rapid adjudication with the possibility of best placement following HCSO discharge. |
| Administrative Leadership | Percentage of nursing positions filled | New | Internal bureau hiring & retention data, HCSO HR data | SO1, SO2, SO3 | Approximately 55% of all budgeted PNs (FTEs) are filled/occupied with HCSO | ≥ 75% fill of budgeted PNs (FTEs) filled | Acquiring and maintaining adequate staffing to care for our patient population ensures our patients received the community standard of care in keeping with federal and state |

[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 | Mental Healthcare | Harris Center for Mental Health & IDD contract increase | Mental Health Services | SO1, SO2, SO3 | | | |
| BR2 | Registered Nurse | Growing Acuity level of patients & covid 19 has caused a great need for more personnel. We would also like to cut down on the agency cost. | Nursing Services | SO1, SO2, SO3 | 69 | 57 | 12 |
| BR3 | Substance Abuse Counselor | Half of inmates that arrive here at HCSO has a substance abuse issue. We want to ensure we have adequate staffing to treat these patients so that they leave better than they came in. | Substance Abuse Services | SO1, SO2, SO3 | 5 | 3 | 2 |
| BR4 | Recovery Coach | Half of inmates that arrive here at HCSO has a substance abuse issue. We want to ensure we have adequate staffing to treat these patients so that they leave better than they came in. | Substance Abuse Services | SO1, SO2, SO3 | 2 | 0 | 2 |
| BR5 | Dieticians | There were 2133 inmate requests for diets last month and currently only one dietician. | Clinical Nutrition Services | SO1, SO2, SO3 | 3 | 1 | 2 |
| BR6 | Care Coordinators | There is a dire need for a care coordinator within our HIV department as well as our substance abuse dept. | Specialty Clinic | SO1, SO2, SO3 | 5 | 3 | 2 |
| BR7 | Case Managers | Currently only have 2 case managers for almost 9,000 inmates. | Medical Case Management Services | SO1, SO2, SO3 | 4 | 2 | 2 |
| BR8 | Dental Director | Dental clinic just implemented 2 different shifts and doesn't have a director to oversee the staff. | Dental Services | SO1, SO2, SO3 | 3 | 2 | 1 |
| BR9 | Nurse Practicioners | To eliminate the high cost spending of agency staff. | Medical Provider Services | SO1, SO2, SO3 | 26 | 16 | 10 |
| BR10 | Physician | To eliminate the high cost spending of agency staff. | Medical Provider Services | SO1, SO2, SO3 | 14 | 10 | 4 |
| BR11 | Dental Assistant | Dental clinic just implemented 2 different shifts. | Dental Services | SO1, SO2, SO3 | 3 | 2 | 1 |
| BR12 | Medical Records Clerk | In order to fully staff all shifts and to ensure we having adequate staffing for Epic integration. | Electronic Medical Records | SO1, SO2, SO3 | 12 | 10 | 2 |
| BR13 | Pharmacist | To eliminate the high cost spending of agency staff. | Pharmacy Services | SO1, SO2, SO3 | 8 | 5 | 3 |
| BR14 | Pharmacy Tech | With the addition of Epic the pixes machines soon to be implemented, we will need more pharmacy tech positions to operate our pharmacy. | Pharmacy Services | SO1, SO2, SO3 | 10 | 4 | 6 |
| BR15 | HIV Counselor | There is a dire need for a HIV Counselor within our HIV/Infectious Disease department | Specialty Clinic/HIV/Infectious Disease services | SO1, SO2, SO3 | 3 | 2 | 1 |
| BR16 | Radiology Technicians | To cut down on agency staff, 8 staff radiology technician positions are needed. | Radiographic Services | SO1, SO2, SO3 | 15 | 7 | 8 |
| BR17 | | | | | | | |

| 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 |
| \$0 | \$135,709 | \$0 | \$135,709 |
| \$0 | \$14,400 | \$1,320,104 | \$1,334,504 |
| \$0 | \$2,400 | \$139,034 | \$141,434 |
| \$0 | \$2,400 | \$122,560 | \$124,960 |
| \$0 | \$2,400 | \$212,297 | \$214,697 |
| \$0 | \$2,400 | \$160,807 | \$163,207 |
| \$0 | \$2,400 | \$164,859 | \$167,259 |
| \$0 | \$1,200 | \$320,835 | \$322,035 |
| \$0 | \$12,000 | \$1,333,657 | \$1,345,657 |
| \$0 | \$4,800 | \$907,718 | \$912,518 |
| \$0 | \$1,200 | \$65,898 | \$67,098 |
| \$0 | \$2,400 | \$117,425 | \$119,825 |
| \$0 | \$3,600 | \$433,669 | \$437,269 |
| \$0 | \$7,200 | \$335,748 | \$342,948 |
| \$0 | \$1,200 | \$60,820 | \$62,020 |
| | \$9,600 | \$635,015 | \$644,615 |
| | | | |

| Ongoing Annual Cost - Future Years (if applicable) | | | |
|--|-------------------|---------------------|-------------------|
| Materials, Supplies and Other Non-Labor | Salary & Benefits | Annual Ongoing Cost | 5-Year Total Cost |
| \$135,709 | \$0 | \$135,709 | \$678,545 |
| \$7,200 | \$1,320,104 | \$1,327,304 | \$6,643,721 |
| \$1,200 | \$139,034 | \$140,234 | \$702,371 |
| \$1,200 | \$122,560 | \$123,760 | \$620,000 |
| \$1,200 | \$212,297 | \$213,497 | \$1,068,686 |
| \$1,200 | \$160,807 | \$162,007 | \$811,234 |
| \$1,200 | \$164,859 | \$166,059 | \$831,493 |
| \$600 | \$320,835 | \$321,435 | \$1,607,774 |
| \$6,000 | \$1,333,657 | \$1,339,657 | \$6,704,283 |
| \$2,400 | \$907,718 | \$910,118 | \$4,552,991 |
| \$600 | \$65,898 | \$66,498 | \$333,091 |
| \$1,200 | \$117,425 | \$118,625 | \$594,324 |
| \$1,800 | \$433,669 | \$435,469 | \$2,179,143 |
| \$3,600 | \$335,748 | \$339,348 | \$1,700,341 |
| \$600 | \$60,820 | \$61,420 | \$307,700 |
| \$4,800 | \$635,015 | \$639,815 | \$3,203,874 |
| | | | |

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 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: | Harris Center for Mental Health & IDD contract increase |
| Division: | Mental Health Services |
| Funding Request - Next Fiscal Year: | \$135,709 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Harris Center for Mental Health & IDD is requesting an increase in their annual contract for clinical services from \$9,600,000 to \$9,735,109 |
| 2) Which department-level goals does this support? |
| This will support G2 and G3 department level goals. G2: Address treatable and controllable illnesses among our patient population; most notably, severe, persistent mental illnesses, and alcohol and substance use disorders. G3: Maintain National Commission on Correctional Health Care (NCCHC) Accreditation. |
| 3) What do you want to achieve with these additional funds? |
| Ability to renew contract with the Harris Center for Mental Health and continue providing mental health services to inmates. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Harris Center contract will be renewed at the increased amount, pending Court approval of this budget increase. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| <div>Fill in Tale 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: | Additional RN Positions |
| Division: | Nursing Services |
| Funding Request - Next Fiscal Year: | \$1,334,504 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| With the acuity level of the patients drastically changing at HCSO and the covid-19 worldwide pandemic, it would be very beneficial to add more funding to obtain more staff registered nurses. We also exhaust a lot of funding on agency staffing and this will allow us to cut back on agency spending. This will allow us an opportunity to monitor patient care for quality and betterment of patient conditions and outcomes. |
| 2) Which department-level goals does this support? |
| This will support G1, G2, G3 department level goals. G1: Hire, recruit, and retain a qualified and diverse workforce that is highly trained, knowledgeable, and prepared to meet any challenge. G2: Address treatable and controllable illnesses among our patient population; most notably, severe, persistent mental illnesses, and alcohol and substance use disorders. G3: Maintain National Commission on Correctional Health Care (NCCHC) Accreditation. |
| 3) What do you want to achieve with these additional funds? |
| If we are granted this requests, it would allow the medical departent the opportunity to obtain more frontline decision makers to care for these patients and their evolving acuity levels in a timely manner. Registered Nurses would be hired with this request to demonstrate decision making that is clinically sound, systematic, timely, researched and reflects awareness of impact including reporting to appropriate member of the health care team and working independently with minimal supervision. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| These RN positions will allow our current LVN staff that is furthering their education an opportunity to promote within the organization. These positions will also allow us an opportunity to post these jobs externally as well to observe the excellent talent from outside the county. We will go to the nursing schools and recruit by hosting career fairs to fill these positions with talented, skilled and trained nurses to provide the excellent care needed for our patients in a timely manner. The targeted start date for these new positions and employees to start would be 3/1/2020. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| Nursing Services will be required to respond to $\geq 95\%$ of all non-emergent patient requests for nursing services within 24 hours of patients' request(s) submission. |

[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: | Substance Abuse Counselors |
| Division: | Substance Abuse |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$141,434 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Half of the incarcerated people at the Harris County Jail (more than 4,000 people) are battling substance abuse illnesses. There are currently only 3 substance abuse counselors to serve this population. By granting this request, the HCSO will be able to provide more adequate services to these patients. |
| 2) Which department-level goals does this support? |
| G1 & G2. |
| 3) What do you want to achieve with these additional funds? |
| These additional funds will allow the medical department an opportunity to staff appropriately with substance abuse counselors to treat the large population of patients here at HCSO. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| These positions will be posted internally and externally looking for certified substance abuse counselors to provide the care needed to the large population of substance abuse patients. The projected start date is 3/1/2021. |
| 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> |

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: | Recovery Coach Positions |
| Division: | Substance Abuse |
| Funding Request - Next Fiscal Year: | \$124,960 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Recovery coaches are needed to help the 4,000-plus people who are incarcerated at the Harris County Jail recover from the damage done by their addiction and transition into a life free of addiction. |
| 2) Which department-level goals does this support? |
| G2 and G3 |
| 3) What do you want to achieve with these additional funds? |
| These additional funds will allow the medical department an opportunity to appropriately staff within the substance abuse department to effectively treat the large population of substance abuse patients. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| These recovery coach positions will be posted internally and externally and they must be certified and trained. Our substance abuse manager will interview eligible candidates to determine who is the best fit for HCSO, the patient population and the substance abuse patient caseload. The projected start date is 3/1/2020. |
| 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: | Dietician Positions |
| Division: | Clinical Nutrition Services |

Funding Request - Next Fiscal Year: \$214,697

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| People incarcerated at the Harris County Jail make more than 2,100 special diet requests each month. The jail currently has just one registered dietician on staff to handle these requests. In order to assess these patients in a timely manner, we need more funding to obtain 2 more dietician positions. |
| 2) Which department-level goals does this support? |
| G1, G2, & G3. |
| 3) What do you want to achieve with these additional funds? |
| If granted these additional funds, it will allow the medical department an opportunity to hire two more registered dieticians so that we can address diet request orders in a timely manner. Not only will this benefit the health of the patients, but it will also assist the only current dietician with getting caught up and staying within compliance with NCCHC standards. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| These positions will be posted internally and externally in hopes of finding 2 skilled and certified dieticians that are eligible to work in HCSO, work well with the current dietician and also provide quality care to the patient care. We hope to start these two new employees by 3/1/2020. |
| 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 Numbers. Then answer the five questions that follow.

| | |
|-------------------------------------|----------------------------|
| Budget Request Priority ID: | BR6 |
| Funding Request Description: | Care Coordinator Positions |
| Division: | HIV/Infectious Disease |
| Funding Request - Next Fiscal Year: | \$163,207 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| One of the biggest Challenges that currently face the HIV/Infectious Disease Dept is that the population of patients is growing within the jail and with only 3 current employees, it is very difficult to keep up and manage the caseload in a timely manner. If we are granted these funds, this will allow us an opportunity to obtain 2 additional care coordinators to treat the patients in a timely manner. |
| 2) Which department-level goals does this support? |
| This will address G2 and G3. |
| 3) What do you want to achieve with these additional funds? |
| We hope to grow our HIV/Infectious Disease department in order to effectively treat the growing patient population in a timely manner. This will also allow the department an opportunity to stay within compliance per NCHC standards. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| These positions if granted, will be posted internally and externally in hopes of finding a skilled employee that can work in Jail and understands that patient care comes first. These individuals will go through a training process once they arrive. An additional two care coordinators will allow this department the extra hands it needs to appropriately care for the caseload. We hope to start these two individuals by 3/1/2020. |
| 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 (#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: | BR7 |
| Funding Request Description: | Case Manager Positions |
| Division: | Medical Case Management Services |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$167,259 |
|-------------------------------------|-----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| These two positions will be posted internally and externally in hopes of finding a skilled and qualified case manager to assist with meeting the needs of the inmate population. We hope to start these positions by 3/1/2021. |
| 2) Which department-level goals does this support? |
| G2 and G3. |
| 3) What do you want to achieve with these additional funds? |
| If we are granted these additional funds, this will allow our case management department an opportunity to review and manage all of the inmates cases in a timely manner. This will also allow us an opportunity to cut down on current employees overtime and respond back to each third party agency within a timely manner. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| These two positions will be posted internally and externally in hopes of finding a skilled and qualified case manager to assist with meeting the needs of the inmate population. We hope to start these positions by 3/1/2020. |
| 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 (#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: | Dental Director |
| Division: | Dental Services |

Funding Request - Next Fiscal Year: \$322,035

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| There are currently about 20 dentists and others assigned to provide dental care to incarcerated people, however, these employees currently do not have a director in charge. This lack of consistent oversight and management creates potential problems with compliance with NCCHC, hiring, staffing, disciplinary, trainings, coachings, supplies and equipment and addressing problems within the department. |
| 2) Which department-level goals does this support? |
| G2 and G3. |
| 3) What do you want to achieve with these additional funds? |
| A dental director would be able to address these ongoing issues, such as, compliance with NCCHC, hiring, time, staffing, disciplinarys, trainings, coachings, policies and procedures and staff evaluations. The dental director would also provide the much needed supervision needed within the department. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The dental director position will be posted internally and externally in hope of finding superb leadership abilities, and a unique skillset and knowledge of correctional healthcare. The projected start date would be 3/1/2020. |
| 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 (#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: | BR9 |
| Funding Request Description: | Nurse Practitioner Positions |
| Division: | Medical Provider Services |

| | |
|-------------------------------------|-------------|
| Funding Request - Next Fiscal Year: | \$1,345,657 |
|-------------------------------------|-------------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| With the ever changing population of the patients here at Harris County Jail, with the worldwide pandemic of Covid-19, it would be very beneficial to the patients if we could be granted these additional funds to obtain more Nurse Practitioners. This would also allow us the opportunity to cut down on agency cost for providers. |
| 2) Which department-level goals does this support? |
| G2 and G3. |
| 3) What do you want to achieve with these additional funds? |
| We would like the opportunity to hire more staff Nurse Practitioners to be able to assess, diagnose and treat patients in a timely manner. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| These positions would be posted internally and externally in hopes of finding skilled and experienced patient care providers. This would also allow some of our current staff that has furthered their education an opportunity to promote within the organization. The targeted start date for these positions would be 3/1/2020. |
| 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 (#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: | Physician Positions |
| Division: | Medical Provider Services |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$912,518 |
|-------------------------------------|-----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| With the ever changing population of the patients here at Harris County Jail, with the worldwide pandemic of Covid-19, it would be very beneficial to the patients if we could be granted these additional funds to obtain more Staff Physicians. This would also allow us the opportunity to cut down on agency cost for providers. |
| 2) Which department-level goals does this support? |
| G2 & G3. |
| 3) What do you want to achieve with these additional funds? |
| We would like the opportunity to hire more staff Physicians to be able to assess, diagnose and treat patients in a timely manner. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| These positions would be posted internally and externally in hopes of finding a skilled and experienced physician with correctional background and knowledge to provide excellent care to our evolving patient care. This will allow the medical department an opportunity to cut back on agency staffing expenditures. We hope to fill this position by 3/1/2020. |
| 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 (#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: | Additional Dental Assistant Positions |
| Division: | Dental Services |
| Funding Request - Next Fiscal Year: | \$67,098 |

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|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Our dental clinic has recently added an evening shift in hopes of being able to assess more patients since many of the other clinics operate during the morning shift. Since we have added an evening shift, we have a dire need for a dental assistant on that shift to assist the dentist that is working the evening shift. |
| 2) Which department-level goals does this support? |
| G2 & G3. |
| 3) What do you want to achieve with these additional funds? |
| We hope to relieve the evening dentist of all of the responsibilities he currently takes on since he has no dental assistant. If we are granted this opportunity for more funds, then the dental evening shift will be able to run effectively and assess even more patients in a timely manner. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| This position will be posted both internally and externally and once we interview and hire the most qualified candidate, he/she will be trained with the current dental assistant. We hope to have this position start by 3/1/2020. |
| 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 (#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: | Medical Records Positions |
| Division: | Electronic Medical Records |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$119,825 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| With the upcoming addition of Epic soon to be integrated within the HCSO system, we will have a desperate need to ensure we have a full staff of medical records clerks. Right now we are using many agency clerks, in which we could cost tremendously if we are granted these additional funds to hire permanent staff. |
| 2) Which department-level goals does this support? |
| G1, G2 & G3. |
| 3) What do you want to achieve with these additional funds? |
| We would like to hire 2 medical records clerks to ensure we are properly staffed for the intergration of Epic in April 2021. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| These positions will be posted internally and externally in hopes of finding skilled and experienced clerks. They would also be trained by current clerks upon arrival. We hope to have these positions filled by 3/1/2020. |
| 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 (#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: | BR13 |
| Funding Request Description: | Pharmacist Positions |
| Division: | Institutional Pharmacy Services |
| Funding Request - Next Fiscal Year: | \$437,269 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Most of the pharmacists we currently have are agency pharmacists. In order to cut this cost drastically, it would be beneficial if we are granted these additional funds so that we could hire 3 staff pharmacists. Also, with the addition of Epic and the Pyxis Pharmacy Inventory system, it will require more pharmacist on duty. |
| 2) Which department-level goals does this support? |
| G1, G2 & G3. |
| 3) What do you want to achieve with these additional funds? |
| Increase in efficiency and speed of pharmacy services, greater accountability, and reduction of persnnel costs (reduction of salary dollars vs. those funds currently used to employ contract staff) |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| These positions will be posted internally and externally in hopes of finding some skilled and experienced pharmacists that will be able to come in, join the team and prepare for the Epic software integration. We hope to fill these positions by 3/1/2020. |
| 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 (#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: | Additional Pharmacy Technicians |
| Division: | Institutional Pharmacy Services |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$342,948 |
|-------------------------------------|-----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| With the addition of Epic the Pyxis Pharmaceutical dispensing system soon to be implemented, we will need more pharmacy tech positions to operate our pharmacy. |
| 2) Which department-level goals does this support? |
| G1, G2 and G3. |
| 3) What do you want to achieve with these additional funds? |
| We intend to employ six (6) additional pharmacy technicians to manage stocking and inventory of decentralized Pyxis (pharmaceutical storage and dispensing devices) machines throughout the clinical treatment areas in the three (3) HCSO buildings. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Pre-deployment planning and logistics is currently underway with HCSO, Harris Health and BD (manufacturer of Pyxis). Deployment is expected in February 2021 with operationalization of the integrated Epic EHR-Pyxis system in late April 2021. We hope to have these positions filled by 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> |

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: | An Additional HIV Counselor Position |
| Division: | HIV/Infectious Disease |
| Funding Request - Next Fiscal Year: | \$62,020 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Increased access to in-house and post-release care is an ongoing need, along with continuation of early diagnosis of HIV infection afforded by free testing offered to all HCSO detainees. Through provision of another HIV Counselor, HCSO Health Services can better meet the needs of both, PLWHIV, as well as those newly diagnosed while in HCSO care and custody. |
| 2) Which department-level goals does this support? |
| G1, G2 & G3. |
| 3) What do you want to achieve with these additional funds? |
| Employ an additional HIV Counselor to better serve our patient population LWHIV |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Following the HCSO Health Services orientation; this PN can begin work with PLWHIV in HCSO care. HCSO facilities currently have 400X the national nonincarcerated rate of PLWHIV in our care. |
| 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 (#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: | Additional Radiology Technicians |
| Division: | Radiographic Services |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$644,615 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| We are currently utilizing over 50% of agency staffing within our Radiologic Division. With the upcoming integration of Epic and the ability to save on the agency expenditure. |
| 2) Which department-level goals does this support? |
| G1, G2 & G3. |
| 3) What do you want to achieve with these additional funds? |
| We would like to hire 8 radiology technicians as full time HCSO employees, which will allow us to cut cost on agency staffing. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| We will post these positions both internally and externally in hopes of finding experienced and skilled radiology technicians that understands that patient care comes first and can work in a fast paced environment as such. If need be, we will go out to near by radiology technician schools and programs to recruit. We hope to fill these positions by 3/1/2021. |
| 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 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 | County Jail Medication Assistance Grant | Grant funds are used to purchase medication and provide counseling to treat alcohol and opiod dependency in the jail | \$94,429 |
| REV2 | Early Medical Intervention Grant | This grant pays for the salaries of 3 Care Coordinators who operate the Early Intervention program at the jail. | \$175,000 |
| REV3 | Residential Substance Abuse Treatment Grant | This grant pays for 4 substance abuse counselors in the jail | \$232,686 |
| REV4 | | | |
| REV5 | | | |
| REV6 | | | |
| REV7 | | | |
| REV8 | | | |
| REV9 | | | |
| REV10 | | | |
| REV11 | | | |
| REV12 | | | |
| REV13 | | | |
| REV14 | | | |
| REV15 | | | |
| REV16 | | | |
| REV17 | | | |
| REV18 | | | |
| REV19 | | | |
| REV20 | | | |
| Total | | | \$502,115 |

515 – County Clerk

Teneshia Hudspeth

515 – County Clerk

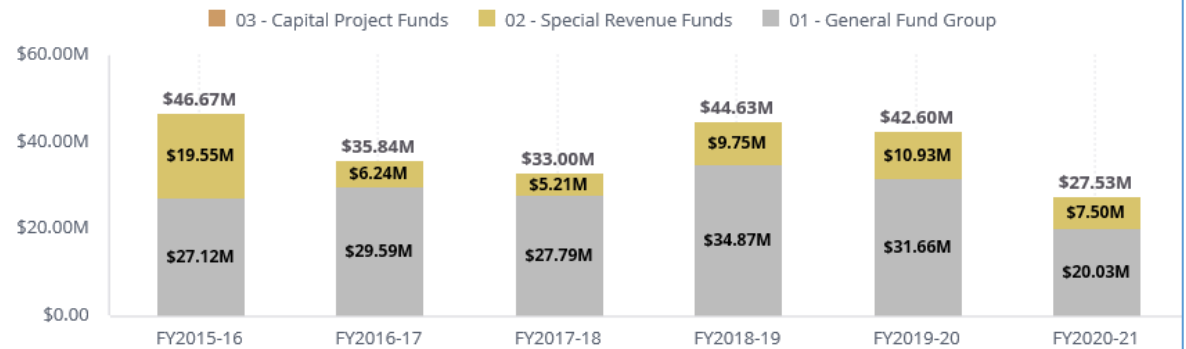
Data as of 12/14/2020

Expenditures 2016 to 2020 expenditures validated against CAFR (Auditor's Office)

Expenditures Total for FY 2020-2021

\$27,530,891

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$26.14M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------|
| 515 | County Clerk |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

To provide excellent service to all of the residents of Harris County who we are honored to serve. To provide easy online access to all the records that our office maintains and provide online services that are transparent and easy to use. To treat the customers we serve in person with kindness and respect in a safe and secure environment. To perform all of our statutory duties with integrity and honor.

2. Vision

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

It is our vision that all customers who need to interact with the County Clerk's Office, whether it be through our website, by phone or in-person, can obtain the information they were seeking or get the services they need in a friendly and efficient manner that leaves the customer with the sense that they received the treatment they deserve as a taxpayer.

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 County Clerk Office issues and files many of the records that are milestones in the lives of the citizens of Harris County. The County Clerk also serves as the clerk of Commissioners Court, the four County Civil Courts, the four Probate Courts and the Mental Health Court in Harris County. Below is a high-level summary of the many services this office provides.

Records Birth Certificates for most of unincorporated Harris County.

Issues Marriage Licenses

Issues Assumed Name Certificates (aka – Doing Business As)

Record Real Property records (Deeds, Mortgages, Releases, Notices, etc.)

File and post foreclosure notices (Notice of Trustee Sale).

Issues Certified and Non-certified copies of recorded documents.

Serves as the clerk and provides support for the four Harris County Civil Courts at Law.

Serves as the clerk and provides support for the four Harris County Probate Courts.

Serves as the clerk and provides support for the Mental Health Court.

Serves as the clerk and provides support for the Harris County Commissioners Court.

Serves as the clerk and provides support for the Toll Road Authority adjudication procedures.

Serves as the clerk and provides support for the Harris County Liquor License permit hearings.

Maintains and provides support to the Harris County Clerk Historical Records Center.

Maintains and provides support to the Harris County Archives.

Stores, preserves and provides electronic access to the millions of documents recorded in the office.

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.

Administrative Division – Executive staff, Human Resources, Financial Services, Purchasing and Communications.

Records Division – Real Property Filing, Personal Records and 10 Branch Offices (Marriage Licenses, Assumed Names, Birth and Death Records), Records Preservation (scanning, image processing, QC), Data Entry (indexing documents) Public Information (research and copies).

Courts Division – Civil Courts Department, Probate Courts Department and the Commissioners Court Department which provide support and serve as the clerk of the four County Civil Courts, the four Probate Courts, the Mental Health Court and Commissioners Court in Harris County.

Technology Division – provides management, application development and support of all of the hardware and software needs of the office, disaster recovery and business continuity.

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.

Records Archive Center – located at 11525 Todd Street, Houston, TX 77055.

Harris County Archives – maintains and provides access to Harris County records of historical significance. Performs outreach activities to the community.

County Clerk Historical Records Center -maintains and provides access to County Clerk records from 1836 to 1960 in book form.

The payroll and operational expenses of both sections are funded by the Records Archive Fund and Records Management Fund collected by the County Clerk's Office.

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 provide outstanding customer service to all Harris County residents who utilize our services in-person, thru e-filing, thru our web page or by phone.*
- 2) *To serve the County Civil Courts, the Probate Courts, the Mental Health Court, utilizing the most up to date technology. To provide the legal community with all the necessary court case information as expeditiously as possible.*
- 3) *To utilize technology to enhance and improve the filing process and records request process in our office.*
- 4) *Expand our community outreach and education to the public.*
- 5) *Ensure that we have safe, secure and functional work space for our employees and the public that we serve.*

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) *Call Center - plan development, identify location, obtain the necessary infrastructure, software, equipment and furniture, hire (new positions) or transfer (existing positions), define scope and boundaries of questions to be handled, provide responses and training to the staff. Request additional staff for our public facing departments to reduce wait times.*
- 2) *Court Management System (Odyssey) Enhancement - electronic notices and electronic notifications - migrate our court case management system to Odyssey 2019, define the scope and test the functionality of each service, import and match email address file from the OCA, identify small test group for a soft rollout, make any needed adjustments and fully implement.*
- 3) *Website enhancements – identify priorities and define deliverables, identify stakeholders and key team members for project success, set goals and establish a timeline for the project, present project plan to stakeholders, identify and resolve issues.*
- 4) *Launch a mobile campaign to provide services directly to the community. Rebrand our education campaign to inform Harris County residents of the many services we provide.*
- 5) *Continue working with the Administration at the HCPC for an adequate office space solution there or join with the Mental Health Court in submitting a CIP request to find new office space at an existing county facility. Increase staffing levels at three of our annexes.*

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

Governance and Customer Service – it is the continuing goal of the County Clerk’s Office to improve upon the wide variety of services we provide to all of the residents of Harris County. We look to expand the services that are offered online, improve the quality of information provided by phone, reduce the wait time for callers and improve the in-person experience. We will utilize proper record-keeping measures to ensure that sensitive personal information is redacted from our records. We will expand our outreach by taking our services directly to the communities and publicizing the work that the County Clerk provides to its residents. We strive to provide these services with integrity and honor, in a transparent manner that is fair and equitable to all.

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.*

On July 14, 2020, the Harris County Commissioners Court created the office of Election Administrator. Once an Election Administrator is appointed, that office will assume the responsibility of conducting elections in Harris County and it will no longer be a duty of the County Clerk.

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.*
 - *Conducting the July Run-off election and November Presidential election during a pandemic.*
 - *Fully implementing county wide voting at each polling location.*
 - *Continuing to provide essential services to the public and supporting the four County Civil Courts, four Probate Courts and Mental Health Court while keeping employees safe during a pandemic.*
 - *Providing the residents of Harris County the ability to purchase certified and non-certified copies online thru our document search portal.*
 - *Moving many of the workflows of the County Civil and Probate Courts to an electronic format.*

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.*

- *Microfilm to digital image conversion - converting 72,000 rolls of microfilm records from 1961 thru 1999 to digital multi-page tiff images, matching those images with existing electronic index.*
- *Real Property Indexing – creating an electronic index for real property records from 1955 thru 1960.*
- *Commissioners Court back-scanning - scanning of paper documents submitted to Commissioners Court from the mid 1980's up thru 2010, for long term storage and ease of access.*
- *Mental Health Court - installing the Odyssey court management system for the Judge and his staff at the Harris County Psychiatric Center.*
- *Redacting sensitive personal information from the records that are available online.*

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.*

- *Both the County Clerk's fee officer collection and registry of the court account are audited annually by external accounting firms.*
- *The County Clerk's fee officer collection is audited monthly by the County Auditor.*
- *A close out audit was performed by the County Auditor when the previous County Clerk resigned.*

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

- *Harris County Judge and Commissioners - Commissioners Court.*
- *The four County Civil Courts in Harris County.*
- *The four Probate Courts in Harris County.*
- *The Harris County Mental Health Court.*
- *The Harris County JP Courts – they submit appeals to the County Civil Courts.*
- *Harris County Purchasing – indexing and imaging of bids received.*
- *Harris County Toll Road Authority – maintain the records for toll road adjudication procedures.*
- *County Engineer – Permits Section – filing plats in the CC Real Property Department.*
- *County Attorney & District Attorney – provide access to County Clerk records.*

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

- *Citizens who need a Marriage License or an Assumed Name certificate issued.*
- *Citizens, title companies, lawyers, local, state and federal offices who need to file real property documents or miscellaneous public records and notices.*
- *Citizens, title companies, lawyers, research firms, local, state and federal offices who need copies of documents recorded in our office.*
- *Attorneys and pro-se litigants in the four Harris County Civil Courts.*
- *Attorneys and applicants in the four Harris County Probate Courts.*
- *Applicants and patients in the Mental Health Court.*

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.*
 - a) *Not all County Clerk services provided at the downtown office are provided at the 10 annexes.*
 - b) *The annexes that only have two employees, should have three, the extra clerk would help when there are absences (sick leave, vacation time, etc.)*
 - c) *The County Clerk website needs to be more user friendly, so the public can easily find what they need.*
 - d) *Harris County has a population of more than 4.7 million, almost half of that population speaks another language, yet the website does not provide a translation option. Our IT department is researching how the website can become ADA compliant as well.*
 - e) *The Communications department needs to expand in order to keep up with requests and provide outreach. Educate the public regarding the services available at the County Clerk's Office.*

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?*
 - a) *Expand the available services at all annex locations if possible, so that customers do not have to go far.*
 - b) *Hire an additional clerk for locations with only two staff members, so that the office is always fully staffed.*
 - c) *Make improvements on the County Clerk's main website. Services should be easily located. Add other services currently not available.*
 - d) *Add Google translator or similar service that helps people that need information on the website translated to their language.*
 - e) *Hire additional staff for Communications department to help with internal communications, outreach, public messaging, social media, instant messaging (chat box), and media relations.*
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?*

Training and educating is an essential tool utilized to ensure that our staff understands the importance of a diverse workforce. By embracing diversity, it helps to improve the overall level of innovation, productivity and creativity within our workplace.

During the recruitment process, our goal is to seek the most qualified candidates for our positions. In doing so, our office ensures that our staff and/or Management Team adheres to the following policies and procedures:

Harris County Regulation: Section 3. Equal Employment Opportunity Statement, Section 4. Non-Discrimination and Anti-Harassment, as well as our internal policy as it relates to Non-Discrimination: The Harris County Clerk's office is an equal employment opportunity employer and does not discriminate against any person because of the individual's race, color, religion, sex, national origin, age or disability.

Additionally, as a means to improve and increase staff diversity within our organization, it is our goal to attend and participate in more job fairs within the upcoming 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.*

Yes, the following training and development opportunities are offered by HRRM at least twice a year. This information is shared with our staff and they are encouraged to attend these trainings.

- *Unconscious Bias & Micro-Inequities*
- *Diversity & Inclusion*
- *Respect: Communicating Across Generations*
- *Workplace Harassment and Discrimination*

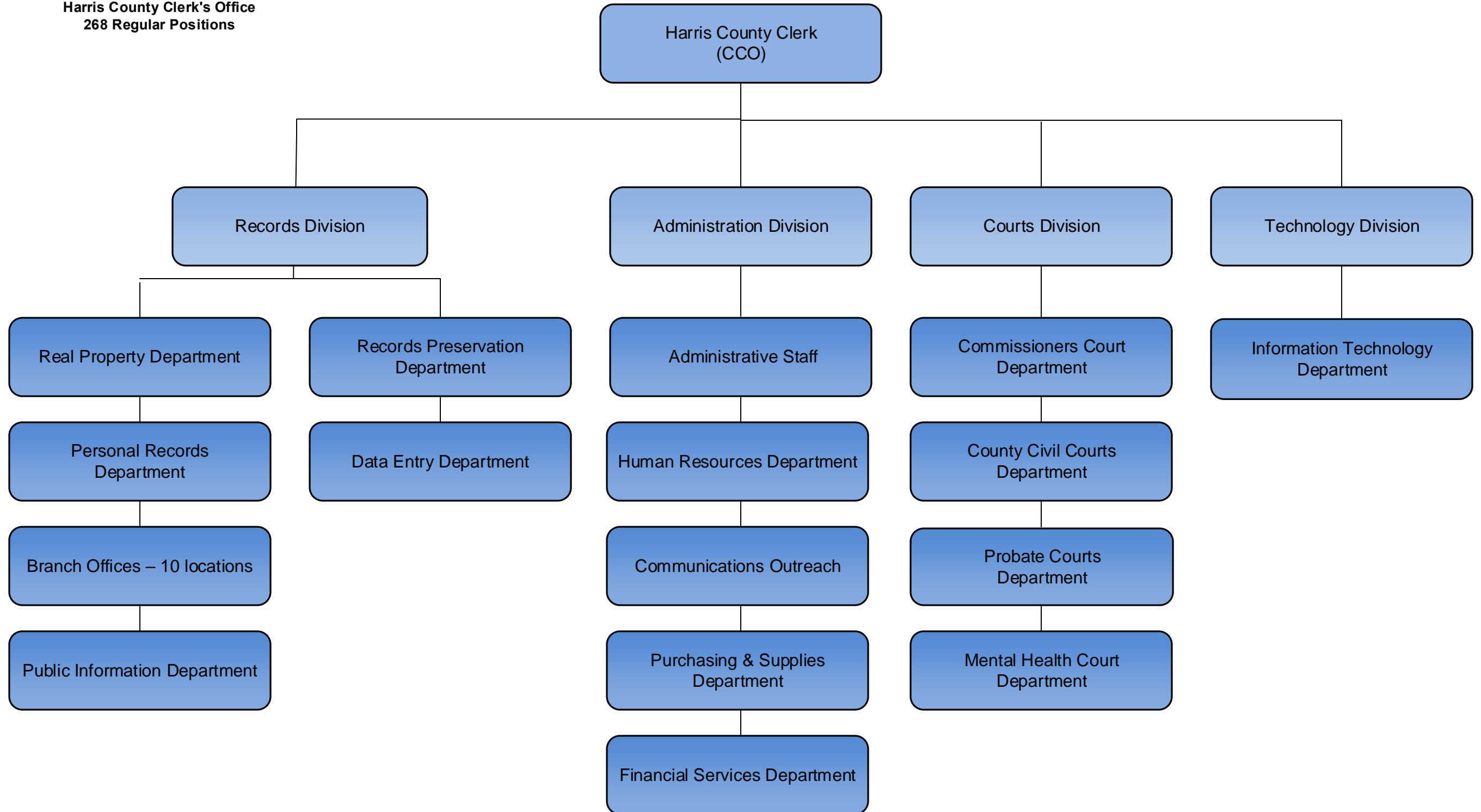
FORM 1. Divisions

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]

**FY 2021-22 Organizational Chart
Harris County Clerk's Office
268 Regular Positions**



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 serve the County Civil Courts, the Probate Courts, the Mental Health Court, utilizing the most up to date technology. To provide the legal community with all the necessary court case information as expeditiously as possible. | S01 | Enhance the functionality and expand the useage of the Odyssey Court Management System and our website as it pertains to the Civil, Probate and Mental Health courts. | Courts | Technology, Administration | County Civil Courts, Probate Courts, Mental Health Court | Legal community, pro-se litigants and Mental Health applicants. |
| G2 | Expand our community outreach and education to the public. | S02 | Improve community awareness of the services provided by the County Clerk. | Administration | N/A | N/A | Residents of Harris County. |
| G3 | To utilize technology to enhance and improve the filing process and records request process in our office. | S03 | Provide the public with more efficient methods of filing documents and providing copies of public documents. | Technology | Records, Administration | N/A | Residents of Harris County. |
| G4 | Ensure that we have safe, secure and functional work space for our employees and the public that we serve. | S04 | Attain adequate work space for employees and customers. | Courts | Admistration | Mental Health Court | Mental Health applicants |
| G5 | To provide outstanding customer service to all Harris County residents who utilize our services in person, by e-filing, thru our website or by phone. | S05 | Ensure staffing levels meet department needs to reduce customer wait times for in person transactions and expand online services. | Courts | Admistration | N/A | Residents of Harris County. |
| | | S06 | Reduce the wait time and improve the accuracy of information provided on customers who call of our office. | Administration | Technology | N/A | Residents of Harris County. |
| | | S07 | Recruit and retain talent. | Administration | Records, Courts, Technology | N/A | Residents of Harris County. |
| | | S08 | Reduce and address recording discrepancies. | Records | Courts | N/A | Residents of Harris County. |
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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: | Executive Staff |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,841,189 | 11 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Provides upper level management for divisions and services of the County Clerk's Office. This group includes the County Clerk, Chief Deputy, two Administrators, two Senior Directors and five administrative assistants. They are responsible for setting office policy and ensuring that the daily operations run smoothly. This group also provide leadership in defining the scope and timing of office goals, monitoring the progress towards those goals and ensuring that the employees have the necessary resources to achieve those goals. The estimated annual cost also includes various expenses, including the County Clerk's bond premium, service awards, telephones, copiers and funding for final benefits that are paid out. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The employees who work in the various departments within the County Clerk's Office. The department managers and their employees expect a clear and consistent message regarding office policy, discipline, management and goals. The Administrators and Senior Directors meet daily with the department management regarding issues that occur daily and seek updates on projects and employee morale. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| All of the services that the County Clerk's Office provide are covered by statutes. These statutes govern the scope of the service, the fees that can be collected for providing those services and the manner in which these services are provided. |

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: | Human Resources |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$464,919 | 6 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Provides Human Resources for the entire 268 employees of the County Clerk's Office. They manage the hiring process by posting the open positions and job requirements both internally and externally, setting up the interviews, consulting with management on the job offerings and starting salary and providing an office orientation to the newly hired. They provide all the employees with the annual health care packages and explain the changes in coverage. Provide the employees with training and educational opportunities within the county. Process the paperwork associated regarding changes with the employee's personal information, salary, medical or employment status. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The Human Resources Department serves the entire 268 employees of the County Clerk's Office. The expectation of the employees is that they are provided all the necessary information as it relates to medical insurance, health awareness, FMLA matters, education and training, career advancement and a impartial resource when conflicts between management and employees occur. The employees provide feedback by phone or email when they have questions or issues with this service. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The Human Resources Department is governed by the Harris County policies, state and federal regulations and the Human Resources Code of the State of Texas. |

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: | Financial Services |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$490,224 | 6 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The Financial Department provides all the accounting functions within the County Clerk's Office. This presently includes the data entry of time sheets, the processing of the bi-weekly payroll, the audit of the daily collection of the fees of office, the preparation of the daily deposit of those fees, the reconciliation of those deposits with the bank, County Treasurer and County Auditor. The preparation of the Monthly Fees of Office Report and providing the County Auditor all the necessary backup. The collection and deposit of Registry of the Court funds. The issuance of checks from the Registry of the Court in accordance with orders from the court of jurisdiction. The processing and issuance of the annual tax statements (1099-INT's) from the court registry. The research and reporting of funds eligible for escheatment from the court registry. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The internal customers would be all the County Clerk employees who turn in a bi-weekly time sheet to the Finance Department. The County Clerk Departments that collect fees from the external customers of the office. The County Auditor and County Treasurer who audit the reconciliation work that the Finance Department does. The recipients of the payouts from registry of the court. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The Financial Department is guided by accounting policies and procedures set by the County Auditor. The various statutes on the collection and reporting of County Clerk Fees of Office (Local Govt. Code, Chapter 118), the operation of the Court Registry (Local Government Code, Chapter 117) and escheatment of funds (Property Code, Chapter 76). |

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: | Purchasing Services |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$246,526 | 3 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The County Clerk Purchasing Department is responsible for procuring the hardware, software, services and supplies needed to operate the office. The Purchasing Department also works in conjunction with the County Auditor to ensure that products and equipment have been received and services have been provided before invoices can be processed and paid. This department maintains the supply room and fulfills the requests for office supplies (paper, toner, pens, envelopes, etc.) from each of the County Clerk departments. This department also manages the inventory of reportable assets maintained by the County Clerk. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers of the County Clerk Purchasing Department are all of the other County Clerk Departments. These department expect Purchasing to have all the necessary supplies on hand and maintenance contracts in place to operate the office. When there is a need to purchase any new equipment, hardware, software or services, and the necessary approval from upper management has been provided, they are expected to make these purchases in a timely manner, while adhering to the policies of the County Purchasing Agent. These departments provide feedback by phone or email when they have questions or issues with this service. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The County Clerk Purchasing Department is responsible for following the County Purchasing Agent's policies and procedures as well as the state statutes governing purchases made by county offices. |

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: | Communications Outreach |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$126,784 | 1 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Develops, directs, and provides strategic oversight of all communications efforts that support the County Clerk's mission, including media relations, digital platforms, employee communications, public affairs/outreach, and project communications. Works with executive leadership on messaging and other communication items during a crisis or emergency response. Serves as a media contact and spokesperson. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Constituents, media, and CCO employees. To stay informed and updated about CCO services. Customers provide feedback via email. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| There are no statutes that mandate this 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: | Real property recordings |
| Divisions (list all): | Records |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$3,544,245 | 57 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The Real Property, Data Entry and Records Preservation Departments record the various document types are filed in the Real Property Records of Harris County. In 2019, there were 579,130 documents recorded in the Real Property records. In order to support the County Clerk goal of providing outstanding customer service, a majority of these records were filed electronically, accurately recorded and made available the following day on the County Clerk website. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are the Title Companies, attorneys and residents of Harris County. Their expectation is that the documents that they present for filing we be reviewed, accepted, recorded and made available to the public in a timely manner. The title companies rely on these records to issue title insurance policies and there expect these records to be accurate and timely. Our customers generally contact us by phone or email when they encounter issues with our service or with our website. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The recording of real property records and the collection of the associated fees are covered by statutes in Real Property Code and the Local Government Code (Chapter 118). |

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: | Personal Records |
| Divisions (list all): | Records |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$3,592,608 | 50 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Personal Records Department of the County Clerk's Office and the 10 branch offices are responsible for issuing Marriage Licenses and Assumed Names Certificates in Harris County. The Personal Records Department also records birth and death records for parts of Harris County as well as filing and posting public notices of meetings for various entities. The Personal Records Department and the 10 branch offices have direct contact with a majority of the customers who need these services. It is the County Clerk's goal to provide these customers with outstanding service by processing their applications accurately, timely and with kindness. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are mostly residents of Harris County who need a Marriage License or Assumed Name Certificate. Our customers generally contact us by phone or email when they encounter issues with our service or our website. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The issuance of a marriage license (Family Code, Chapter 2), the filing of an Assumed Name (Business and Commerce Code, Chapter 71) and the recording of death and birth records (Health and Safety Code, Chapters 192-193) and various records filed in the Public Notices (Govt. Code and Local Govt. Code) and MPR records are all covered state statutes and the requirements of state agencies. |

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: | Copies |
| Divisions (list all): | Records |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$1,074,064 | 20 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The Public Records Department provides the service of researching records and providing copies of public records recorded in the County Clerk's Office. This department has direct contact with customers in person or by phone and via email through our website. While our customers can view and print copies from the County Clerk web page, there are still customers who need assistance in locating the records they are seeking and some need a certified copy that is authenticated with a raised seal and original signature. It is the goal of the County Clerk to make more of the older real property records (pre 1961) and marriage license records (pre 1948) available online and to redact any personal information from the existing records. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are research companies, title companies, attorneys and the residents of Harris County. Our customers generally contact us by phone or email when they encounter issues with our website or with our service. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The recording and indexing of public records are governed by state statutes along with the fees that can be charged for copies of those public records (Local Govt. Code, Chapter 118). |

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: | Clerk of Commissioners Court |
| Divisions (list all): | Courts |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$647,540 | 10 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Commissioners Court Department serves as the clerk of Commissioners Court and is responsible for posting notices and preparing the official Minutes of each court meeting. They also make post court documents available electronically to other county departments. Additional services this department provides, is to serve as the recorder of the Harris County Toll Road Adjudication Hearings and records the job bids it receives from the Harris County Purchasing Department. The goal is to provide the County with an accurate and timely record of what actions were taken by Commissioners Court and how each member voted on that action. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers of this service are the County Judge, County Commissioners, all county departments and the residents of Harris County. Their expectation is that we accurately record the actions of Commissioners Court and make those official records available in a timely manner. Our customers generally contact us by phone or email when they encounter issues with our service or our records. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The duties of the County Clerk as Clerk of Commissioners Court are set by statute (Local Govt. Code - Chapter 81) and the positing of the Meeting Notices are governed by the statute as well (Government Code - Chapter 551). The defined role of recorder of the Harris County Toll Road Adjudication Hearings was approved by Commissioners Court. |

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: | Clerk of County Civil Courts |
| Divisions (list all): | Courts |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$2,513,304 | 35 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The County Clerk's Civil Courts Department serves as the clerk for the four Harris County Civil Courts. This entails filing new cases and randomly assigning it to a court, recording and indexing the documents filed in each case, collecting the fees due on each case, issuing citations, writs and abstracts, providing each court with court clerks, setting the hearing dockets, issuing copies, processing appeals to the Court of Appeals and taking in deposits into the court registry and processing payouts ordered by the courts. This department utilizes the Odyssey court management system and updates that application when new functionality becomes available so that we can continue to provide the courts and the legal community with the latest technology. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The internal customers of this department are the four County Civil Court Judges and their Coordinators. The external customers are the legal community of Harris County and the residents of Harris County who represent themselves in matters before the court. The expectation of the customers is that we file, records documents and issue services in an accurate and timely manner. Our customers generally contact us by phone or email when they encounter issues with our service or our website. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The County Civil Courts Department duties are defined by various statutes in the Government Code, Local Government Code and Rules of Civil Procedures. |

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 of the Probate Courts & Mental Health Court |
| Divisions (list all): | Courts |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$3,041,117 | 47 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The County Clerk's Probate Courts Department serves as the clerk of the four Probate Courts and the Mental Health Court. This entails filing new cases and randomly assigning it to a court, recording and indexing the documents filed in each case, collecting the fees due on each case, issuing citations, letters of testamentary and copies, providing each court with court clerks, taking in deposits into the court registry and processing payouts ordered by the courts. This department utilizes the Odyssey court management system and updates that application when new functionality becomes available so that we can continue to provide the courts and the legal community with the latest technology. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The internal customers of this department are the four Probate Court Judges and their staff and the Mental Health Court and staff. The external customers are the legal community of Harris County and the residents of Harris County who are in need of Probating a Will, filing a guardianship or applying for mental health services and title and research companies. The expectation of the customers is that we file, record documents and issue letters and copies in an accurate and timely manner. Our customers generally contact us by phone or email when they encounter issues with our service or our website. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The duties of the clerk of the Probate Courts are set out in various chapters of the Estates Code. The fees collected are set out in the Local Government Code - Chapter 118. |

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: | Technology Services |
| Divisions (list all): | Technology |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$2,125,172 | 22 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The County Clerk's Information Technology Department provides all the technical support for the Land Records Management System (County Fusion) and the Court Management System (Odyssey) as well as all the applications utilized in the office of the County Clerk. Some of those application are developed and supported in-house and interface with external applications. This department developed and maintains the County Clerk website and the associated document search portal. The Land Records and Court Management application are the backbone of the services this office provides and the website is instrumental in providing our customers with access vital to their work. This department also purchases the necessary hardware to run the applications and store the records that are filed and provide hardware and software support to the County Clerk employees. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The internal customers are all the County Clerk departments and other county offices that utilize our applications and website. The external customers are the title companies, research companies, the legal community, credit bureaus and the residents of Harris County or anyone who has a need to access records filed with the Harris County Clerk. Our customers generally contact us by phone or email when they encounter issues with our service or our website. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The County Clerk is required by statute to record and maintain various public documents. Many of these records have a permanent retention. The Texas Constitution designates the County Clerk as the recorder for the county and Property Code, Local Government Code, Estates Codes other codes outline how those recording are to be carried out and maintained. |

Instructions

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

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

*-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.*

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

-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 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 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: | Chief Deputy of Courts - new position |
| Division: | Administration |
| Funding Request - Next Fiscal Year: | \$192,997 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The County Clerk's Office needs a second Chief Deputy who will serve as a direct point of contact at the highest level for the Courts and legal community. Someone who can assess their needs, build a comprehensive plan and garner the necessary resources to implement it. |
| 2) Which department-level goals does this support? |
| To serve the County Civil Courts, the Probate Courts, the Mental Health Court, utilizing the most up to date technology. To provide the legal community with all the necessary court case information as expeditiously as possible. |
| 3) What do you want to achieve with these additional funds? |
| Hire a Chief Deputy of Courts. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The timeline would be to hire a Chief Deputy of Courts as soon as the position is approved and funding allocated. |
| 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: | Communications Specialist - new position |
| Division: | Administration |
| Funding Request - Next Fiscal Year: | \$94,649 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The County Clerk's Office needs to expand its Communications department to have the necessary staff to effectively communicate with internal and external partners. |
| 2) Which department-level goals does this support? |
| To provide a broad range of communications support to departmental programs including media relations, writing and editing, project planning, education/promotional activities. |
| 3) What do you want to achieve with these additional funds? |
| To have additional staff to be able to perform the required tasks and support of the County Clerk's Office mission. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| It is important to fill this position as soon as possible. |
| 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: | Communications Liaison - new position |
| Division: | Administration |
| Funding Request - Next Fiscal Year: | \$92,076 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Changes within the County Clerk's Office will require to have a community liaison to help educate the public about the services this office provides. |
| 2) Which department-level goals does this support? |
| The Community Liaison will be the primary contact with the community on matters of concern, local issues, constituency issues and community outreach. |
| 3) What do you want to achieve with these additional funds? |
| To have a designated person that will work to create educational programs and participate in community groups to educate the public about the services our office offers. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Would be ideal to hire someone as soon as possible in order to start developing programs and establishing relationships in the community. |
| 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: | Social Media Specialist - new position |
| Division: | Administration |

| | |
|-------------------------------------|----------|
| Funding Request - Next Fiscal Year: | \$79,214 |
|-------------------------------------|----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The County Clerk's Office needs to be active on social media to provide important information about the services the office offers and to provide important updates to help build trust, and keep the public engaged. |
| 2) Which department-level goals does this support? |
| To manage social media platforms, developing content, and respond to resident comments, questions, or concerns communicated through social media platforms. |
| 3) What do you want to achieve with these additional funds? |
| To hire an social media expert that will be able to to create graphics and communicate with the public using various digital platforms. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| It would be ideal to hire someone as soon as possible. We are trying to increase awareness of our office and the services we provide. We need to gain followers and have someone available to monitor and answer questions and comments on all platforms. |
| 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: | Mental Health Court Clerk - 1 new position |
| Division: | Courts |
| Funding Request - Next Fiscal Year: | \$58,633 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The Harris County Psychiatric Center is building a new wing to the hospital and it will provide space for 300 additional patients. This additional facility is scheduled to open next year. To process the applications associated with those additional patients, our Mental Health section needs additional staffing. Our office has already made internal moves to re-assigned two position to that section, but need a third position. |
| 2) Which department-level goals does this support? |
| To serve the County Civil Courts, the Probate Courts, the Mental Health Court, utilizing the most up to date technology. To provide the legal community with all the necessary court case information as expeditiously as possible. |
| 3) What do you want to achieve with these additional funds? |
| With the approval of the additional position and funding, we would hire a Mental Health Court clerk. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| |
| 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 Numbers. Then answer the five questions that follow.

| | |
|-------------------------------------|--|
| Budget Request Priority ID: | BR6 |
| Funding Request Description: | Real Property Clerks - 3 new positions |
| Division: | Records |
| Funding Request - Next Fiscal Year: | \$175,900 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The electronic filing of real property documents has risen to 88%, which is a 13% increase over the past two years. When the documents are filed electronically, the data entry for those documents are performed in the Real Property Department, which creates an additional strain on the department which has reduced efficiency, accuracy and morale. |
| 2) Which department-level goals does this support? |
| To provide outstanding customer service to all Harris County residents who utilize our services in person, by e-filing, thru our website or by phone. |
| 3) What do you want to achieve with these additional funds? |
| With the approval of the additional positions and funding, we would hire three Real Property clerks. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| |
| 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 (#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: | BR7 |
| Funding Request Description: | Personal Records Clerks - 2 new positions |
| Division: | Records |
| Funding Request - Next Fiscal Year: | \$117,266 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Due to COVID-19 this department is open by appointment only, which has reduced the efficiency in which marriage licenses and assumed names are issued and public notices filed. This has created a strain on this department and additional clerks are needed. |
| 2) Which department-level goals does this support? |
| To provide outstanding customer service to all Harris County residents who utilize our services in person, by e-filing, thru our website or by phone. |
| 3) What do you want to achieve with these additional funds? |
| With the approval of the additional positions and funding, we would hire two Personal Records clerks. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| |
| 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 (#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: | Annex Clerks - 3 new positions |
| Division: | Records |
| Funding Request - Next Fiscal Year: | \$175,900 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Due to COVID-19 the annexes are open by appointment only, which has reduced the efficiency in which marriage licenses and assumed names are issued. This has created a strain on all the annexes, but in particular the annexes with only two clerks assigned to work there. This also creates staffing issues when one of the clerks is taking paid time off. |
| 2) Which department-level goals does this support? |
| To provide outstanding customer service to all Harris County residents who utilize our services in person, by e-filing, thru our website or by phone. |
| 3) What do you want to achieve with these additional funds? |
| With the approval of the additional positions and funding, we would hire three annex clerks. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| |
| 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 (#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: | BR9 |
| Funding Request Description: | Call Center Clerks - 10 new positions |
| Division: | Administration |
| Funding Request - Next Fiscal Year: | \$586,332 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Due to COVID -19, the office was closed to the public with the exception of limited appointments. This created a tremendous increase in the number of phone calls our office was receiving, which lead to long wait times and some calls going unanswered. There were also pre-COVID issues of callers being transferred numerous times or receiving inadequate information. To address this issue, the County Clerk would like to create a Call Center and staff it with ten employees. |
| 2) Which department-level goals does this support? |
| To provide outstanding customer service to all Harris County residents who utilize our services in person, by e-filing, thru our website or by phone. |
| 3) What do you want to achieve with these additional funds? |
| With the approval of the additional positions and funding, we would hire a Call Center Supervisor. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| |
| 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> |

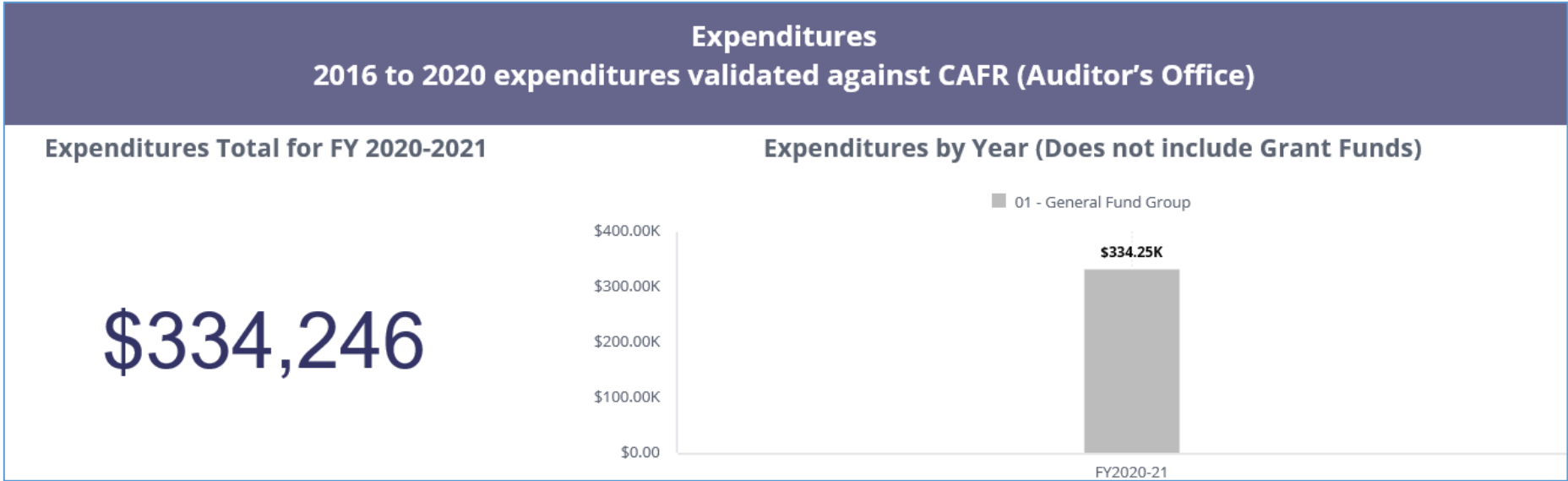
[illegible]

520 – Elections Administrator

Isabel Longoria

520 – Elections Administrator

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 |
|--------------------------------|---------------------------------------|
| 520 | Office of the Elections Administrator |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

Serving Harris County residents by providing essential voter registration and election services in an equitable, accessible, secure, and transparent manner.

2. Vision

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

Make voter registration and voting both innovative and accessible to ensure every eligible resident feels they have access to and is inspired to vote in every election.

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 Elections Department serves Harris County by registering voters and hosting elections for all entities within the county through the following:

- **Hosting Elections:** Overseeing the actual conducting of elections to assure compliance with the law and elections procedures. Negotiating the terms of conducting elections for other political entities. Posting all public notices required by law. Providing appropriate voter rolls to the administrator of each election in order to identify all voters eligible to cast ballots.
- **Voting Locations:** Locating and inspecting potential polling places, evaluating them for suitability, size, accessibility, parking, internet connectivity, and need. Scheduling and negotiating the terms of use for the polling places.
- **Voting Clerk Recruitment & Management:** Recruiting, scheduling, and training all election judges and other poll workers. Tracking the hours worked by all temporary election workers and processing the payroll for such work. Recruiting, training, and scheduling high school students qualified to serve as election workers. Recruiting, scheduling, and training election workers capable of providing language assistance to voters as required under the Voting Rights Act, specifically workers who can read and speak Spanish, Vietnamese, and Chinese, as well as election workers not so required that may assist voters who speak other languages common in Harris County.
- **Ballot Preparation:** Compiling and preparing each of the candidates and propositions to be placed on the ballot. Preparing electronic and paper versions of the ballot for use in the electronic voting system and ballots by mail, determining the various ballot styles according to each voting jurisdiction, including translations into Spanish, Vietnamese, and Chinese.
- **Voting Machine Management:** Servicing, repairing, maintaining, storing, programing, testing and distributing all electronic voting machines, computers, and other election equipment. Interfacing with the vendors supplying and servicing the hardware and software for the electronic election system (Hart InterCivic, for example) to assure proper operation. Programing the electronic voting machines with the various ballot styles to use in each election. Conducting logic and accuracy tests of each program to assure the proper operation of the programed ballot so that an accurate count will result.
- **Election Supply Procurement & Logistics:** Procuring, preparing, storing, and distributing all other supplies necessary for the conducting of an election. Printing, storing, and distributing all signs, forms, sample ballots, posters and other written material for the conducting of an election, including translations into Spanish, Vietnamese, and Chinese.
- **Voting Rights Protection:** Reviewing all complaints of election law violations and referring such complaints to the appropriate agency for investigation.
- **Harris County Election Commission:** Serving as clerk for meetings of the Harris County Election Commission for the appointment of election judges.
- **Early Voting Ballot Board:** Providing equipment and logistical support for the conducting of the proceedings of the Early Voting Ballot Board and for the Election Judge at Central Count.
- **Voting by Mail:** Processing all applications for ballots by mail, sending and receiving ballots by mail, and processing the ballots by mail received for submission to the Early Voting Ballot Board for its review.
- **Counting Votes & Canvassing Results:** Collecting and processing all electronically casts ballots and provisional ballots and compiling them into reports for submission to the Early Voting Ballot Board

or the Election Judge at Central Count. Collecting, accounting for, and securely storing all electronic voting machines, computers and other voting equipment, and all voting records.

- **Outreach & Community Engagement:** Conducting public outreach to engage the community in the election and voter registration process, including the use of social media, meetings, public service announcements, advertising and press briefings to disseminate information and encourage participation. Maintaining a web page (Harrisvotes.com) to provide election and registration information to the public. Engaging in interviews with the press and other media to provide information about the election process. Providing voter data to the public in response to public information requests.
- **Call Center:** Providing a call center to provide elections and voter registration information throughout the year with operators who can speak English, Spanish, Vietnamese, and Chinese.
- **Public Website:** Maintaining a web page (Harrisvotes.com) to provide election and registration information to the public. Including searchable databases to verify registration status, mail ballot return and acceptable updates, voting precincts, sample ballots, legal rights and postings, resources in other languages, mail ballot and voter registration applications, campaign finance filings,
- **Campaign Finance Filings:** Conducting a filing system for county campaign finance reporting requirements.
- **Voter Registration:** Receiving and processing new voter registration applications. Maintaining the voter registration roll, including the cancellation of all registrations which are no longer appropriate to be included. Modifying and updating changes or challenges to voter registrations. Preparing, printing and mailing voter registration certificates, including sending new certificates to all registered voters every two years.
- **TEC Chapter 19 Compliance:** Compiling and certifying to the Texas Secretary of State the information required under Chapter 19 of the Texas Election Code. Receiving and accounting for the funds paid under Chapter 19 of the Texas Election Code.
- **Volunteer Deputy Voter Registrars:** Supervising, training, and certifying the volunteer deputy voter registrars.
- **Jurisdiction Mapping & Boundaries:** Mapping each voter registration to assure accurate jurisdictional assignment. Preparing voter precinct street guides. Preparing information related to statutory redistricting of jurisdictions to Commissioner's Court and 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.

Elections Division- The money allocated for FY2020-2021 was to pay elections staff that were transferred from County Clerk. Employees support hosting elections, finding voting locations, voting clerk recruitment & management, ballot preparation, voting machine management, election supply procurement & logistics, voting rights protection, early voting ballot board, conducting voting by mail, counting votes & canvassing results, outreach & community engagement, processing campaign finance filings.

Voter Registration Division- The money allocated for FY2020-2021 was to pay for voter registration staff that were transferred from the Harris County Tax Office. Employees receive and process new voter registration applications. Maintain the voter registration roll, including the cancellation of all registrations which are no longer appropriate to be included. Modify and update changes or challenges to voter registrations. Prepare, printing and mailing voter registration certificates, including sending new certificates to all registered voters every two years and Supervise training, and certifying the volunteer deputy voter registrars.

Administration Division- The administration division will house d employees necessary to process payroll, oversee budget, process purchase orders and manage HR.

Technical and Operations- The Technical and Operations division will house all employees in the future that provide support for Office IT Functions, Data Management, Mapping, Election Operations and Logistics

Community Engagement- The Community Engagement division will house all services and employees in the future that do Community Engagement, Communications, Language Outreach, Call Center, and Voter Registration Outreach

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. Continue to maintain legally mandated election and voter registration services as they've been offered in the past through separate departments.
2. Develop a department organizational, transition, and needs assessment plan.
3. Create a disparity report to analyze disparities in services provided to all stakeholders internal and external.
4. Utilizing 2 and 3 to create a departmental plan to create future goals, strategies and metrics around improving the delivery of services outlined in the Department Overview.
5. Expand Access to Voting and Voter Registration.
6. Improve workflow management and invest in staff development.

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 accomplish the goals listed above the Office of Elections Administrator is proposing contracting with outside consultants and other departments to produce reports that outline future budgets, supplemental budget requests and plans for the department based on findings of research with the goal of improving the delivery of services. The office will expand outreach activities to include paid media outreach in multiple languages with targeted messaging encouraging voter participation and voter registration and overhaul. The office will overhaul existing workflow management and CRM usage to streamline into a unified system and invest in staff training and resources to develop skills internally.

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 Office of Elections Administrator has presented goals that are in alignment with county's vision and goals and will continue to strive to create metrics and programs that align with this vision and goals. Specifically we have strived to follow goals around Governance and Customer service. In completing our election activities we will continue also keep in mind public health concerns as we continue to deal with the pandemic.

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.*

Yes. The Elections Department was newly created in 2020 by combining the elections and campaign finance functions of the County Clerk's Office with the voter registration functions of the Tax Assessor-Collector's Office. As such, the Elections Department is undergoing a complete reorganization under new leadership.

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.*

Not applicable as a new department. However, Harris County gained national recognition for providing the innovative and accessible elections practices of 24-Hour and Drive-Thru voting. Harris County also had the highest turnout of voters for any election with 1.65 million voters.

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.*

Not completely applicable as a new department. However, our main objective at the moment is to transition from the County Clerk and Tax Assessor offices while hosting the December 2020 Joint Runoff Election in a seamless manner for Harris County voters. In 2021 we will establish a new department while integrating high voter registration goals, new voting machines and technology, and innovating every single practice related to voter registration and elections.

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.*

- Any department led by a publicly elected official
- Department's Employees

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

- All eligible Harris County residents of voting age
- Local, state, and federal entities who need to host public elections
- Volunteer Deputy Voter Registrars, election clerks, and election judges
- Political parties
- Candidates for public office and political campaign
- Voting rights and community stakeholders who promote civic engagement

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.

To the best of our knowledge there has not been a previous internal assessment of the disparities facing the populations that we serve. Nationally, locally and historically there is long documented evidence of disparities facing non dominant culture communities in terms of access to voting and through the voter registration process. As a part of goal three we plan to identify and analyze data necessary to answer this question and develop a report for the county.

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

As a part of goal three we plan to identify and analyze data necessary to answer this question and develop a report for the county, with an action plan and relevant budget request.

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?*

No evidence of systemic, objective, or intentional investment in current staff. As a part of goals 2 and 3 we want to analyze and find any historical wrongs that did not serve to expand diversity or served to obstruct increasing diversity. As a part of the report back our department will provide an action plan to address these issues with a goal to remedy, to the extent possible, historic issues and create an office culture of increasing diversity amongst staff to include potential changes to hiring proactive, employee evaluations, training and resources provided to staff.

- 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.*

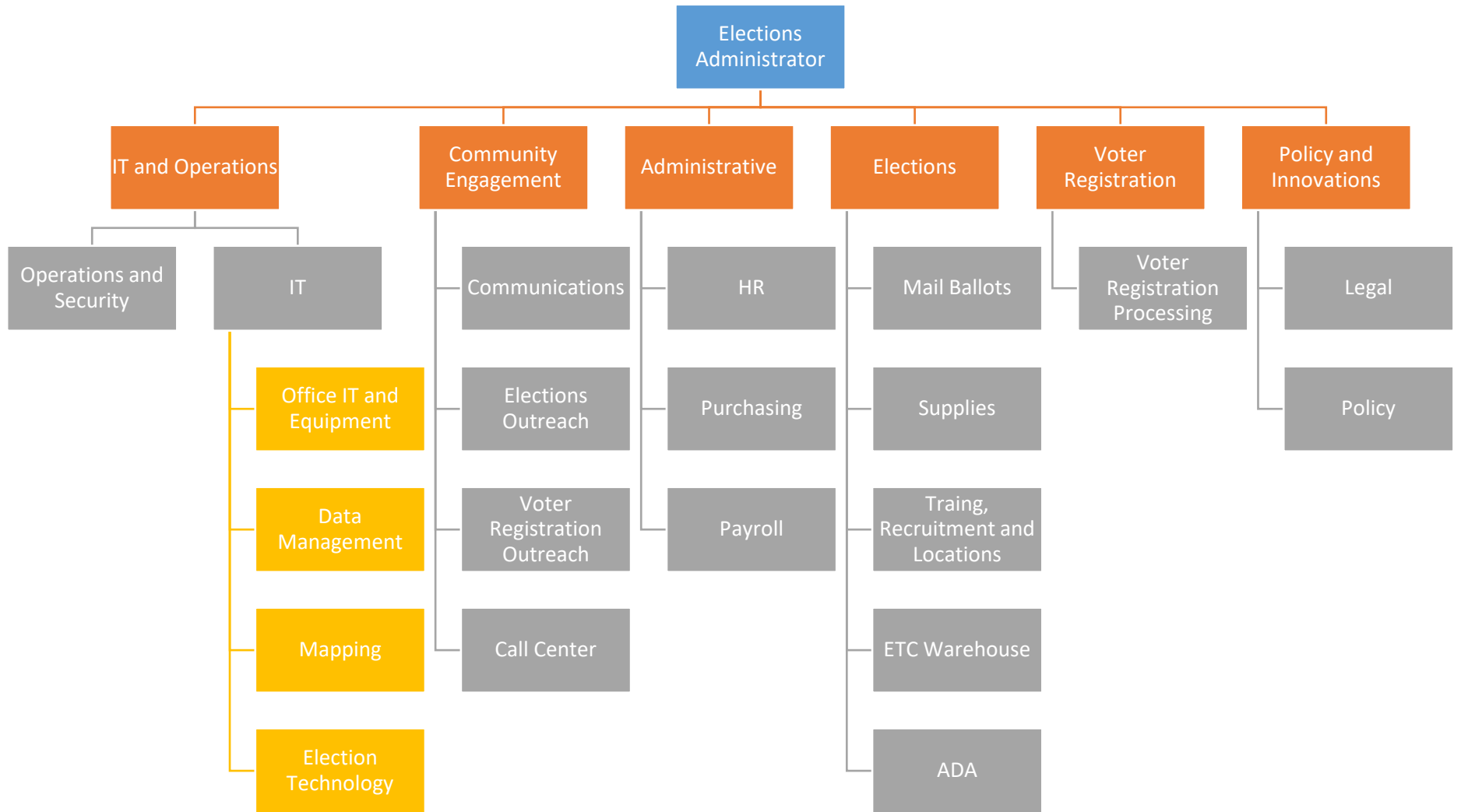
No. As a part of goals 2 and 3 we plan to provide action items to immediately implement training.

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]



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 | Continue to maintain legally mandated election and voter registration services as they've been offered in the past through separate departments. | SO1 | Provide for the maintenance of current operations. | Administrative | Elections Voter Registration Technical and Operations Community Engagement Policy and Innovation | BMD Engineering County Auditor County Attorney Commissioners Court FPM Universal Services | Community Members Political Parties Political Subdivisions |
| G2 | Develop a department organizational, transition, and needs assessment plan. | SO2 | Hire a vendor and work with relevant departments to complete report that includes action plan and budget needed. | Administrative | Elections Voter Registration Technical and Operations Community Engagement Policy and Innovation | BMD Engineering County Auditor County Attorney Commissioners Court FPM Universal Services | Community Members Political Parties Political Subdivisions |
| G3 | Eliminate disparities in services provided to all stakeholders internal and external and eliminate disparities in outcomes for voter registration and election engagement. | SO3 | Hire a vendor and work with relevant departments to complete report that includes action plan and budget needed. | Administrative | Elections Voter Registration Technical and Operations Community Engagement Policy and Innovation | BMD Engineering County Auditor County Attorney Commissioners Court | Community Members Political Parties |
| G4 | Create a departmental organizational realignment focused on streamlining service, maximizing outreach, and eliminating disparities in services and outcomes. | SO4 | Delivery of additional goals, strategies and metrics and production of a 5 year strategic plan. | Administrative | Elections Voter Registration Technical and Operations Community Engagement Policy and Innovation | | Community Members Political Parties |
| G5 | Expand Access to Voting and Voter Registration | SO5 | Expand Outreach and Communication for Voter Registration and Election Engagement | Community Engagement | Elections Voter Registration Policy and Innovation Technical & Operations | Commissioners Court | Community Members Political Parties |
| G6 | Improve workflow management and invest in staff development | SO6 | Create project management system, combine and integrate existing uses of CRMs, and invest in staff development through trainings and leadership coaches. | Administrative | Elections Voter Registration Technical and Operations Community Engagement Policy and Innovation | | |
| | | | | | | | |
| | | | | | | | |

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: | HR, Finance, Purchasing, Executive Positions |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$127,531 | 2 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| This division is responsible for election finance, including budget coordination, human resources for fulltime and temporary personnel, purchasing and elections billing and collection. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers for this service are the fulltime and temporary personnel, vendors, other county offices, political parties and Secretary of State. Expectations include employee benefit updates and timely process of payroll, invoices and payments. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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 #

2

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 | Outreach | Request for funds to conduct paid media outreach for voter registration, create voter registration outreach team, education on new machines, electoral outreach. | Voter Registration, Elections | SO5 | 29 | 7 | |
| BR4 | Improve workflow management and invest in staff development | Investment in project managemenet system, combine and integrate existing uses of CRMs, and invest in staff development through trainings and leadership coaches. | Administrative | SO6 | 0 | | |
| BR5 | Eliminate disparities in services provided to all stakeholders internal and external and eliminate disparities in outcomes for voter registration and election engagement. | Hire a vendor and work with relevant departments to complete report that includes action plan and budget needed tp eliminate disparities in services provided to all stakeholders internal and external and eliminate disparities in outcomes for voter registration and election engagement. | Administrative | SO3 | 0 | 0 | |
| BR6 | | | | | | | |
| BR7 | | | | | | | |
| BR8 | | | | | | | |
| BR9 | | | | | | | |
| BR10 | | | | | | | |
| BR11 | | | | | | | |
| BR12 | | | | | | | |
| BR13 | | | | | | | |
| BR14 | | | | | | | |
| BR15 | | | | | | | |
| BR16 | | | | | | | |
| BR17 | | | | | | | |
| BR18 | | | | | | | |
| BR19 | | | | | | | |
| BR20 | | | | | | | |
| BR21 | | | | | | | |
| BR22 | | | | | | | |
| BR23 | | | | | | | |
| BR24 | | | | | | | |
| BR25 | | | | | | | |
| BR26 | | | | | | | |
| BR27 | | | | | | | |
| BR28 | | | | | | | |
| BR29 | | | | | | | |

[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: | Request for funds to conduct paid media outreach for voter |
| Division: | Community Engagement |

Funding Request - Next Fiscal Year: \$4,531,164

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Historically Texas and Harris County have lagged behind other jurisdictions nationally and regionally in voter registration and elections turnout. Additionally Harris County is purchasing new elections equipment. These two issues require investment in community outreach to engage, inform and interact with the public in order to increase voter registration and communicate changes to voting equipment. |
| 2) Which department-level goals does this support? |
| G5 |
| 3) What do you want to achieve with these additional funds? |
| With these additional funds the Office of Elections Administrator will create a robust outreach program designed to train more volunteer deputy registrars, support the VDVRs, and develop and implement a paid media outreach campaign in at least four languages, with significant investment in Spanish, that engages registered and unregistered but eligible residents in print, broadcast, and social media platforms. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The 2020 election cycle in Harris County saw engagement at a higher level than previous elections years, in part, due to expanded outreach through media. We want to continue and expand on that level of engagement to include voter registration outreach. The Office of Elections Administrator will work to aggressively implement this strategy starting in the first quarter of FY2021-2022. |
| 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 |
|--------------------------------|---------------------------|--|---|--|
| Total VDVRs and VDVR Trainings | Future VR CRM | SO5 | Increase over baseline growth due to population growth | Detailed metrics values TBD after internal study, but setting a target above baseline growth allows for a real estimate of impact. |
| Impressions | Media Monitoring Software | SO5 | TBD | |
| Earned Media | Media Monitoring Software | SO5 | TBD | |
| Increased Voter Participation | TBD | SO5 | Increase over baseline growth due to population growth and election type. | Detailed metrics values TBD after internal study, but setting a target above baseline growth allows for a real estimate of impact. |

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 | CH19 Reimbursement | Reimbursement for Voter Registration Activities | |
| REV2 | Other Political Subdivisions | Reimbursement for administrering elections as contracted by other entities | |
| REV3 | | | |
| REV4 | | | |
| REV5 | | | |
| REV6 | | | |
| REV7 | | | |
| REV8 | | | |
| REV9 | | | |
| REV10 | | | |
| REV11 | | | |
| REV12 | | | |
| REV13 | | | |
| REV14 | | | |
| REV15 | | | |
| REV16 | | | |
| REV17 | | | |
| REV18 | | | |
| REV19 | | | |
| REV20 | | | |
| Total | | | \$0 |

550 – District Clerk Marilyn Burgess

550 – District Clerk

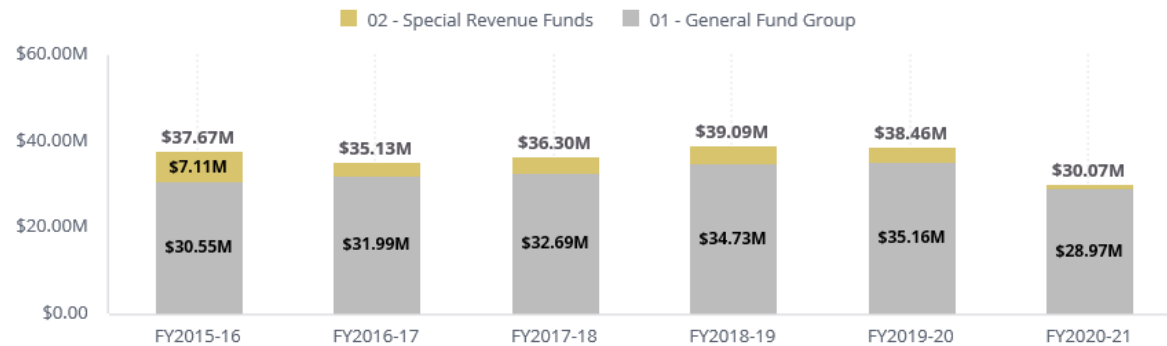
Data as of 12/14/2020

Expenditures 2016 to 2020 expenditures validated against CAFR (Auditor's Office)

Expenditures Total for FY 2020-2021

\$30,072,559

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$38.98M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------|
| 550 | District Clerk |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

To provide the Judicial System and the public with information and support in the most technologically advanced methods possible by:

- Fulfilling our statutory duties as record custodian and fee officer to the best of our abilities;
- Fostering an environment for our employees that encourages the development of new ideas and the willingness to improve productivity;
- Implementing our goals and objectives with the team approach and decision making at all levels of the organization;
- And, striving to be a leader and example to other county and state agencies.

2. Vision

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

N/A

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 District Clerk performs the duties assigned by the Texas Constitution as registrar, recorder, and custodian of all court pleadings, instruments, and papers that are part of any legal cause of action in the Harris County District Courts and the County Criminal Courts at Law. While the Office is probably best known for summoning prospective jurors to over 90 courts, that is just one of the many duties of the office.

The Harris County District Clerk's Office performs many critical functions in the day-to-day operation of county government. They include:

- Managing the official records of all court proceedings for over 90 Harris County courts including County Criminal Courts at Law; District Criminal, Civil, Family, and Juvenile Courts; and numerous specialty courts
- Making these records available to the legal community and the public
- Accepting all new and subsequent filings for these courts
- Providing authorities with court orders to execute
- Securing trial evidence
- Assessing and collecting court costs, fines, and fees
- Maintaining the Court Registry
- Preserving historical documents
- Managing the juror summons and selection process for the above-mentioned courts plus the County Civil Courts and Justice of the Peace Courts
- Processing passport applications
- Leading technological innovation among Texas District Clerks

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.

In the Harris County District Clerk's office, two Chief Deputies and a Public Information Officer report directly to the District Clerk. The Chief Deputies oversee the Office's two main divisions, Courts and Administration. With the exception of two Executive Assistants, two support staff, and two staff reporting to the Public Information Officer, all other employees are organized under the Courts Division or the Administration Division and reporting to one of the Chief Deputies.¹

The Courts Division is the larger of the two divisions; its staff constitute approximately 65 percent of the Office's employees. The Courts Division supports County Criminal Courts at Law, the District Court's Criminal Division, Criminal Intake and Probable Cause Court in the Joint Processing Center.¹ The Courts Division has two criminal court-related sections: Criminal Courts and Criminal Support. The Civil Courts similarly have two related sections – Civil/Family/Juvenile Courts and Civil Support. Additionally the Courts Division supports numerous specialty courts. Our Jury Management Section provides jurors for all the courts – both the 90 we support and the 8 supported by the County Clerk's office. Supporting both the Courts and Administration divisions is Data Control, Compliance, Training, IT, Human Resources, Accounting, Financial Services and Office Services, Records Management and Communications.

- *Criminal Courts* – Staff record all decisions and proceedings of Probable Cause Court, Criminal County Courts at Law, and District Criminal Courts; Criminal Intake makes a permanent record of all newly filed charges from the District Attorney's Office. Files documents in existing cases.
- *Criminal Support* – Files documents in existing cases, receives and processes customer requests, such as copying and certification of documents, criminal background checks, and more; manages collections for certain fines and fees assessed by the criminal courts; and files documents for matters post-trial, e.g. bond forfeitures, writs, and appeals.
- *Civil Courts* – Staff records all decisions and proceedings in Civil, Family, Juvenile, Tax, Child Protective Court, Multi-District Litigation and Child Support courts.
- *Civil Support* – Intake of new lawsuits in all Civil Courts, provide certified copies to customers, processes post trial matters including appeals, bonds, writs and expunctions. Issues all service citations.
- *Data Control, Compliance, Training* - Operates HCDCO's call center; monitors and verifies civil and criminal court data, and reviews judgements to ensure that case information is entered correctly; processes expunctions and provides training to new staff.

The Administration Division has six sections that serve County Criminal Courts at Law and all four divisions of the District Courts: Accounting, Human Resources, Financial Services, Jury Management, Records Management, and Technology.

- *Accounting* – Responsible for all refunds, bills for Civil Court costs, and excess proceeds, Court Registry and passports, audits criminal collections reports, balances Criminal Customer Service and Criminal Post Trial receipts.
- *Human Resources* – Manages benefits for existing employees and receives all employment applications, Process timesheets, approves payroll, FMLA benefits, administers Texas Workforce Commission claims, EEOC & HCDO personnel policies. Monitors and traces COVID exposures for all DCO employees.
- *Financial Services* – Provides internal financial management within the department and is responsible for general office services, oversees the District Clerk’s Office budget, submissions, procurements, agenda items to Commissioners Court, oversees Mail Room Operations for the entire complex.
- *Jury Management* – Operates and manages all juror summons and selections process for all County Courts at Law, District Courts, Justice Courts, Probate and Grand Juries. Processes juror payments.
- *Records Management* – Stores current and historical court records and maintains an index to judgements and all court records, maintains electronic case file & provides documents to the public and other agencies as requested.
- *Technology* – Responsible for the technological innovation and development of HCDCO through the provision of internal information technology services, responsible for security of all statutory guidelines.

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.

- | |
|---|
| <ul style="list-style-type: none"> • <i>Records Management Fund 2187</i> – Stores current and historical court records and maintains an index to judgements and all court records, maintains electronic case file & provides documents to the public and other agencies as requested. • <i>Technology Fund 2192 and 2106</i> – Responsible for the technological innovation and development of HCDCO through the provision of internal information technology services, responsible for security of all statutory guidelines. |
|---|

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. Convert fully to an electronic jury process.
2. Increase jury appearance rates and diversity in Harris County.
3. Review the pay structures for Deputy District Court Clerks and other staff positions to enhance recruitment and to retain our highest performing employees.
4. Implement additional electronic solutions to reduce manual and paper processes as: e-warrants, expanding e-delivery to other documents such as criminal judgements, protective orders, and others. Increase efficiencies in our case management systems by developing a Felony dashboard and enhancing our docket management system. Implement a portal for court reporters to submit paper exhibits electronically.
5. Relocate the criminal support division back to the Criminal Justice Center and move Jury Operations back into the renovated Jury Assembly Plaza.
6. Produce instructional videos, guides, forms and media publications, translate them to Spanish and explore the possibility of offering them in Vietnamese as well.
7. Increase collaboration with other Texas DCOs to identify innovative best practices.
8. Redesign the District Clerk's website to improve customer experience.

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. Implement changes and revisions through collaboration with the District Judges Jury Committee, whose approval is required. We are working with them to demonstrate the benefits: better appearance rate, juries that are more diverse, reduce juror costs, etc. We will continue to lobby to overcome the Jury Committee's objections such as ordering panels in advance and giving jurors flexibility on the dates they are available to serve.
2. We are currently working with a professional pollster to conduct a scientific survey of Harris County citizens about their attitudes towards jury service to determine which changes will have the most impact: increased juror pay, transportation vouchers, childcare vouchers and paid parking. Implement a community outreach campaign to stress the importance of jury service and to make the process less overwhelming.
3. We are working to keep our pay rates competitive so we can retain our highly trained and skilled employees, as we have invested a lot of time and money in training. With Court approval, we would like to utilize our significant rollover funds to make our pay rates competitive and allocate more of our budget to salaries and less to operating expenses – Our people are our strongest asset.
4. The District Clerk is a co-chair of the Harris County Justice Technology Committee that meets regularly to assess needs and set priorities for the Harris County justice system. We have a comparatively small team of highly qualified technology specialists that have the ability to quickly and efficiently introduce new products or procedures for improvements for all stakeholders.
5. Coordinating with PGAL, FPM and other stakeholders, working with our in-house IT department to ensure all equipment and office furniture will be properly set-up.
6. Identify topics that merit the production of instructional videos, guides, forms and media publications needed in Spanish and Vietnamese, as these are the two most commonly spoken languages in Harris County after English.
7. Having key personnel attend statewide conferences.
8. This is an ongoing project to improve the user experience on all devices: computers, tablets, mobile phones. Additionally, improve the ease of navigation on the site. The project will be completed with existing IT personnel working in collaboration with the Communications team and all supervisors.

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 - We are working to increase diversity on juries. In addition, more services being offered online save the public time and money as opposed to having to come downtown, missing work and paying to park. We also operate our office in a transparent and responsive manner.

Public Health - We have an in-house COVID-19 Task Force to ensure compliance with Harris County Public Health and CDC Guidelines.

Transportation - The implementation of e-Juror will reduce traffic congestion during rush hour and congestion in the downtown Courthouse Complex during peak times.

Environment - Development and implementation of multiple electronic solutions will help reduce paper usage.

Governance and Customer Service – Working to allocate more funds from expenses to salaries in order to adequately compensate our employees.

Section B: Supplemental Operational Information

Answer the six questions below.

- *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

- *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.*
 - Implemented monthly billing of civil court fees and collected over \$4 million since early 2019.
 - Electronic solutions including: e-Delivery, e-Plea, virtual courtrooms, Phase I of e-Juror, e-Charge, Online Credit Card Payments for Criminal Collections
 - Jury Operations moved to NRG providing more space for jurors to be empaneled, meeting Harris County Health and CDC guidelines about COVID-19.
 - Strengthening of social media presence, including bilingual versions for most posts. Translated important forms to Spanish including a Welcome to Court Registry pamphlet and Criminal Collections payment plan agreement and reminder notices.
 - Model Program for PC Court - Allowed the sectional employees the opportunity to work M-F and pay volunteer employees to work weekends and holidays, which boosted the moral of the section employees, as well as those who volunteer to work weekends and holidays.

- *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.*
 - Developing the e-Juror system
 - Community outreach campaign for jury service
 - Enhancing court document management system
 - Website redesign
 - Implementation of electronic solutions
 - Statewide protective order registry
- *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 Auditor's Office routine audit at time of transition after election in 2018
 - PFM external review which is still going on at this time
 - PCI Compliance by County Bank Vendor TSYS and Protiviti
 - Juror Imaging System Audit by County Auditor
 - Harris County Auditor routinely audits our monthly collections
 - Sexual offenses reporting audit by the Texas State Auditor
 - Financial Audit by outside auditors Melton and Melton
- *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
 - Court Administration - District and County Criminal Courts
 - District Attorney's Office
 - Sheriff's Office
 - Justice Administration Department
 - County Attorney's Office
 - Public Defender's Office
 - Community Supervision and Corrections
 - Pre-Trial
 - Universal Services
- *Who are the department's key external stakeholders? Provide a bulleted list.*
 - Attorneys Practicing in Harris County
 - General Public
 - All other Texas Law Enforcement Agencies
 - Office of Court Administration
 - State Bar of Texas
 - Justice Committee on Information Technology

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.

Currently our juror appearance rates are not reflective of the diversity in Harris County. While our demographics reflect a population of

Caucasian 29%

Hispanic 43%

African American 19%

Asian 4%

Other 5%

Our appearance rates are:

Caucasian 55%

Hispanic 19%

African American 16%

Asian 7%

Other 3%

We are significantly overrepresented among Caucasians, and significantly under represented among Hispanics. To a lesser extent, but still significant, African Americans are underrepresented and Asians are over represented.

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.*

DCO is working with January Advisors to design and execute a survey to Harris County residents and obtain approximately 2,000 responses. This large sample will allow us to analyze differences between race-ethnic groups, identify potential reasons for the disparities, and develop initial ideas for increasing the diversity of the jury pool. The survey will have two modes: phone and online. With a phone survey, we will be able to reach populations that do not have digital access. With an online survey, people will be more honest about their true concerns. Conducting this survey in both modes will allow us

to better understand and account for these potential biases. Additionally, the online survey will give Harris County officials the opportunity to promote through their social channels.

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 are very cognizant of maintaining a diverse line level and management staff and both reflect well the diversity of Harris County. Below are the latest numbers we have:

Overall DCO Employees

| | | |
|-------|-----|--------|
| AA | 216 | 42.6% |
| Cau | 76 | 15.0% |
| Hisp | 205 | 40.4% |
| Asian | 10 | 2.0% |
| Total | 507 | 100.0% |

Total Management Team

| | | |
|-------|----|--------|
| AA | 15 | 31.9% |
| Cau | 13 | 27.7% |
| Hisp | 17 | 36.2% |
| Other | 2 | 4.3% |
| Total | 47 | 100.0% |

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 held in-house diversity training for our management staff provided by HRRM. We encourage line level staff to attend trainings offered by HRRM.

FORM 1. Divisions

Instructions

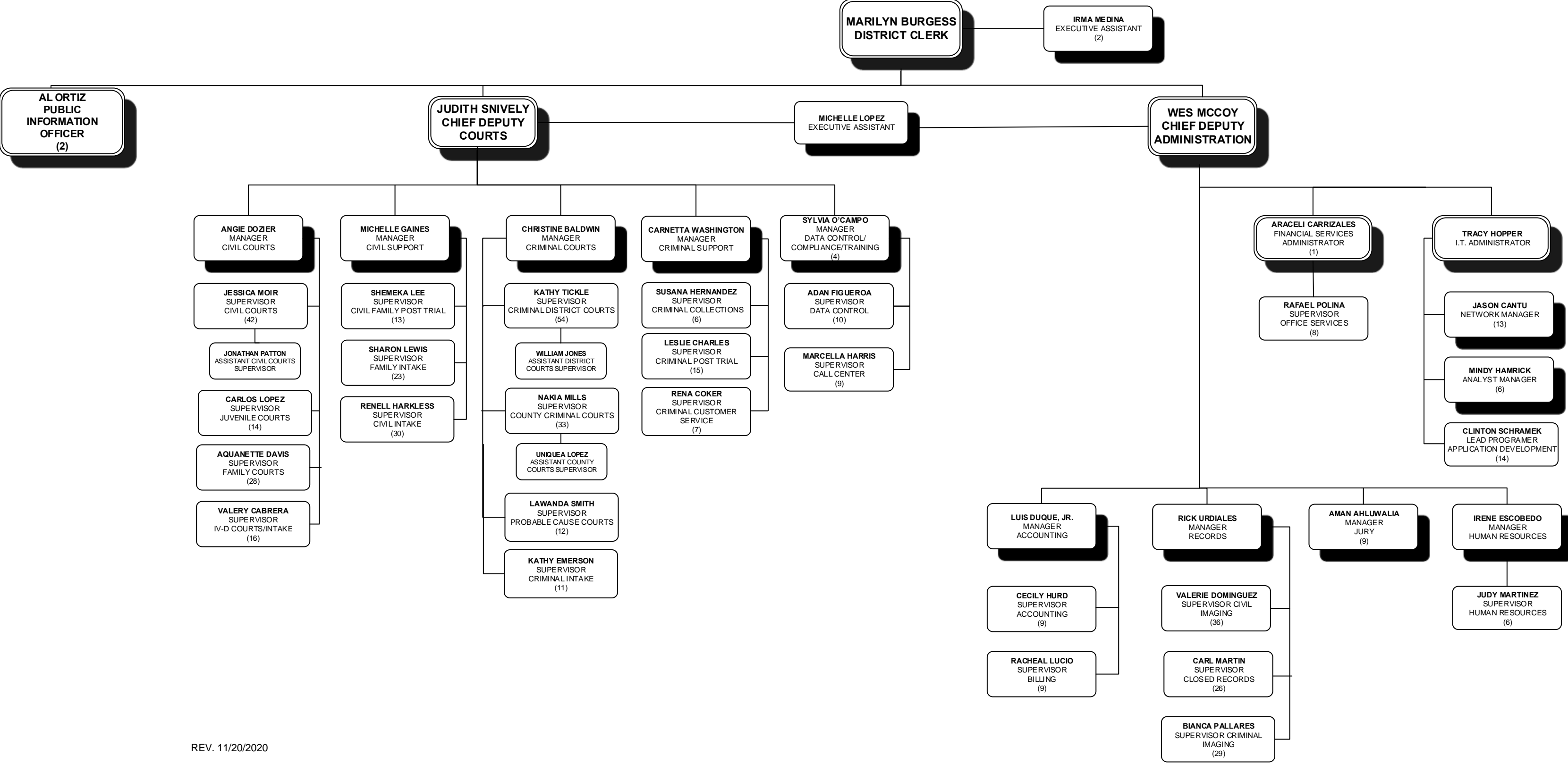
- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ 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) |
|---|--|---|--|---------------------------|
| Executive Division | In the Harris County District Clerk's office, two Chief Deputies and a Public Information Officer (PIO) report directly to the District Clerk. The Chief Deputies oversee the Office's two main divisions, Courts and Administration. With the exception of two Executive Assistants, two support staff, and two staff reporting to the PIO, all other employees are organized under the Courts Division or Administration Division and reporting to one of the Chief Deputies. | \$2,065,775.94 | \$2,065,776.00 | 8 |
| Courts Division (Chief Deputy of Courts) | The Courts Division is the larger of the two District Clerk's Divisions with its staff being approximately 65 percent of the Office's employees. Supports County Criminal Courts at Law, the District Court's Criminal Division, Criminal Intake and Probable Cause Court in the Joint Processing Center. The Courts Division has two criminal court-related sections: Criminal Courts and Criminal Support. The Civil Courts similarly have two related sections-Civil/Family/Juvenile Courts and Civil Support. Additionally the Courts Division supports numerous specialty courts. | \$75,271.35 | \$75,271.00 | 1 |
| <i>Criminal Courts</i> | Staff records all decisions and proceedings of Probable Cause Court, Criminal County Courts at law, and District Criminal Courts; Criminal Intake makes permanent record of all newly filed charges from the District Attorney's Office. <u>Files documents in existing cases.</u> | \$8,632,766.00 | \$8,632,766.00 | 117 |
| <i>Criminal Support</i> | Files documents in existing cases, receives and processes customer requests, such as copying and certification of documents, criminal background checks, and more; manages collections for certain fines and fees assessed by the criminal courts; and files documents for matters post-trial, e.g. bond forfeitures writs, and appeals. | \$1,489,405.75 | \$1,489,405.75 | 32 |
| <i>Civil Courts</i> | Staff records all decisions and proceedings in Civil, Family, Juvenile, Tax, Child Protective Court, Multi-District Litigation and Child Support courts. | \$6,957,985.00 | \$6,957,985.00 | 107 |
| <i>Civil Support</i> | Intake of new lawsuits in all Civil Courts, provide certified copies to customers, processes post trial matters including appeals, bonds, writs and expunctions. <u>Issues all service citations.</u> | \$4,119,292.00 | \$4,119,292.00 | 70 |

| | | | | |
|---|--|----------------|----------------|----------|
| <i>Data Control, Compliance, Training</i> | Operates HCDCO's call center; monitors and verifies civil and criminal court data, and reviews judgements to ensure that case information is entered correctly; processes expunctions and provides training to new staff. | \$1,641,138.30 | \$1,641,138.00 | 26 |
| Administration Division (Chief Deputy of Administration) | The Administration Division has six sections that serve County Criminal Courts at Law and all four sub-divisions of the District Courts. | \$129,075.00 | \$129,075.00 | 1 |
| <i>Accounting</i> | Responsible for all refunds, bills for Civil Court costs, and excess proceeds, Court Registry and passports, audits criminal collections reports, balances Criminal Customer Service and Criminal Post Trial receipts. | \$1,389,634.00 | \$1,389,634.00 | 21 |
| <i>Human Resources</i> | Manages benefits for existing employees and receives all employment applications, process timesheets, approves payroll, FMLA benefits, administers Texas Workforce Commission claims, EEOC and HCDCO personnel policies. Monitors and traces COVID-19 exposures for all DCO employees. | \$554,102.02 | \$554,102.02 | 8 |
| <i>Financial Services</i> | Provides internal financial management within the department and is responsible for general office services, oversees the District Clerk's Office budget, submissions, procurements, agenda items to Commissioners Court, oversees Mail Room Operations for the entire complex. | \$780,927.98 | \$780,927.98 | 11 |
| <i>Jury Management</i> | Operates and manages all juror summons and selections process for all County Courts at Law, District Courts, Justice Courts, Probate and Grand Juries. Processes juror payments. | \$3,202,000.00 | \$3,202,000.00 | 10 |
| <i>Records Management</i> | Stores current and historical court records and maintains an index to judgements and all court records, maintains electronic case file and provides documents to the public and other agencies as requested. | \$5,220,180.00 | \$5,220,180.00 | 95 |
| <i>Technology</i> | Responsible for the technological innovation and development of HCDCO through the provision of internal information technology services, responsible for security of all statutory guidelines. | \$2,720,447.00 | \$2,720,447.00 | 37 |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | \$38,978,000 | \$38,978,000 | 544 |
| | | | | |

HARRIS COUNTY DISTRICT CLERK'S OFFICE

ORGANIZATIONAL CHART



FORM 3. Goals and Objectives

REVISED PER BMD & PFM 12/04/2020

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 | Utilize new and up to date technology to increase efficiencies, improve service delivery, and improve customer experience | SO1 | Convert to a fully electronic jury process | Administration Division | Jury Management and Technology | Court Administration, District and County Criminal Courts, Justice Administration Department | General Public |
| | | SO2 | Implement electronic solutions to reduce manual and paper processes | Executive, Courts and Administration Division | Criminal Courts, Criminal Support, Civil Courts, Civil Support, Technology | Court Administration, District and County Criminal Courts, Justice Administration Department, District Attorney's Office, Sheriff's Office, Univesal Services | Attorneys practicing in Harris County, Texas Law Enforcement Agencies, Office of Court Administration (OCA) |
| | | SO3 | Increase public safety through the implementation of electronic delivery and execution of protective orders | Executive, Courts and Administration Division | Criminal Courts, Criminal Support, Civil Courts, Civil Support, Technology | Court Administration, District and County Criminal Courts, Justice Administration Department, District Attorney's Office, Sheriff's Office, Univesal Services | Attorneys practicing in Harris County, Texas Law Enforcement Agencies, Office of Court Administration (OCA) |
| | | SO4 | Increase the number of customers visiting the website and obtaining services online vs. in person transactions. | Administration Division | Technology and Executive (PIO and Communications Team) | N/A | General Public, Attorneys practicing in Harris County |
| | | SO5 | Redesign website to improve customer experience | Executive, Courts and Administration Divisions | Technology and Executive (PIO and Communications Team) | N/A | General Public, Attorneys practicing in Harris County |
| G2 | Increase and diversify citizen participation in jury service | SO6 | Increase overall jury appearance rate to 35% | Administration Division | Jury Management, Technology and Executive (PIO and Communications Team) | Court Administration- District and County Criminal Courts, Justice Administration Department | General Public |
| | | SO7 | Increase diversity among those whom appear for jury duty | Administration Division | Jury Management, Technology and Executive (PIO and Communications Team) | Court Administration, District and County Criminal Courts, Justice Administration Department | General Public |
| | | SO8 | Better understand motivations for jury appearance by hiring a professional pollster | Executive and Administration Division | Jury Management, Technology and Executive (PIO and Communications Team) | Court Administration, District and County Criminal Courts, Justice Administration Department | General Public |
| G3 | Recruit, hire, and retain a qualified, diverse, and high performing workforce | SO9 | Achieve an average employee satisfaction rating of 4 or better (out of 5) | Executive, Courts and Administration Divisions | Human Resources and Financial Services | Budget Management Department | N/A |

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|--|-----------------------|--|--|--|--|---|
| | | SO10 | Moderate employee turnover | Executive, Courts and Administration Divisions | Human Resources and Financial Services | Budget Management Department | N/A |
| | | SO11 | Maintain a diverse hiring pool | Executive, Courts and Administration Divisions | Human Resources and Financial Services | Budget Management Department | General Public |
| | | SO12 | Support staff professional development through providing additional trainings, encouraging conference attendance, and supporting other learning or development opportunities | Executive, Courts and Administration Divisions | Human Resources and Financial Services | Budget Management Department | County and District Clerks Association of Texas, Texas Association of Counties, Texas District Court Alliance |
| G4 | Develop and sustain a high performing organization that provides all stakeholders and communities in Harris County with excellent customer service | SO13 | Relocate the criminal support division back to the Criminal Justice Center and move Jury Operations back into the renovated Jury Assembly Plaza | Courts and Administration Divisions | Criminal Support and Jury Management | Facilities Property Management, Engineering, Budget Management Department | General Public |
| | | SO14 | Customer satisfaction | Executive Division | Courts and Administration Divisions | N/A | General Public |
| | | SO15 | Increase collaboration with other Texas DCOs to identify innovative best practices | Executive Division | Courts and Administration Divisions | Commissioners Court, Budget Management | County and District Clerks Association of Texas, Texas Association of Counties, Texas District Court Alliance |
| | | SO16 | Collect court fees efficiently | Courts Division | Criminal and Civil Support | Court Administration | Attorneys practicing in Harris County, Texas Law Enforcement Agencies, Office of Court Administration (OCA) |
| | | SO17 | To resolve all requests in a timely manner | Courts and Administration Divisions, | Technology, Criminal and Civil Support | N/A | Attorneys practicing in Harris County, Texas Law Enforcement Agencies, Office of Court Administration (OCA) |
| | | SO18 | Process, file, and record all relevant documents for Criminal Courts and Civil Courts | Courts Division | Criminal and Civil Support and Courts | Court Administration- District and County Criminal Courts, Justice Administration Department | Attorneys practicing in Harris County, Texas Law Enforcement Agencies, General Public |
| | | SO19 | Promptly process passport applications | Administration Division | Accounting and Financial Services | N/A | U.S. Department of State |
| G5 | Enhance community outreach and public education | SO20 | Produce educational and informational materials to guide the general public when using the department services | Executive, Courts and Administration Divisions | Technology and Executive (PIO and Communications Team) | N/A | General Public, Attorneys practicing in Harris County |
| | | SO21 | Translate public documents into Spanish and Vietnamese | Executive, Courts and Administration Divisions | Technology and Executive (PIO and Communications Team) | N/A | General Public, Attorneys practicing in Harris County |
| | | SO22 | Launch community outreach campaign to increase juror participation and diversity | Executive (PIO and Communications Team) | Jury Management, Technology | Commissioners Court, Court Administration, Justice Administration Department | General Public, |
| | | | | | | | |
| | | | | | | | |

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: Record all decisions and proceedings
Divisions (list all): Criminal Courts

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$8,632,766 | 117 |

1) Describe the Service and how it supports department goals.

Staff records all decisions and proceedings of Probable Cause Court, Criminal County Courts at Law, and District Criminal Courts; Criminal Intake makes a permanent record of all newly filed charges from the District Attorney's Office. Files documents in existing cases.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Customers for this service are General Public, Attorneys practicing in Harris County, District Attorney's Office, Court Administration-District and County Criminal Courts, Sheriff's Office, Justice Administration Department.

The expectations of the customers for this service are prompt service and accurate information.

We collect customer feedback via suggestion boxes, email, and internal meetings with various County Departments who we provide this service for.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The office of District Clerk was established by Article 5, Section 9 of the Texas Constitution.

Section 51.303 Government Code sets out the duties and powers of the District Clerk. The clerk of a district court has custody of and shall carefully maintain and arrange the records relating to or lawfully deposited in the clerk's office. The clerk of a district court shall:

- (1) Record the acts and proceedings of the court;
- (2) Enter all judgments of the court under the direction of the judge; and
- (3) Record all executions issued and the returns on the executions.

The district clerk shall keep an index of parties to all suits filed in the court. The index must list the parties alphabetically using their full names and must be cross-referenced to the other parties to the suit. In addition, a reference must be made opposite each name to the minutes on which is entered the judgment in the case.

The clerk of a district court may:

- (1) Take the depositions of witnesses; and
- (2) Perform other duties imposed on the clerk by law.

In addition to the other powers and duties, a district clerk shall accept applications for protective orders under Chapter 71, Family Code.

Section 51.3031 Government Code provides a district clerk may perform all duties necessary to process an application for a United States passport, including taking passport photographs.

There are many statutes, rules, and court orders that govern what or how the District Clerk performs her duties and responsibilities.

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: | File documents, receive and process customer requests. |
| Divisions (list all): | Criminal Support |
| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
| \$1,489,406 | 32 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Files documents in existing cases, receives and processes customer requests, such as copying and certification of documents, criminal background checks, and more; manages collections for certain fines and fees assessed by the criminal courts; and files documents for matters post-trial, e.g. bond forfeitures writs, and appeals. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are the General Public, Attorneys practicing in Harris County, Court Administration - District and County Criminal Courts. The expectations of the customers for this service are prompt service and accurate information. We collect customer feedback via suggestion boxes, email, and internal meetings with various County Departments who we provide this service for. |

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The office of District Clerk was established by Article 5, Section 9 of the Texas Constitution.

Section 51.303 Government Code sets out the duties and powers of the District Clerk. The clerk of a district court has custody of and shall carefully maintain and arrange the records relating to or lawfully deposited in the clerk's office. The clerk of a district court shall:

- (1) Record the acts and proceedings of the court;
- (2) Enter all judgments of the court under the direction of the judge; and
- (3) Record all executions issued and the returns on the executions.

The district clerk shall keep an index of parties to all suits filed in the court. The index must list the parties alphabetically using their full names and must be cross-referenced to the other parties to the suit. In addition, a reference must be made opposite each name to the minutes on which is entered the judgment in the case.

The clerk of a district court may:

- (1) Take the depositions of witnesses; and
- (2) Perform other duties imposed on the clerk by law.

In addition to the other powers and duties, a district clerk shall accept applications for protective orders under Chapter 71, Family Code.

Section 51.3031 Government Code provides a district clerk may perform all duties necessary to process an application for a United States passport, including taking passport photographs.

There are many statutes, rules, and court orders that govern what or how the District Clerk performs her duties and responsibilities.

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: Record all decisions and proceedings.
Divisions (list all): Civil Courts

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$6,957,985 | 106 |

1) Describe the Service and how it supports department goals.

Staff records all decisions and proceedings in Civil, Family, Juvenile, Tax, Child Protective Court, Multi-District Litigation and Child Support courts.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

Customers for this service are General Public, Attorneys practicing in Harris County, District Attorney's Office, Court Administration-District and County Criminal Courts, Sheriff's Office, Justice Administration Department. The expectations of the customers for this service are prompt service and accurate information. We collect customer feedback via suggestion boxes, email, and internal meetings with various County Departments who we provide this service for.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The office of District Clerk was established by Article 5, Section 9 of the Texas Constitution.

Section 51.303 Government Code sets out the duties and powers of the District Clerk. The clerk of a district court has custody of and shall carefully maintain and arrange the records relating to or lawfully deposited in the clerk's office. The clerk of a district court shall:

- (1) Record the acts and proceedings of the court;
- (2) Enter all judgments of the court under the direction of the judge; and
- (3) Record all executions issued and the returns on the executions.

The district clerk shall keep an index of parties to all suits filed in the court. The index must list the parties alphabetically using their full names and must be cross-referenced to the other parties to the suit. In addition, a reference must be made opposite each name to the minutes on which is entered the judgment in the case.

The clerk of a district court may:

- (1) Take the depositions of witnesses; and
- (2) Perform other duties imposed on the clerk by law.

In addition to the other powers and duties, a district clerk shall accept applications for protective orders under Chapter 71, Family Code.

Section 51.3031 Government Code provides a district clerk may perform all duties necessary to process an application for a United States passport, including taking passport photographs.

There are many statutes, rules, and court orders that govern what or how the District Clerk performs her duties and responsibilities.

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: | Intake of new lawsuits, provide certified copies, issue all service citations. |
| Divisions (list all): | Civil Support |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$4,119,292 | 70 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Intake of new lawsuits in all Civil Courts, provide certified copies to customers, processes post trial matters including appeals, bonds, writs and expunctions. Issues all service citations. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are the General Public, Attorneys practicing in Harris County, Court Administration - District and County Criminal Courts. The expectations of the customers for this service are prompt service and accurate information. We collect customer feedback via suggestion boxes, email, and internal meetings with various County Departments who we provide this service for. |

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The office of District Clerk was established by Article 5, Section 9 of the Texas Constitution.

Section 51.303 Government Code sets out the duties and powers of the District Clerk. The clerk of a district court has custody of and shall carefully maintain and arrange the records relating to or lawfully deposited in the clerk's office. The clerk of a district court shall:

- (1) Record the acts and proceedings of the court;
- (2) Enter all judgments of the court under the direction of the judge; and
- (3) Record all executions issued and the returns on the executions.

The district clerk shall keep an index of parties to all suits filed in the court. The index must list the parties alphabetically using their full names and must be cross-referenced to the other parties to the suit. In addition, a reference must be made opposite each name to the minutes on which is entered the judgment in the case.

The clerk of a district court may:

- (1) Take the depositions of witnesses; and
- (2) Perform other duties imposed on the clerk by law.

In addition to the other powers and duties, a district clerk shall accept applications for protective orders under Chapter 71, Family Code.

Section 51.3031 Government Code provides a district clerk may perform all duties necessary to process an application for a United States passport, including taking passport photographs.

There are many statutes, rules, and court orders that govern what or how the District Clerk performs her duties and responsibilities.

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: | Operates HCDCO's call center, monitors and verifies civil and criminal court data. |
| Divisions (list all): | Data Control, Compliance, Training |
| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
| \$1,641,138 | 26 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Operates HCDCO's call center; monitors and verifies civil and criminal court data, and reviews judgements to ensure that case information is entered correctly; processes expunctions and provides training to new staff. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are the General Public, Attorneys practicing in Harris County, Court Administration - District and County Criminal Courts, DCO staff. The expectations of the customers for this service are prompt service and accurate information. We collect customer feedback via suggestion boxes, email, and internal meetings with various County Departments who we provide this service for. |

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The office of District Clerk was established by Article 5, Section 9 of the Texas Constitution.

Section 51.303 Government Code sets out the duties and powers of the District Clerk. The clerk of a district court has custody of and shall carefully maintain and arrange the records relating to or lawfully deposited in the clerk's office. The clerk of a district court shall:

- (1) Record the acts and proceedings of the court;
- (2) Enter all judgments of the court under the direction of the judge; and
- (3) Record all executions issued and the returns on the executions.

The district clerk shall keep an index of parties to all suits filed in the court. The index must list the parties alphabetically using their full names and must be cross-referenced to the other parties to the suit. In addition, a reference must be made opposite each name to the minutes on which is entered the judgment in the case.

The clerk of a district court may:

- (1) Take the depositions of witnesses; and
- (2) Perform other duties imposed on the clerk by law.

In addition to the other powers and duties, a district clerk shall accept applications for protective orders under Chapter 71, Family Code.

Section 51.3031 Government Code provides a district clerk may perform all duties necessary to process an application for a United States passport, including taking passport photographs.

There are many statutes, rules, and court orders that govern what or how the District Clerk performs her duties and responsibilities.

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: Responsible for all refunds, bills for Civil Court costs and excess proceeds.

Divisions (list all): Accounting

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,389,634 | 21 |

1) Describe the Service and how it supports department goals.

Responsible for all refunds, bills for Civil Court costs, and excess proceeds, Court Registry and passports, audits criminal collections reports, balances Criminal Customer Service and Criminal Post Trial receipts.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are the General Public, Attorneys practicing in Harris County, Court Administration - District and County Criminal Courts, DCO staff. The expectations of the customers for this service are prompt service and accurate information. We collect customer feedback via suggestion boxes, email, and internal meetings with various County Departments who we provide this service for.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The office of District Clerk was established by Article 5, Section 9 of the Texas Constitution.

Section 51.303 Government Code sets out the duties and powers of the District Clerk. The clerk of a district court has custody of and shall carefully maintain and arrange the records relating to or lawfully deposited in the clerk's office. The clerk of a district court shall:

- (1) Record the acts and proceedings of the court;
- (2) Enter all judgments of the court under the direction of the judge; and
- (3) Record all executions issued and the returns on the executions.

The district clerk shall keep an index of parties to all suits filed in the court. The index must list the parties alphabetically using their full names and must be cross-referenced to the other parties to the suit. In addition, a reference must be made opposite each name to the minutes on which is entered the judgment in the case.

The clerk of a district court may:

- (1) Take the depositions of witnesses; and
- (2) Perform other duties imposed on the clerk by law.

In addition to the other powers and duties, a district clerk shall accept applications for protective orders under Chapter 71, Family Code.

Section 51.3031 Government Code provides a district clerk may perform all duties necessary to process an application for a United States passport, including taking passport photographs.

There are many statutes, rules, and court orders that govern what or how the District Clerk performs her duties and responsibilities.

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: | Employment, Payroll and Benefits |
| Divisions (list all): | Human Resources |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$554,102 | 8 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Manages benefits for existing employees and receives all employment applications, process timesheets, approves payroll, FMLA benefits, administers Texas Workforce Commission claims, EEOC and HCDCO personnel policies. Monitors and traces COVID-19 exposures for all DCO employees. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are the General Public and DCO staff. The expectations of the customers for this service are prompt service and accurate information. We collect customer feedback via employee suggestion boxes, email, and internal meetings with County Departments and Senior Management. |

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

Section 51.303 Government Code specifies the District Clerk shall:
Perform other duties imposed on the clerk by law.

(2)

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: Internal Financial Management
Divisions (list all): Financial Services

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$780,928 | 11 |

1) Describe the Service and how it supports department goals.

Provides internal financial management within the department and is responsible for general office services, oversees the District Clerk's Office budget, submissions, procurements, agenda items to Commissioners Court, oversees Mail Room Operations for the entire complex.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are District Clerk's office Management and staff. The expectations of the customers for this service are prompt service and accurate information. We collect customer feedback via employee suggestion boxes, email, and internal meetings with County Departments and Senior Management.

| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
|--|
| <div data-bbox="224 180 909 245">Section 51.303 Government Code specifies the District Clerk shall: Perform other duties imposed on the clerk by law.</div> <div data-bbox="1879 180 1913 212">(2)</div> |

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:

Jury Service

Divisions (list all):

Jury Management

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$3,202,000 | 10 |

1) Describe the Service and how it supports department goals.

Operates and manages all juror summons and selections process for all County Courts at Law, District Courts, Justice Courts, Probate and Grand Juries. Processes juror payments.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are the General Public, Attorneys practicing in Harris County, Court Administration - District and County Criminal Courts, DCO staff. The expectations of the customers for this service are prompt service and accurate information. We collect customer feedback via suggestion boxes, email, and internal meetings with various County Departments who we provide this service for.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The office of District Clerk was established by Article 5, Section 9 of the Texas Constitution.

Section 51.303 Government Code sets out the duties and powers of the District Clerk. The clerk of a district court has custody of and shall carefully maintain and arrange the records relating to or lawfully deposited in the clerk's office. The clerk of a district court shall:

- (1) Record the acts and proceedings of the court;
- (2) Enter all judgments of the court under the direction of the judge; and
- (3) Record all executions issued and the returns on the executions.

The district clerk shall keep an index of parties to all suits filed in the court. The index must list the parties alphabetically using their full names and must be cross-referenced to the other parties to the suit. In addition, a reference must be made opposite each name to the minutes on which is entered the judgment in the case.

The clerk of a district court may:

- (1) Take the depositions of witnesses; and
- (2) Perform other duties imposed on the clerk by law.

In addition to the other powers and duties, a district clerk shall accept applications for protective orders under Chapter 71, Family Code.

Section 51.3031 Government Code provides a district clerk may perform all duties necessary to process an application for a United States passport, including taking passport photographs.

There are many statutes, rules, and court orders that govern what or how the District Clerk performs her duties and responsibilities.

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:

Stores current and historical court records

Divisions (list all):

Records Management

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$5,220,180 | 95 |

1) Describe the Service and how it supports department goals.

Stores current and historical court records and maintains an index to judgements and all court records, maintains electronic case file and provides documents to the public and other agencies as requested.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are the General Public, Attorneys practicing in Harris County, Court Administration - District and County Criminal Courts, DCO staff. The expectations of the customers for this service are prompt service and accurate information. We collect customer feedback via suggestion boxes, email, and internal meetings with various County Departments who we provide this service for.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The office of District Clerk was established by Article 5, Section 9 of the Texas Constitution.

Section 51.303 Government Code sets out the duties and powers of the District Clerk. The clerk of a district court has custody of and shall carefully maintain and arrange the records relating to or lawfully deposited in the clerk's office. The clerk of a district court shall:

- (1) Record the acts and proceedings of the court;
- (2) Enter all judgments of the court under the direction of the judge; and
- (3) Record all executions issued and the returns on the executions.

The district clerk shall keep an index of parties to all suits filed in the court. The index must list the parties alphabetically using their full names and must be cross-referenced to the other parties to the suit. In addition, a reference must be made opposite each name to the minutes on which is entered the judgment in the case.

The clerk of a district court may:

- (1) Take the depositions of witnesses; and
- (2) Perform other duties imposed on the clerk by law.

In addition to the other powers and duties, a district clerk shall accept applications for protective orders under Chapter 71, Family Code.

Section 51.3031 Government Code provides a district clerk may perform all duties necessary to process an application for a United States passport, including taking passport photographs.

There are many statutes, rules, and court orders that govern what or how the District Clerk performs her duties and responsibilities.

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:

Technological innovation and development

Divisions (list all):

Technology

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,720,447 | 37 |

1) Describe the Service and how it supports department goals.

Responsible for the technological innovation and development of HCDCO through the provision of internal information technology services, responsible for security of all statutory guidelines.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for this service are the General Public, Attorneys practicing in Harris County, Court Administration - District and County Criminal Courts, DCO staff. The expectations of the customers for this service are prompt service and accurate information. We collect customer feedback via suggestion boxes, email, and internal meetings with various County Departments who we provide this service for.

3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

The office of District Clerk was established by Article 5, Section 9 of the Texas Constitution.

Section 51.303 Government Code sets out the duties and powers of the District Clerk. The clerk of a district court has custody of and shall carefully maintain and arrange the records relating to or lawfully deposited in the clerk's office. The clerk of a district court shall:

- (1) Record the acts and proceedings of the court;
- (2) Enter all judgments of the court under the direction of the judge; and
- (3) Record all executions issued and the returns on the executions.

The district clerk shall keep an index of parties to all suits filed in the court. The index must list the parties alphabetically using their full names and must be cross-referenced to the other parties to the suit. In addition, a reference must be made opposite each name to the minutes on which is entered the judgment in the case.

The clerk of a district court may:

- (1) Take the depositions of witnesses; and
- (2) Perform other duties imposed on the clerk by law.

In addition to the other powers and duties, a district clerk shall accept applications for protective orders under Chapter 71, Family Code.

Section 51.3031 Government Code provides a district clerk may perform all duties necessary to process an application for a United States passport, including taking passport photographs.

There are many statutes, rules, and court orders that govern what or how the District Clerk performs her duties and responsibilities.

FORM 4b. Performance Metrics

REVISED PER BMD & PFM 12/04/2020

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 |
|--------------------|---|--|--|--|-------------------------|------------------------------------|--|
| Jury Management | % of jury selections provided by electronic jury selection | Currently in Use | Jury Imaging System (JIS) | SO1 | 60% | 100% | efficiency |
| Civil Courts | % of civil cases filed online (efiling) | Currently in Use | 100% for attorneys per State Mandate | SO2 | 80% | Already 100% for attorneys | efficiency |
| Civil Courts | % of civil cases filed pro-se (paper) | N/A | Not Tracked | SO2 | Estimated 5% | No intention to increase | Pro-se filing will remain paper; YTD 9800 drop box in person |
| Civil Courts | E-filing acceptance rate | Currently in Use | e-FileTexas.gov | SO2 | 97.10% | 97% | Expedite the flow of documents in the Justice System |
| Technology | % of service requests resolved electronically | New | DCO Public Website | SO4 | [Insert Value] | [Insert Value] | We don't track this but the vast majority of our services can be obtained online with exceptions such as Passport applications, setting up Criminal Collections Payment Plans, handling Court registry issues. |
| Technology | Website redesign complete (Y/N) | N/A | Internal IT and Communications Personnel | SO5 | 20% complete | Yes; complete by 12/2021 | improve customer experience and utilization of the site on all devices |
| Jury Management | # of jury summons sent (# is determined by the Courts.) | Current in Use | As requested by Courts; data pulled from Jury Imaging System (JIS) | SO6 | 271,171 | TBD | Too much is unknown due to pandemic as to how many jury trials will be requested and location of jury calls. |
| Jury Management | Jury appearance rate/Pre-pandemic | Currently in Use | Jury Imaging System (JIS) | SO6 | 25.20% | 35% | outcome measure |
| Jury Management | Jury appearance rate/Pandemic | New | Jury Imaging System (JIS) | SO6 | 17.70% | 18% | outcome measure |
| Jury Management | % of appearing jurors who identify as non-White and/or Hispanic | Currently in Use | Jury Imaging System (JIS) | SO7 | 42.20% | 57.80% | outcome measure; Jurors reflect Harris County demographics |
| Jury Management | Conduct survey better understand motivations for jury appearance (Y/N) | New | Professional pollster | SO8 | 1900 | Complete prior to FY2020-21 | service quality; increase Juror appearance rate and diversity |
| Human Resources | Average employee satisfaction score (of 5) | New | Employee Exit Interview | SO9 | Not tracked in the past | 4 of 5 | To improve the employee job satisfaction at the DCO. |
| Human Resources | Employee turnover rate (separations all reasons/headcount) | New | Internal Deputy Applicant Tracking System (DATS) | SO10 | 8% | 10% | cost efficiency; due to the pandemic and widespread layoffs our turnover rate has been unusually low. |
| Human Resources | Employee quit rate (voluntary resignations/headcount) | New | Internal Deputy Applicant Tracking System (DATS) | SO10 | 5% | 5% | Continue to improve employee satisfaction. |
| Human Resources | % of employees attending additional trainings, conferences, and/or other learning and development opportunities | [Insert Value] | [Insert Value] | SO12 | [Insert Value] | [Insert Value] | Employees are asked to attend at least two training classes offered by HRRM per year. It is noted in their personnel files but not tabulated office wide. |
| Criminal Support | % completion relocating criminal support division back to the Criminal Justice Center | N/A | Engineering/FPM | SO13 | < 10% | 100% By mid-2021 | service quality |
| Jury Management | % completion relocating Jury Operations back to the renovated Jury Assembly Plaza | N/A | Engineering/FPM/Judges | SO6 | 80% | 100% By March 2021 | service quality |
| Executive Division | # of conferences attended with other Texas District Clerk Offices | Currently in Use | Manually | SO15 | 2 | 4 | To learn best practices from other Texas DCOs. |
| Criminal Support | Amount (\$) collected fines, fees, and additional court costs (criminal courts) | Currently in Use | Internal Case Tracking Tracking System (CATS) Database | SO16 | \$ 598,802.00 | \$ 720,000.00 | output; (YTD = 1/1-11/30/2020) Collections were substantially below monthly averages in March and April due to pandemic |
| Criminal Support | Collection rate (criminal courts; payment plans only CCCL waive many fees) | Currently in Use | JWEB Cost Bill | SO16 | \$555,187 collected YTD | \$ 720,000.00 | efficiency; |
| Civil Support | Amount (\$) collected fines, fees, and additional court costs (civil courts) | Currently in Use | Internal Case Tracking Tracking System (CATS) Database | SO16 | \$ 31,507,269.00 | \$ 36,000,000.00 | output; (YTD = 1/1-11/30/2020) Collections were substantially below monthly averages in March and April due to pandemic |

| 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 Support | Collection rate (civil courts; most civil fees are collected upon filing. Government brought cases are assessed upon filing but responsible party assigned upon judgment). *These were not being collected prior to current Administration. There was 80M outstanding as of January 2019. Some of these was over 10 years old. Our Administration begun collections only on assessments from 2016 forward and our billing monthly on a current basis. | Currently in Use | Internal Case Tracking Tracking System (CATS) Database | SO16 | \$4,000,000 in last 22 months | \$ 650,000.00 | efficiency; report billing March 2019 to current. All old outstanding billing completed and <u>only current amounts to be collected moving forward.</u> |
| Criminal Support | # of customer requests | Currently in Use | In person CATS transactions and mail requests | SO17 | 22,495 | [Insert Value] | Customer requests processed as submitted |
| Criminal Support | Avg number of days to resolve requests | Currently in Use | [Insert Value] | SO17 | 1 | 1 | efficiency |
| Criminal Courts | # of criminal cases filed | Currently in Use | JWEB | SO18 | Felony 31,410 Misd 88,399 | [Insert Value] | [Insert Value] |
| Criminal Courts | Criminal e-filings rejection rate | Currently in Use | e-FileTexas.gov | SO18 | 4.20% | 4% | Expedite the flow of documents in the Justice System |
| Civil Courts | # of civil cases filed | Currently in Use | JWEB | SO18 | 85,334 | N/A | DCO will handle whatever number is filed |
| Civil Courts | # of civil cases disposed | Currently in Use | JWEB | SO18 | 66,447 | N/A | DCO will handle whatever number is filed |
| Executive Division | # of new educational and informational materials produces | New | Manually | SO20 | 3 products | 5 products | Educate legal community and public at large on services offer by DCO |
| Executive Division | % of public documents available in Spanish and Vietnamese | New | Manually | SO21 | 3 in Spanish | 3 Spanish; 6 Vietnamese | Community outreach to minority communities |
| Executive Division | % completion with launching community outreach campaign | New | Manually | SO22 | 40% | 100% FY2022 year end | increase Juror appearance rate and diversity |

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 Number. Then answer the five questions that follow.

| | |
|-------------------------------------|-------------------------------------|
| Budget Request Priority ID: | BR1 |
| Funding Request Description: | Bail Reform-Transfer From PIC |
| Division: | Administration Division--Technology |
| Funding Request - Next Fiscal Year: | \$579,946 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Several departments have O'Donnell expenses that are currently charged to the Public Improvement Contingency Fund (PIC). Starting in FY 2021-22, the expenses in the PIC will be moved to each department's General Fund. To ensure departments receive General Fund budget to cover the costs currently paid from the PIC, those expenses should be listed as a request for additional funds using Budget Forms 5a and 5c with the label "Bail Reform – Transfer From PIC". |
| 2) Which department-level goals does this support? |
| The three FTEs that are currently working under the PIC Fund for the District Clerk's Office provide the necessary support as mandated for the O'Donnell Consent Decree. |
| 3) What do you want to achieve with these additional funds? |
| Continue fulfilling the mandated duties set forth by the O'Donnell Consent Decree by providing the necessary personnel, office space renovation along with the required equipment. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The timeline was implemented by the O'Donnell Consent Decree. |

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 | | In an effort to remain competitive and recruit and retain the best and the brightest we request annually across the board pay increases of 4% per year. | 0 | \$1,399,120 | \$1,455,085 | \$1,513,288 | \$1,573,820 | \$1,636,769 |
| LTF2 | | As courts or case volume increase | Unknown | | | | | |
| LTF3 | | As legislative mandates are passed | Unknown | | | | | |
| LTF4 | | As litigation requirements are placed upon us | Unknown | | | | | |
| LTF5 | | As new courthouse facilities are opened | Unknown | | | | | |
| LTF6 | | As natural disasters or pandemics occur | Unknown | | | | | |
| LTF7 | | Our request for personnel, equipment, materials and supplies will increase | Unknown | | | | | |
| LTF8 | | All of the above are unknown at this time | Unknown | | | | | |
| LTF9 | | | | | | | | |
| LTF10 | | | | | | | | |
| LTF11 | | | | | | | | |
| LTF12 | | | | | | | | |

610 – County Auditor

Mike Post

610 – County Auditor

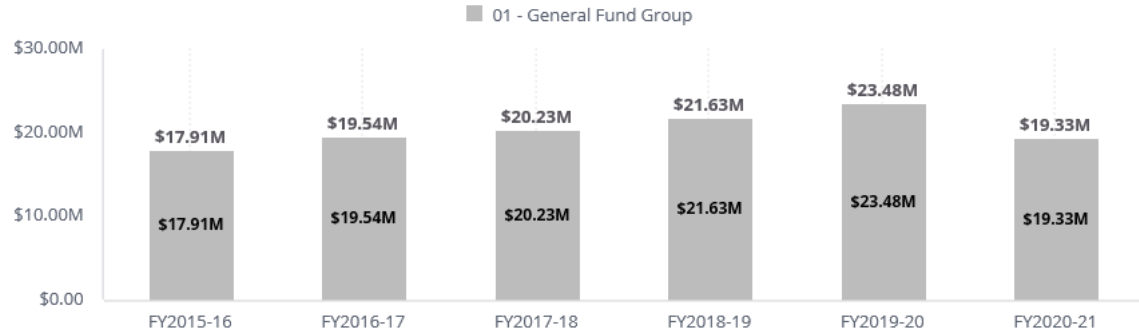
Data as of 12/14/2020

Expenditures 2016 to 2020 expenditures validated against CAFR (Auditor's Office)

Expenditures Total for FY 2020-2021

\$19,328,750

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$25.27M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------|
| 610 | Auditor's Office |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

To be an independent and progressive organization recognized for professionalism in carrying out the County Auditor's statutory duties and responsibilities.

2. Vision

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

To maintain an environment of sound fiscal management, and efficient financial operations and controls at all levels of county government, while providing support and accountability to Commissioners Court, County Officials, Department Heads, and to the public with the highest level of integrity and financial stewardship.

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 County Auditor's Office plays a significant role in a delicate system of checks and balances created to protect County funds. Fulfilling the statutory responsibilities conferred upon the County Auditor through independent oversight and access, prescriptive measures and verification are the principal means by which the Auditor helps ensure financial accountability and the strict enforcement of the laws governing public funds. Further, the Auditor is responsible for providing timely, accurate, and meaningful financial information relative to the fiscal affairs of County government.

The following enumerates the scope of the Harris County Auditor's key duties and responsibilities:

- Provides general oversight of all the books and records of all County officials who are required by law to receive or collect money or other property that is intended for use by the County or that is held in a fiduciary capacity.
- Prescribes accounting systems (computerized and manual) and procedures, including systems for the receipt and disbursement of County funds, and prepares and oversees accounting records for all County funds including the Harris County Toll Road Authority, the Harris County Flood Control District, Community Supervision and Corrections Department (CSCD), and the Juvenile Probation Board.
- Prepares monthly and annual financial reports in accordance with statutory requirements.
- Performs compliance and financial reviews/audits of the records and accounts of County departments, as well as entities such as the Harris County Flood Control District, CSCD, Juvenile Probation Board, and the Harris County Hospital District (dba Harris Health System). Results are presented in reports issued by the Auditor, which are provided to the Commissioners Court members, District Judges, other appropriate officials, and auditees and are available to the public on the County Auditor's website.
- Examines and approves claims, bills, and accounts against the County and submits an audited claims list to the Commissioners Court for their consideration and approval. A claim, bill, or account may not be allowed or paid until it has been examined and approved by the Auditor.
- Reviews and processes the payroll prior to the disbursement of funds by the County Treasurer.
- Prepares annual estimates of revenues and other cash inflows for budgetary formulation purposes. Certifies to the Commissioners Court that cash inflows received from a new unanticipated source, intergovernmental contracts, grants, and debt proceeds that were not included in the current year's budget are available for disbursement during the fiscal year.
- Monitors the County's budget in strict compliance with the budget approved by the Commissioners Court and ensures that the expenses of any department do not exceed the budgeted appropriations for that department, and informs the Commissioners Court of the condition of the appropriation accounts.
- Manages the Fraud, Waste, and Abuse hotline which serves the County both internally and externally.

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.

Executive Administration is an operational support group providing technical support, payroll and purchase order entry, budget, facilities and office coordination, and human resources.

Audit Division provides the County, Flood Control District, other entities, and quasi-governmental organizations (e.g., Harris County Hospital District, Community Supervision and Corrections, Juvenile Probation Board, Harris County Sports and Convention Corporation) with assurance and consulting services to assist management in minimizing exposure to contingent liabilities; safeguard assets; and comply with applicable policies, laws, regulations, and covenants.

Accounting Division

Accounts Payable audits all claims submitted for payment of goods and services purchased by Harris County, the Harris County Flood Control District, Harris County Juvenile Board, and the Community Supervision and Corrections Departments, including construction contracts, court appointed attorneys, special judges, interpreters, substitute court reporters, guardianships, county utilities, travel of county personnel, purchase orders, term contracts, requests for payment and many others.

Enterprise Resource Planning (ERP) Support provides functional support to the Auditor's Office as it relates to the County's ERP system.

Financial Accounting records financial transactions of the County, prepares the County's monthly and annual financial reports, assists in the preparation of offering documents for the County's bond sales, and other financial reporting.

Grants & Accounts Receivable performs accounting and financial reporting for grants and accounts receivable, as well as billing, monitoring, and the pursuit of past due collections.

Payroll verifies and processes payroll each pay period.

Revenue Accounting and Financial Controls prepares the annual statement of estimated available resources used by the Budget Office for the annual budget, is involved in various elements of the tax rate adoption process, accounts for fee officers' revenues, performs vendor verifications, reconciles bank accounts, investments, and pooled cash on a timely basis, and prepares supplemental revenue certifications for Commissioners Court approval.

Systems & Procedures develops written accounting policies, procedures and forms in accordance with the County Auditors statutory authority. Systems & Procedures also coordinates the Auditor's response to Public Records Requests.

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.

- Receive an unmodified opinion on the independent audit of the County's annual financial statements.
- Continued process improvements and efficiency related to PeopleSoft.
- Reduce turnaround time to process invoices for payment.
- Complete the update of accounting policies, procedures, and forms to reflect the PeopleSoft environment.

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).

- Establish a monitoring function over financial reporting and preparation of the basic financial statements.
- Collaborate with Universal Services and other County departments to identify opportunities for improvements and potential solutions.
- Establish an accounts payable support team dedicated to identifying and helping to resolve issues that delay the processing of invoices and to continue providing training on PeopleSoft accounts payable processes.
- Identify and revise policies, procedures, and forms that require modification to conform to the PeopleSoft environment.

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 County Auditor's goals and services align directly with the Commissioners Court vision and goals for Governance and Customer Service.

Receiving an unmodified opinion on the independent audit of the County's annual financial statements reflects high quality, transparent and accountable government by demonstrating accurate presentation and recording of the County's operations.

Collaborating with Universal Services and other County departments to identify opportunities for improvement, including reducing turnaround time to process invoices and other potential solutions related to PeopleSoft reflects our constant dedication to continually reviewing and improving the effectiveness and efficiency of the County's policies, programs and services.

Working to complete the update of accounting policies, procedures, and forms to reflect the PeopleSoft environment exemplifies our continual push to provide transparent and accountable government by using date and best practices to make the best use of taxpayer investments.

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.*

- Continued to receive an unmodified opinion on the independent audit of the County's financial statements.
- Participated in the implementation of the PeopleSoft ERP.
- Maintained and staffed the STARS Support Center in conjunction with Universal Services, which served to provide implementation support for PeopleSoft.
- Worked collaboratively with County departments to implement a formal County-wide Fraud, Waste and Abuse program, including the identification of a national hotline vendor for anonymous reporting to help ensure compliance with federal grant contract provisions.
- Expanded the role of the Vendor Verification Team to align with a more centralized process in PeopleSoft.

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 implement functionality in PeopleSoft so that the County can obtain all the benefits this software can provide.
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 external audit of the County's financial statements (Comprehensive Annual Financial Report) and Single Audit by Deloitte, the County's external auditor.
 - We also plan to begin a Peer Review of the Audit Division by an external audit firm during the next fiscal year.
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- Commissioners Court
 - County Departments
6. *Who are the department's key external stakeholders? Provide a bulleted list.*
- Citizens of Harris County

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 Harris County Auditor's Office provides services for the other County departments such as processing payroll, paying vendors and providing internal audits; we are not aware of any population disparities.

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.*

N/A

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?*

Strategies or tools implemented to increase the diversity of our staff include activities such as college campuses outreach; participation in job fairs hosted by community civic organizations, including the North East Houston Community Center and the Northwest Assistance Ministries; and participation in urban youth development programs such as Choice Nations Academy.

The Auditor's Office currently has 198 employees consisting of 66.7% females and 33.3% males. The Auditor's Office demographics are as follows:

| | |
|------------------------|-------|
| Asian | 11.1% |
| Black/African American | 42.9% |
| Hispanic | 23.8% |
| Caucasian | 22.2% |

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.*

The Auditor's Office staff training on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion include the following:

- Operational directors attend an annual "Professionalism, Diversity and Valuing Difference in the Workplace" training, sponsored by the Texas Association of County Auditors. The purpose of this session is to understand and recognize "implicit bias" and recognize the importance of cross-cultural relationships in high performing teams.
- Prior to the remote working arrangements resulting from the COVID-19 pandemic, Auditor's Office Staff were required to attend (within 6 months of hire and every other year thereafter) the Harris County Auditor's Office Auditor's University training program. The program courses included: "Building a Respectful Workplace", "Embracing Diversity in the Workplace"; and "Workplace Harassment Prevention." The plan is to resume this training within FY22.
- Recognizing and dealing with emotional reactions to differences is at the heart of being effective with diversity. Acknowledging the feelings stimulated by differences is the first step and the introspection that leads to self-knowledge is a fundamental part of emotional intelligence. To that end, within the last 18 months, all departments within the Auditor's Office were required to attend the "Emotional Intelligence -2.0" training workshop. The purpose of this training is to help employees become more self-aware and learn self-management skills to enhance their relationship with others.



Harris County Auditor's Office FY 2022 Budget Request



**Michael Post, C.P.A.
Harris County Auditor**

Independence - Accountability - Professionalism

HARRIS COUNTY AUDITOR'S OFFICE

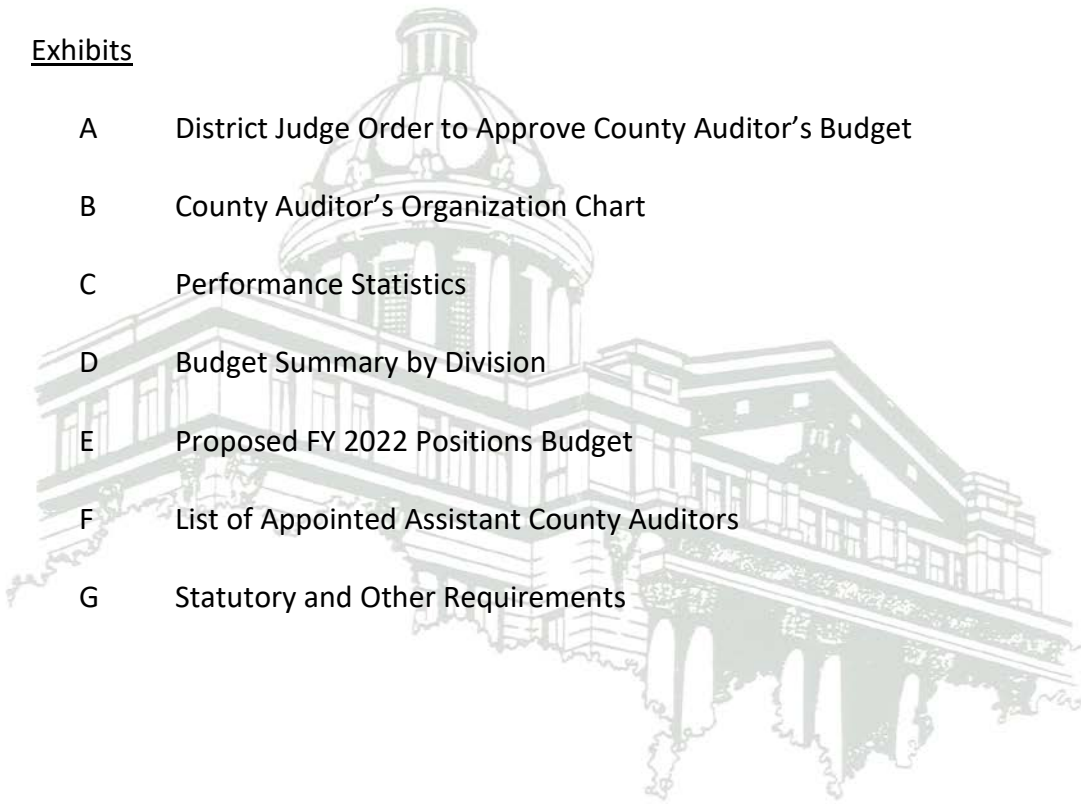
Proposed FY 2022 Budget Request

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- E Proposed FY 2022 Positions Budget
- F List of Appointed Assistant County Auditors
- G Statutory and Other Requirements



Leslie Wilks Garcia, C.P.A., C.F.E.
First Assistant County Auditor

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MICHAEL POST, C.P.A., M.B.A.
HARRIS COUNTY AUDITOR

January 12, 2021

Honorable District Judges
Harris County, Texas

RE: County Auditor Budget Request for
Fiscal Year March 1, 2021 through February 28, 2022

Budget Request Overview

This budget document is the formal submittal of the County Auditor's Office (Auditor's Office) budget request totaling \$25,832,959 for the Fiscal Year (FY) ending February 28, 2022, and includes funding for the County Auditor and 211 Assistant County Auditor positions. In comparison to the amount authorized for the FY 2021 budget, this budget proposal reflects an increase of \$567,041 or 2.2%. This increase can be broken down into a 1.2% increase related to the cost of living adjustment, a 0.5% increase due to the increase in health insurance premiums and a 0.5% increase due to funding for one new position.

| FY 2022 BUDGET INCREASE DETAILS | |
|---|----------------------------|
| FY 2021 Budget | \$25,265,918 |
| FY 2022 Budget Increase Details: | |
| Salaries & Benefits | |
| Increase in Budgeted Salaries | \$347,155 |
| Decrease in Longevity | (5,580) |
| Increase in Retirement | 51,578 |
| Increase in Health Insurance Premiums | 124,800 |
| Decrease in Workers' Compensation | (17,406) |
| Increase in Unemployment Compensation | 21,504 |
| Increase in Social Security | <u>30,160</u> |
| Total Salary & Benefits | 552,211 |
| Other Expenses | <u>14,830</u> |
| Total Budget Increase | <u>567,041</u> |
| Total FY 2022 Budget Request | <u>\$25,832,959</u> |

Texas Local Government Code 111.074 requires that an increase from one fiscal year to the next in the amount budgeted for the expenses of the Auditor's Office or the salary of an assistant auditor shall not exceed 5% unless the increase is approved by Commissioners Court. Although the total increase in the FY 2022 budget is less than 5%, the proposed budgetary increase for some positions exceeds the 5% statutory limitation.

BUDGETARY CHANGES, JUSTIFICATION AND HISTORY

Table 1 below presents a comparison between the FY 2021 adopted budget and the FY 2022 budget request along with the dollar and percentage change by expense category. Table 2 provides a four-year history of the Auditor's Office budget. The graphs on the following pages present additional historical information regarding the Auditor's Office budget.

TABLE 1

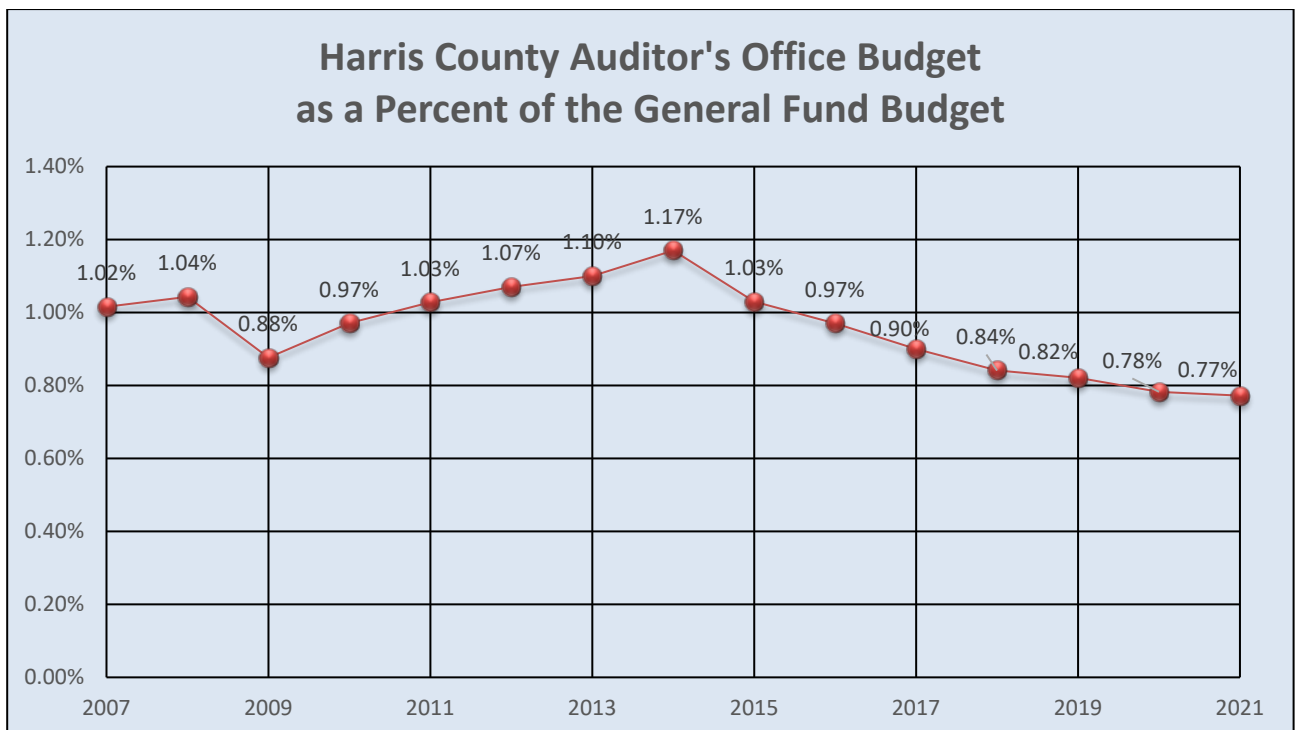
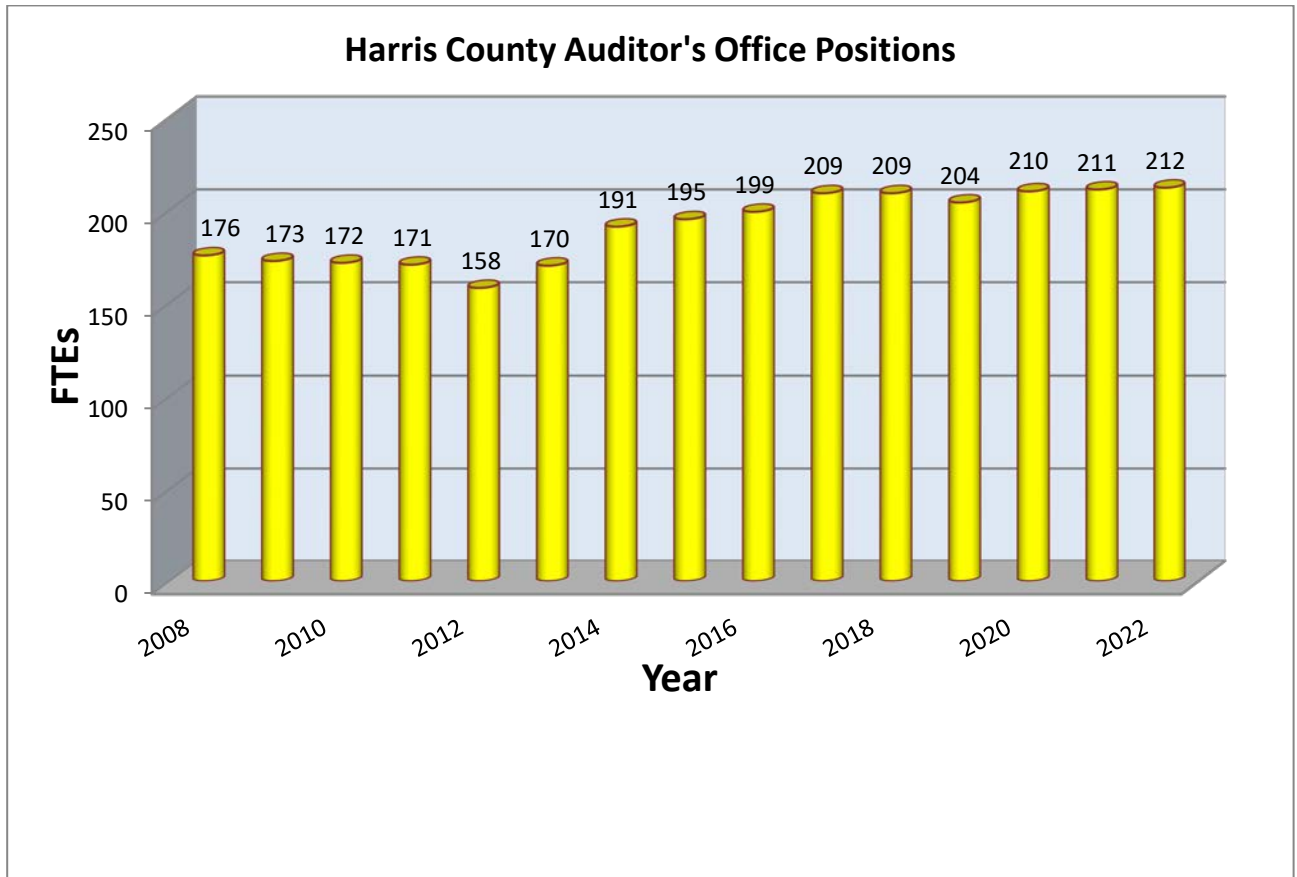
| <i>FY 2021 Adopted Budget & FY 2022 Proposed Budget Comparison By Expense Category</i> | | | | |
|---|---------------------------------------|--|-----------------------------------|-------------|
| <i>Expense Category</i> | Adopted Budget FY 2021 | Proposed Budget FY 2022 | Change FY 2021 vs. FY 2022 | |
| | | | Amount | % |
| <i>Salaries Existing Positions</i> | \$17,009,227 | \$17,256,502 | \$247,275 | 1.5% |
| <i>Benefits Existing Positions</i> | 7,019,751 | 7,192,902 | 173,151 | 2.4% |
| <i>Salary New Position</i> | | 94,300 | 94,300 | |
| <i>Benefits New Position</i> | | 37,485 | 37,485 | |
| <i>Subtotal</i> | 24,028,978 | 24,581,189 | 552,211 | 2.3% |
| <i>Materials & Supplies</i> | 289,250 | 274,000 | (15,250) | (5.3%) |
| <i>Services & Other</i> | 910,215 | 940,595 | 30,380 | 3.3% |
| <i>Training & Travel</i> | 37,475 | 37,175 | (300) | (0.8%) |
| <i>Subtotal</i> | 1,236,940 | 1,251,770 | 14,830 | 1.2% |
| <i>Total</i> | \$25,265,918 | \$25,832,959 | \$567,041 | 2.2% |

TABLE 2

| <i>Four Year Appropriation History</i> | | | | |
|---|---------------------|---------------------|---------------------|---------------------|
| <i>Expense Category</i> | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <i>Salaries</i> | \$15,670,617 | \$16,455,922 | \$17,009,227 | \$17,350,802 |
| <i>Benefits</i> | 6,334,383 | 6,711,857 | 7,019,751 | 7,230,387 |
| <i>Subtotal</i> | 22,005,000 | 23,167,779 | 24,028,978 | 24,581,189 |
| <i>Materials & Supplies</i> | 271,000 | 280,750 | 289,250 | 274,000 |
| <i>Services & Other</i> | 576,690 | 564,260 | 910,215 | 940,595 |
| <i>Training & Travel</i> | 82,310 | 49,990 | 37,475 | 37,175 |
| <i>Subtotal</i> | 930,000 | 895,000 | 1,236,940 | 1,251,770 |
| <i>Total</i> | \$22,935,000 | \$24,062,779 | \$25,265,918 | \$25,832,959 |
| <i>Positions:</i> | | | | |
| <i>Full-Time Operations</i> | 200 | 202 | 207 | 207 |
| <i>Part-Time</i> | 1 | 2 | 1 | 1 |
| <i>Full-Time Operations (funded outside Auditor's Office)*</i> | 3 | 6 | 3 | 4 |
| <i>Total</i> | 204 | 210 | 211 | 212 |

* Three grant funded positions were approved on August 28, 2018. Three additional positions were funded from the Public Improvement Contingency fund in FY20 and absorbed in FY21. One position funded by the Toll Road Authority in FY21 and position funded by a CDBG grant in FY 21 will be absorbed in FY22 and three positions will be funded by Harris Health in FY22.

HISTORICAL STAFFING AND BUDGET METRICS



SALARIES AND FRINGE BENEFITS

The total amount proposed for the salaries and benefits budget category for FY 2022 is \$24,581,189, which is 95.1% of the Auditor's Office budget. In comparison to FY 2021, the budget for this expense has increased \$552,211. The following narrative provides detailed information regarding the increase.

Proposed changes

As stated above, the salaries and benefits category has increased \$552,211 or 2.3%. The increase is principally attributable to the inclusion of one additional position, merit/market adjustments (offset by position eliminations and reclassifications), and increases in fringe benefits including increases to health insurance premiums for each employee and changes in other fringe benefits.

The budget for health insurance increased \$124,800 due to an increase in premiums from \$14,300 to \$14,900 annually per employee. In addition, there were increases in the budget for retirement of \$51,578 and social security benefits totaling \$30,160 resulting from increases in salaries. The budget for unemployment compensation increased \$21,504 which was offset by a decrease in workers' compensation of \$17,406.

Additionally, the cost and budget for employee longevity will decrease \$5,580 due to the departure of several long-tenured employees.

This year, as was done in prior years, the compensation review included acquiring data from nationally recognized salary surveys to establish compensation rates for the Auditor's Office positions that are competitive in the Houston employment market for attracting new and retaining existing employees.

Other Expense Categories

The \$14,830 increase in the Auditor's Office non-salary related expense budget is due primarily to funding requests for the implementation of the new GASB 87 lease standards and consultants to assist with anticipated requests from Commissioners Court in which co-sourcing may be necessary, offset by a decrease in other operating costs such as seminar, conference and training travel expenses.

New Position

For FY 2022, we propose the following addition of one Senior Auditor to assist with additional services requested by Commissioner Court as noted below.

FY 2021 brought on additional work demands and needs by Harris County, both due to the pandemic and the changing priorities of Commissioners Court. The Auditor's Office serves the County's needs by providing consulting and auditing services as requested by Commissioners Court, as required by law, and as risks to the County are identified. In FY 2021, the Audit Division added the projects as follows to its existing audit plan.

| Project Name | Project Objective | Department Requested | Est. FY 21 Work Hours |
|---|---|-------------------------------|-----------------------|
| Universal Services Computer Aided Dispatch and Records Management Agreement (i.e., Superion/Central Square) | Determine compliance with contractual terms of the agreement. | Commissioner Precinct 2 | 650 |
| Compliance review of Cypresswood Golf (i.e., Foresight Cypress, LTD) Agreement | Determine compliance with contractual terms of the agreement. | Commissioner Precinct 4 | 350 |
| Vendor Federal Procurement Review of Health Planning Studies Project | Determine compliance with federal grant procurement requirements. | Commissioner Precinct 3 | 400 |
| Community Services Department – Funeral Home Contract Performance Audit | Determine compliance with contractual terms of the Contract. | Community Services Department | 450 |
| Disadvantaged Business Enterprise (DBE) Consulting Engagement | Determine the current state of the Harris County DBE Program. | Commissioner Precinct 2 | 550 |
| Harris County \$30M COVID-19 Relief Fund Program Audit | Determine compliance with Greater Houston Community Foundation's agreement terms. | Commissioner Precinct 3 | 300 |
| Indigent Defense Program – Court Appointed Attorney Payments | Identify payments to court appointed indigent defense attorneys and determine compliance with TAC§174.11. | Commissioner Precinct 1 | 400 |
| PeopleSoft Post Accounts Payable Implementation | Evaluate the change control processes in place to address "Post-Go-Live" accounts payable issues.- | Commissioner Precinct 2 | 200 |
| Harris County P3 Public Power Pool | To research the history of Harris County's contractual relationship with the P3 organization, and determine whether the P3 agreements are in compliance with the Texas County Purchasing Act and other applicable legal requirements. | Commissioner Precinct 2 | 275 |
| | | Total | 3,575 hours |

NEW ACCOUNTING SYSTEM

At the beginning of FY 2021, Harris County went live with PeopleSoft, a new Enterprise Resource Planning (ERP) system by Oracle to replace the obsolete legacy IFAS system. The new ERP solution consists of two modules – Human Capital Management (HCM) and Financials and Supply Chain Management (FSCM). The HCM module was rolled out to end users on February 24, 2020, while the FSCM module made its debut on March 2, 2020. Both modules together encompass what is known as the Shared Technology and Reporting System, or STARS.

The HCM module includes applications such as Human Resources, Benefits Solutions, Payroll for North America, PeopleSoft ePay, and Time and Labor. These applications allow for secure access to employee information, effective management of essential HR functions, efficient payroll processing, management of employee benefits, and an increased efficiency in time reporting which will be increasingly realized upon the rollout of online time entry to employees.

The FSCM module includes several applications that make up a robust suite that not only captures financial related data, but also facilitates the procure-to-pay process. The applications which the County utilizes under the FSCM module include: General Ledger, Payables, Receivables, Billing, Project Costing, Grants, Purchasing, eProcurement, eSupplier Connection, Expenses, Supplier Contracts, Cash Management, Customer Contracts, and Asset Management. There are still some applications that have not been implemented at this time for both HCM and FSCM, but plans are underway by Universal Services to solicit interest from departments in the functionality of these applications.

Hypercare is the period of time immediately following a system implementation where an elevated level of support is available to ensure the seamless adoption of a new system. During the County's hypercare period, the Auditor's Office, in conjunction with Universal Services, maintained and staffed the STARS Support Center, which served as the County's source for implementation support for PeopleSoft. The STARS Support Center was accessible to end users around the clock via phone or email to assist with issues related to payroll, benefits, purchasing, and financial matters.

In our goal to utilize the new ERP system to its optimal performance, the Auditor's Office plans to continue business process improvements to compliment the functionality of STARS. As the County becomes better acclimated to the system and more familiar with the capabilities of STARS, we anticipate an overall net gain for not only the Auditor's Office, but the County as a whole.

SUMMARY OF COUNTY AUDITOR'S DUTIES AND RESPONSIBILITIES

County Auditors play a significant role in a delicate system of checks and balances created to protect County funds. Fulfilling the statutory responsibilities conferred upon the County Auditor through independent oversight and access, prescriptive measures and verification are the principal means by which the Auditor helps ensure financial accountability and the strict enforcement of the laws governing public funds. Further, the Auditor is responsible for providing timely, accurate, and meaningful financial information relative to the fiscal affairs of County government while providing ancillary support to the Commissioners Court, County officials, department heads, and the public with the highest level of professionalism, financial stewardship, and integrity. To fulfill the duties of the County Auditor, the necessary support and resources must be provided.

The following enumerates the scope of the Harris County Auditor's key duties and responsibilities:

- ◆ Provides general oversight of all the books and records of all County officials who are required by law to receive or collect money or other property that is intended for use by the County or that is held in a fiduciary capacity.
- ◆ Prescribes accounting systems (computerized and manual) and procedures, including systems for the receipt and disbursement of County funds, and prepares and oversees accounting records for all County funds including the Harris County Toll Road Authority, the Harris County Flood Control District, Community Supervision and Corrections Department (CSCD), and the Juvenile Probation Board.
- ◆ Prepares monthly and annual financial reports for submission to the Commissioners Court and District Judges.
- ◆ Pursuant to state statutes, performs compliance and financial reviews/audits of the records and accounts of County departments, including the Harris County Toll Road Authority, as well as entities such as the Harris County Flood Control District, CSCD, Juvenile Probation Board, and the Harris County Hospital District (dba Harris Health System). Results are presented in reports issued by the Auditor, which are provided to the Commissioners Court members, District Judges, other appropriate officials, and auditees.
- ◆ Examines and approves claims, bills, and accounts against the County and submits an audited claims list to the Commissioners Court for their consideration and approval. A claim, bill, or account may not be allowed or paid until it has been examined and approved by the Auditor.
- ◆ Reviews and processes the payroll prior to the disbursement of funds by the County Treasurer.
- ◆ Prepares annual estimates of revenues and other cash inflows for budgetary formulation purposes. Certifies to the Commissioners Court that cash inflows received from a new unanticipated source, intergovernmental contracts, grants, and debt proceeds that were not included in the current year's budget are available for disbursement during the fiscal year.
- ◆ Monitors the County's budget in strict compliance with the budget approved by the Commissioners Court and ensures that the expenses of any department do not exceed the budgeted appropriations for that department, and informs the Commissioners Court of the condition of the appropriation accounts.
- Manages the Fraud, Waste, and Abuse hotline which serves the County both internally and externally.

ACCOMPLISHMENTS

- ◆ Awards Received
 - ◇ Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Harris County and Flood Control District Comprehensive Annual Financial Reports.
 - ◇ GFOA's Award for Outstanding Achievement in Popular Annual Financial Reporting.
 - ◇ Texas Comptroller's Transparency Star for Traditional Finances.
 - ◇ Texas Comptroller's Transparency Star for Debt Obligations.
 - ◇ Texas Comptroller's Transparency Star for Public Pensions.
- ◆ Continued to receive an unmodified opinion on the independent audit of the County's financial statements.
- ◆ Implemented three new GASB standards:
 - ◇ GASB 83, Certain Asset Retirement Obligations.
 - ◇ GASB 90, Majority Equity Interests – an Amendment of GASB Statements No. 14 and No. 61.
 - ◇ GASB 95, Postponement of the Effective Dates of Certain Authoritative Guidance.
- ◆ Successfully submitted and received a claim to the Texas Comptroller of Public Accounts Unclaimed Property Division in the amount of \$91,585.31 for the recovery of unclaimed property due to Harris County.
- ◆ Helped implement PeopleSoft's Financial and Supply Management (FSCM) which is a suite of PeopleSoft modules used to manage financial processes. These modules include General Ledger, Accounts Payable, Accounts Receivable, Billing, Projects/Grants, Purchasing, Supplier Contracts, Cash Management, Customer Contracts, Asset Management, and Commitment Control (Budget).
- ◆ Helped implement PeopleSoft's Human Capital Management (HCM) which is a suite of PeopleSoft modules used to manage employee and human resource functions. These modules include Human Resources, Base Benefits/Benefit Administration, Payroll/ePay, and Time and Labor.
- ◆ Digitized and indexed forms and procedure master/historical files enhancing reference capability, preserving the records historically, and reducing the need for physical storage space.
- ◆ Worked collaboratively with County departments to implement a formal County-wide Fraud, Waste and Abuse program, including the identification of a national hotline vendor for anonymous reporting to help ensure compliance with federal grant contract provisions.

LOOKING FORWARD

- ◆ Continue to receive an unmodified opinion on the independent audit of the County's annual financial statements.
- ◆ Continue to receive GFOA's Certificate of Achievement for Excellence in Financial Reporting for the Harris County and Flood Control District CAFRs.
- ◆ Continue to receive GFOA's Award for Outstanding Achievement in Popular Annual Financial Reporting.

- ◆ Continue to accurately and timely produce the Preliminary and Final Estimates of Available Resources for the County's annual budget process.
- ◆ Continuance of business process improvement and efficiency as it relates to PeopleSoft.
- ◆ Complete the update of accounting policies, procedures, and forms to reflect the PeopleSoft environment.
- ◆ Establish an accounts payable support team dedicated to identifying and helping to resolve issues that delay the processing of invoices and to continue providing training on PeopleSoft accounts payable processes.
- ◆ Finalize the development of the comprehensive Internal Audit Quality Assurance and Improvement Program (QAIP).
- ◆ Complete a Peer Review of the Audit Division by an external audit firm.
- ◆ Continue efforts to significantly improve the efficiency and effectiveness of audit processes to ensure at least 85% of the Harris Health System audit plan is completed by year-end.

CONCLUSION

This budget provides a fair representation of what is required to perform the duties of the County Auditor's Office in a responsible and professional manner.

I want to express my sincere appreciation to the Board of District Judges for their consideration of the FY 2022 budget request and for the support that was provided during the past year. Should you need any information concerning the data contained herein, I would be happy to assist you in this regard.

Sincerely,

Michael Post
County Auditor

Exhibit A

**DISTRICT JUDGES' ORDER TO APPROVE
THE COUNTY AUDITOR'S BUDGET
FOR FISCAL YEAR ENDING FEBRUARY 28, 2022**

On January 12, 2021, the Board of District Judges of Harris County, Texas held a public hearing in accordance with Texas Local Government Code §152.905 to consider comments made by the citizens of Harris County and other interested parties concerning the amount of annual compensation of the County Auditor and Assistant Auditors as well as their travel expenses and other allowances. Notice of the time, place, and subject of this hearing was published December 14, 2020, in the Houston Chronicle, a newspaper of general circulation in the County. Upon conclusion of the presentation, the hearing was closed.

Now, Therefore, pursuant to Texas Local Government Code §152.031, §152.905, and §84.021 the following Order is Hereby Entered:

1. The request of the County Auditor for the Proposed Budget totaling \$25,832,959 for the fiscal year ending February 28, 2022, as set out is hereby granted.
2. The annual salary of the County Auditor shall be set at \$202,322 with \$1,440 for longevity.
3. The budgeted salaries of the County Auditor and 211 Assistant Auditors are to be paid from Harris County funds, as approved and set out by the Board of District Judges and as additionally set out in the attached schedules supporting the County Auditor's FY 2022 budget.
4. The County Auditor is further authorized to fill positions with personnel employed by temporary employment firms or search firms and to make payments directly to them to obtain help to continue the execution of work at necessary levels when suitable extra personnel cannot otherwise be obtained. This authorization is to be used when necessary to prevent undue delay in completion of work.
5. In addition to the salary and as part of their official compensation, the County Auditor and Assistant Auditors are allowed such pensions and retirement benefits, longevity, group hospitalization and life insurance, and accidental death and dismemberment insurance, workers' compensation, and other benefits and allowances at the expense of Harris County so far as pertinent to the subject matter of this order or as hereafter amended and now adopted as to the County Auditor and Assistant Auditors.
6. Because it is necessary for the work in the office of the County Auditor to be performed as required by state statutes and it is necessary to employ and appoint suitable individuals when they are available, the County Auditor is hereby given the following authority: (a) to continue the employment of the persons appointed, to discharge any of said persons if the occasion warrants, and to accept resignations; (b) to rearrange personnel when necessary in accordance with the changing conditions in the office and in the work to be performed and to adjust salaries in accordance therewith, and to change titles inclusive of position control numbers (PCNs) if justified; (c) to make promotions and adjustments to Assistant Auditor's salaries including merit raises, market adjustments, taking into consideration increased or lessened responsibilities, added experience or education, the volume of work handled and the length of service; and (d) to fill all vacant authorized positions as needed.
7. The County Auditor is further authorized to grant cost of living adjustments to Assistant Auditors should they be granted by Commissioners Court to other County employees, provided the increases do not exceed the maximum salary (as adjusted by the cost of living percentage increase) stated in the County Auditor's FY 2022 budget and as set forth for each Assistant Auditor's position salary classification. Commissioners Court will be responsible for providing the necessary funding for the same.
8. Funds may be transferred from one expense category to another in the County Auditor's budget as necessary after full discharge of obligations and an unexpended balance remains in the expense category/account.

9. The County Auditor may periodically submit a list of the various Assistant Auditors employed to accompany the information required by Texas Local Government Code §84.021 and by the District Judges. A list of the County Auditor's current appointees and the salary to be paid to each is approved and included in the County Auditor's Budget for fiscal year ending February 28, 2022.

Be it Further Ordered that this Order be recorded, transcribed, and maintained in the minutes of the District Courts, that the District Clerk certify this Order to the Commissioners Court and that the Commissioners Court shall cause it to be recorded in their minutes in accordance with Texas Local Government Code §152.031.

This order shall remain in effect unless altered or amended by a vote of the District Judges or by the law.

Duly put before the Board of District Judges and carried that the County Auditor's Budget for fiscal year ending February 28, 2022, is hereby approved by the Board of District Court Judges.

On this ____ day of _____, 2021.

Robert Schaffer
Administrative Judge

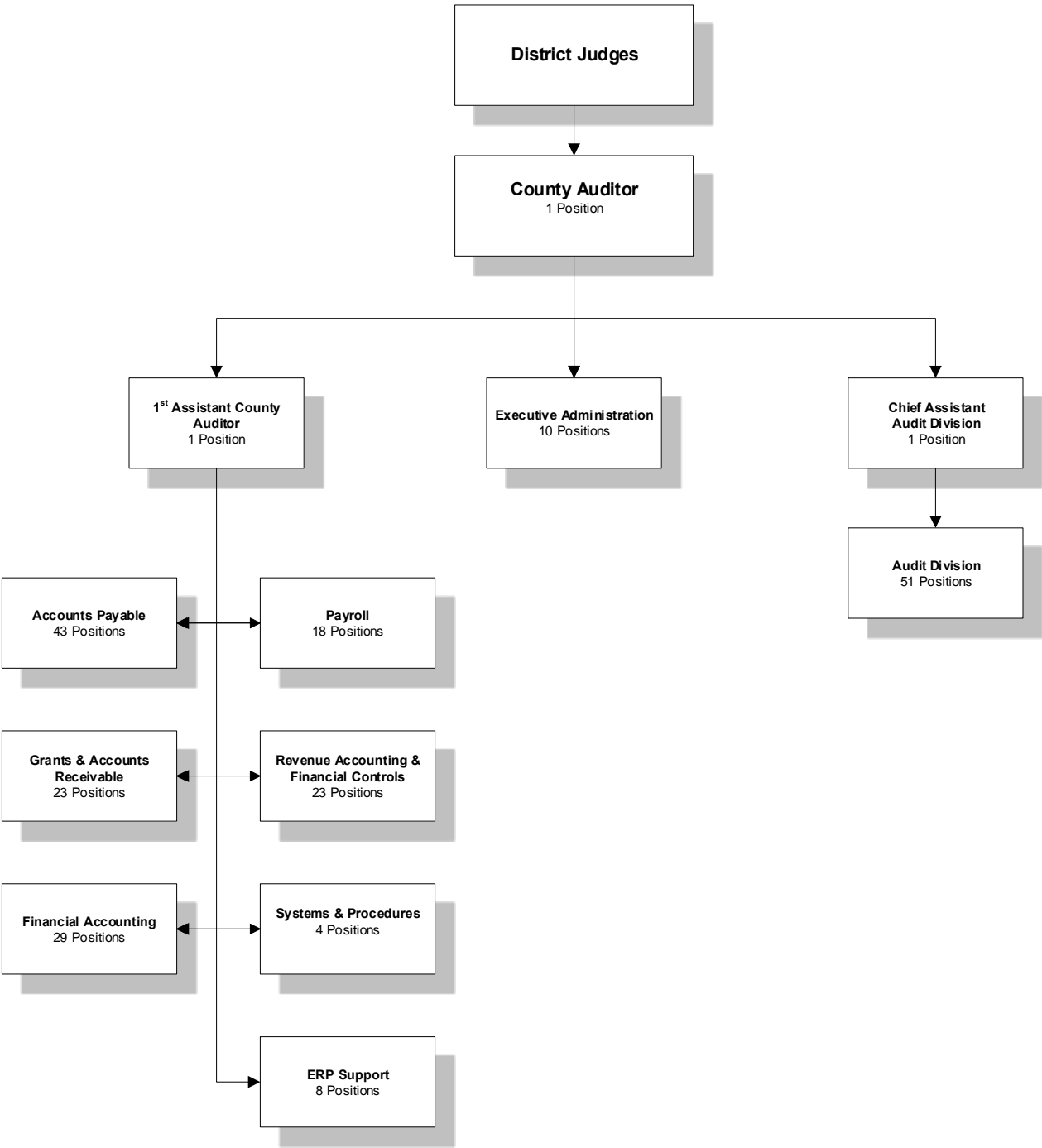
Attested _____, Secretary, Board of District Court Judges
Clay Bowman

Exhibit B



Harris County Auditor's Office

ORGANIZATION CHART






TOTALS: Executive Accounting Audit = 212
 12 148 52



Exhibit C

HARRIS COUNTY AUDITOR'S OFFICE

Performance Statistics




ACCOUNTING DIVISION

| Accounts Payable Department | | | | |
|---|--|---|----------------|---------------------|
| KEY SERVICE AREAS | | PERFORMANCE STATISTICS | FY 2020 | Est. FY 2021 |
|  | Examination and approval of claims as required by LGC 113.064 | Accounts Payable transactions | 624,328 | 478,421 |
|  | Accurate and timely payment of properly supported vendor invoices | Accounts Payable checks issued | 74,200 | 56,772 |
|  | Provide the most updated online technology for vendors to access payment information and the submittal of invoices | EFTs issued | 43,567 | 23,093 |
| | | Cash Bond orders processed | 6,392 | 3,579 |
| | | Fee Accounting transactions | 28,644 | 13,287 |
| | | Registry Checks processed | 3,506 | 2,163 |
| | | Credit Card refunds | 2,334 | 1,052 |
| | | | | 1,263 |
| DUTIES | | CRITICAL OBJECTIVES | | |
| Audit of all claims for accuracy and ensure all claims are properly documented and paid timely. | | Examination and approval of claims as required by LGC 113.064. Accurate and timely payment of claims. Ensure all claims are properly supported. Provide excellent customer service to vendors and county departments. | | |

| Financial Accounting Department | | | | |
|---|--|---|----------------|---------------------|
| KEY SERVICE AREAS | | PERFORMANCE STATISTICS | FY 2020 | Est. FY 2021 |
|  | Create and maintain sound financial accounts, and issue timely financial reports | CAFRs issued | 2 | 2 |
|  | Respond to internal/external requests quickly | PAFR issued | 1 | 1 |
| | | Monthly Financial Statements issued | 12 | 12 |
| | | Subsystem reconciliations | 8 | 8 |
| | | GL object codes maintained / Accounts maintained | 2,138 | 2,366 |
| | | Funds maintained * | 298 | 318 |
| | | Business units** | 4 | 4 |
| | | | | 354 |
| | | | | 4 |
| DUTIES | | CRITICAL OBJECTIVES | | |
| Produce accurate and timely monthly and annual financial statements and various other reports. Accurately and timely answer all internal and external inquiries involving financial accounting. Maintain the accounting system to ensure accurate reporting including: 1) subsystem reconciliations and various other monitoring and reconciliations; 2) establish system chartfield set up; 3) accurate reporting of capital assets; and 4) accurate reporting of debt. Monitoring the expenditure budget including budget blocking and various reports. | | Sound financial accounting, reporting and analysis. Ensure financial transparency in all operations and services. | | |

* In FY 2021, the Auditor's Office implemented PeopleSoft. As such, the amount of funds/accounts/departments/ledgers/business units fluctuated due to the set up of new chartfields. Previously, grants were accounted for as funds, however in PeopleSoft, are accounted for as projects.

** The four business units are recorded on the cash basis for budget purposes and on the modified accrual and full accrual basis for year end reporting.

| Grants/Accounts Receivable Department | | | | |
|--|--|--|----------------|---------------------|
| KEY SERVICE AREAS | | PERFORMANCE STATISTICS | FY 2020 | Est. FY 2021 |
|  | Invoicing County receivables | Invoices Issued* | 55,317 | 48,521 |
|  | Monitoring Grants and Special Revenues | Dollar value of invoices issued** | 423,226,397 | 831,179,665 |
|  | Ensure the General Ledger appropriately reflects receivables, including those receivables maintained outside of the accounting system by other departments | Grant programs* | 817 | 723 |
| | | Grant revenues** | 397,450,139 | 646,956,242 |
| | | | | 253,304,054 |
| DUTIES | | CRITICAL OBJECTIVES | | |
| Ensure all Harris County receivables, including Commissioners Court approved awards and grants, are identified and invoiced timely and accurately. This includes working with various County departments who perform their own invoicing and collection of non-grant receivables outside of the accounting system in order to ensure that all receivables are timely and accurately captured and fairly stated in the Harris County Financial Statements. Grants Accounting ensures that grant allowed expenditures are invoiced and funds are received from granting agencies and applied to appropriate grant. | | Identify receivables, including grants and other awards. Invoice as appropriate. Monitor Grant and Special Revenue Funds. Proper recording of receivables and related revenue in the financial statements. | | |






* Grant Programs/Invoices decreased in FY 21 due to the new grant structure in PeopleSoft

** Increases in FY21 Grant revenues and dollar value of invoices issued is due to the CARES Act.

ACCOUNTING DIVISION continued

Revenue Accounting & Financial Controls Department

KEY SERVICE AREAS

-  Revenue accounting, estimation, forecasting & analysis
-  Bank account, investment and pooled cash reconciliation
-  Effective Tax Rate calculation review and assessment
-  Vendor Verification/Voucher Review
-  Wire Transfer Approval/ACH Validation

DUTIES

Complete the following in an accurate and timely fashion: Annual estimate of available resources; annual completion of various schedules and other requests to facilitate the completion of the annual external audit; monthly bank account and investment reconciliations; monthly financial reporting deliverables for revenue analysis; quarterly submission of required financial reports to the State of Texas; annual input into the Effective Tax Rate calculation process; vendor verification; wire transfer approval; single pay voucher review, and preparation of supplemental revenue for certification.

PERFORMANCE STATISTICS

| | FY 2020 | Est. FY 2021 | Est. FY 2022 |
|--|---------|--------------|--------------|
| Guardianship Letters | 420 | 420 | 420 |
| Bank Accounts Reconciled Monthly | 310 | 320 | 320 |
| Reviewed/Posted Cash Interface Batches | 5,200 | 5,200 | 5,200 |
| Revenue Estimates (Funds) | 372 | 375 | 375 |
| Supplemental Revenue Certifications | 22 | 22 | 22 |
| Vendors Verified | 900 | 5,500 | 4,800 |
| Wires Approved | 2,300 | 500 | 400 |
| Single Pay Vouchers Reviewed* | n/a | 13,600 | 13,600 |

CRITICAL OBJECTIVES



Provide exceptional customer service to internal and external customers, while accounting for County funds in compliance with Generally Accepted Accounting Principles (GAAP).

Continue to be an integral part of the design, development, and implementation of PeopleSoft - the County's newly acquired ERP system.

* Process began during FY 2021 after implementation of PeopleSoft.

Payroll Department

KEY SERVICE AREAS

-  Process payroll checks in a timely and accurate manner
-  Provide highest standard of customer service to county employees and external vendors

DUTIES

The primary duty of Payroll is to assist all county departments in producing timely and accurate compensation payments, including submitting all tax withholdings and reporting to Federal and State agencies and other vendor payments (i.e., child support, credit union, deferred compensation, etc.)

PERFORMANCE STATISTICS

| | FY 2020 | Est. FY 2021 | Est. FY 2022 |
|--------------------------|---------|--------------|--------------|
| Payroll checks processed | 476,763 | 501,865 | 501,865 |
| W2's issued | 21,168 | 21,257 | 21,257 |

CRITICAL OBJECTIVES

Establish goals to review payroll process for procedural weaknesses that may interfere with payroll's accuracy and timeliness. Continue automating processes, (i.e., calculations to eliminate inconsistencies).

Systems & Procedures Department

KEY SERVICE AREAS

-  Accounting procedures and forms
-  Legislative compliance
-  Public records
-  Web publications

DUTIES

Develop, maintain, and revise Accounting Procedures and forms, as needed. Maintain and update the Auditor's internet, Auditor's intranet, and Auditor's District Judges Portal sites as needed. Process public information requests in a timely manner. Perform research as requested. Process budget block lifts and status changes as required. Review legislative changes and ensure that the appropriate personnel are informed and the procedures revised, as required. Process expunction orders and records destruction notices submitted to the Auditor's Office.

PERFORMANCE STATISTICS

| | FY 2020 | Est. FY 2021 | Est. FY 2022 |
|---------------------------------------|---------|--------------|--------------|
| Public information requests processed | 459 | 638 | 638 |
| Procedures issued | 27 | 32 | 32 |
| Forms issued | 43 | 222 | 111 |
| District Judges Portal updates | 235 | 122 | 122 |



CRITICAL OBJECTIVES

Keep procedures and forms current. Develop procedures and forms as needed. Keep internet, intranet, and District Judges Portal sites current. Process public information requests in accordance with statute. Process budget block lifts and status changes in a timely manner. Process expunction orders and records destruction notices in a timely manner.



AUDIT DIVISION

Key Service Areas



Audit Services

-  Perform county-wide risk based audits
-  Fulfill special project requests of elected and appointed officials



Compliance Audit

-  Perform statutory auditing responsibilities of the County Auditor
-  Provide fraud, waste, and abuse investigations to Harris County and its constituents


Information Systems Audit

-  Perform county-wide risk based information system audits
-  Develop and deploy automated audit techniques to continuously audit

Grants and Constructions Audit

-  Perform federal, state, and locally funded grant risk based compliance audits
-  Perform risk based audits of Harris County construction projects

Harris Health System Internal Audit

-  Perform Harris Health System risk based audits

DUTIES

Expand the use of technology to efficiently perform engagements. Work with elected and appointed officials to improve controls. Audit the monthly fee collection reports submitted by the County Officers, property tax refund checks, petty cash and change funds accounts, conduct physical assets inventories and perform close out audits. Provide assurance that the controls are working properly within the County's financial accounting system(s) and assurance regarding the integrity of the data and operation of the system(s). Work with Harris Health System management to perform value-added assurance and consulting engagements, resulting in improvements in operational and financial processes and internal controls.

PERFORMANCE STATISTICS

| | <u>FY 2020</u> | <u>Est. FY 2021</u> | <u>Est. FY 2022</u> |
|--------------------------------------|----------------|---------------------|---------------------|
| Audit Services Audits Completed | 35 | 30 | 32 |
| Compliance Audits Completed | 142 | 140 | 142 |
| Fraud, Waste & Abuse Investigations* | 42 | 150 | 175 |
| Information Systems Audits Completed | 6 | 12 | 12 |
| Continuous Audit Routines ** | 10 | 14 | 14 |
| Grant Audits Completed*** | 1 | 10 | 12 |
| Harris Health Audits Completed | 7 | 11 | 15 |

CRITICAL OBJECTIVES

Provide an independent, objective, professional, and progressive assurance and consulting activity to Harris County and Harris Health System, facilitating an environment of sound fiscal management, accountability, and effective financial operations that utilizes best practices and progressive audit techniques.

* Fraud, Waste & Abuse hotline went live on January 2, 2020

** Continuous Audit data routines are run on a daily, monthly, quarterly, and annual basis.

*** Grant Audits - New subject matter expert team was created at the end of FY 2020

Exhibit D

HARRIS COUNTY AUDITOR'S OFFICE
PROPOSED FY 2022 BUDGET SUMMARY - BY DIVISION

| Object | Object Description | Executive | Accounting | Audit | Proposed | Adopted | Increase/Decrease | |
|--|-------------------------------|-----------|------------|-----------|------------------|------------------|-------------------|--------|
| | | 61010 | 61020 | 61030 | FY 2022 TOTAL | FY 2021 TOTAL | Amount | % |
| Account Category: 5000 - LABOR & BENEFITS | | | | | | | | |
| 510010 | SALARIES | 1,241,594 | 11,234,596 | 4,800,092 | 17,276,282 | 16,929,127 | 347,155 | 2.1% |
| 510030 | LONGEVITY | 4,980 | 56,880 | 12,660 | 74,520 | 80,100 | (5,580) | -7.0% |
| 510060 | OVERTIME | - | - | - | - | - | - | 0.0% |
| Subtotal Labor | | 1,246,574 | 11,291,476 | 4,812,752 | 17,350,802 | 17,009,227 | 341,575 | 2.0% |
| | | | | | | | | |
| 520010 | SOCIAL SECURITY | 86,218 | 856,043 | 360,747 | 1,303,008 | 1,272,848 | 30,160 | 2.4% |
| 520040 | GROUP HEALTH | 178,800 | 2,190,300 | 730,100 | 3,099,200 | 2,974,400 | 124,800 | 4.2% |
| 520050 | WORKERS COMPENSATION | 10,970 | 99,365 | 42,352 | 152,687 | 170,092 | (17,405) | -10.2% |
| 520060 | UNEMPLOYMENT INSURANCE | 3,989 | 36,133 | 15,401 | 55,523 | 34,018 | 21,504 | 63.2% |
| 520070 | RETIREMENT | 188,232 | 1,705,011 | 726,726 | 2,619,969 | 2,568,392 | 51,577 | 2.0% |
| Subtotal Benefits | | 468,209 | 4,886,852 | 1,875,326 | 7,230,387 | 7,019,751 | 210,636 | 3.0% |
| Total: 5000 - LABOR & BENEFITS | | 1,714,783 | 16,178,328 | 6,688,078 | 24,581,189 | 24,028,978 | 552,211 | 2.3% |
| | | | | | | | | |
| Account Category: 7100 - MATERIALS & SUPPLIES | | | | | | | | |
| 711100 | OFFICE SUPPLIES | 78,500 | 111,500 | 15,000 | 205,000 | 226,250 | (21,250) | -9.4% |
| 714001 | SOFTWARE NON CAPITAL | 1,000 | - | - | 1,000 | - | 1,000 | n/a |
| 717000 | EQUIPMENT NON CAPITAL | 43,000 | 2,500 | 17,500 | 63,000 | 63,000 | - | 0.0% |
| 717500 | FURNITURE NON CAPITAL | 5,000 | - | - | 5,000 | - | 5,000 | n/a |
| Total: 7100 MATERIALS & SUPPLIES | | 127,500 | 114,000 | 32,500 | 274,000 | 289,250 | (15,250) | -5.3% |
| | | | | | | | | |
| Account Category: 7200 - SERVICES & OTHER | | | | | | | | |
| 720001 | FEES AND SERVICES | 200,000 | 177,800 | 228,395 | 606,195 | 572,440 | 33,755 | 5.9% |
| 721002 | EQUIPMENT REPAIR & MAINT | 10,000 | 9,000 | 1,500 | 20,500 | 21,500 | (1,000) | -4.7% |
| 722006 | SOFTWARE LICENSES & MAINT | 9,000 | 10,000 | 109,000 | 128,000 | 99,000 | 29,000 | 29.3% |
| 725012 | ADVERTISING | 20,000 | 26,000 | - | 46,000 | 58,000 | (12,000) | -20.7% |
| 727000 | RENTALS/LEASES | 30,000 | - | - | 30,000 | 38,100 | (8,100) | -21.3% |
| 727001 | FEES AND SERVICES MEMBERSHIPS | 1,000 | 5,300 | 17,500 | 23,800 | - | 23,800 | n/a |
| 727002 | SUBSCRIPTIONS | 7,500 | 3,500 | - | 11,000 | 16,000 | (5,000) | -31.3% |
| 728016 | SEMINAR/CONFERENCES/TRAINING | 10,000 | 25,900 | 39,200 | 75,100 | 105,175 | (30,075) | -28.6% |
| Total: 7200 SERVICES & OTHER | | 287,500 | 257,500 | 395,595 | 940,595 | 910,215 | 30,380 | 3.3% |
| | | | | | | | | |
| Account Category: 7300 - TRANSPORTATION & TRAVEL | | | | | | | | |
| 731001 | TRAINING AND TRAVEL EXPENSE | 3,000 | 9,200 | 15,000 | 27,200 | 27,200 | - | 0.0% |
| 731008 | MILEAGE | 200 | 1,475 | 8,000 | 9,675 | 9,675 | - | 0.0% |
| 732010 | GASOLINE | 200 | 100.00 | - | 300 | 600 | (300) | -50.0% |
| Total: 7300 TRANSPORTATION & TRAVEL | | 3,400 | 10,775 | 23,000 | 37,175 | 37,475 | (300) | -0.8% |
| | | | | | | | | |
| DIVISION TOTALS | | 2,133,183 | 16,560,603 | 7,139,173 | 25,832,959 | 25,265,918 | 567,040 | 2.2% |
| | | | | | | | | |
| FY 2021 Adopted Budget: | | 2,107,262 | 15,795,527 | 7,363,129 | 25,265,918 | | | |
| FY 2022 Increase/(Decrease) Amount: | | 25,921 | 765,076 | (223,956) | 567,041 | | | |
| FY 2022 Increase/Decrease %: | | 1.2% | 4.8% | -3.0% * | 2.2% | | | |

* Decrease due to Harris Health funding three positions previously funded by the General Fund.

HARRIS COUNTY AUDITOR'S OFFICE
PROPOSED FY 2022 BUDGET SUMMARY - EXECUTIVE DIVISION (61010)

| | | Executive Division | Proposed FY 2022 | Adopted FY 2021 | Increase/Decrease | |
|--|-------------------------------|--------------------|------------------|-----------------|-------------------|--------|
| Object | Object Description | 61010000 | TOTAL | TOTAL | Amount | % |
| Account Category: 5000 - LABOR & BENEFITS | | | | | | |
| 510010 | SALARIES | 1,241,594 | 1,241,594 | 1,222,914 | 18,679 | 1.5% |
| 510030 | LONGEVITY | 4,980 | 4,980 | 4,260 | 720 | 16.9% |
| 510060 | OVERTIME | - | - | - | - | 0.0% |
| Subtotal Labor | | 1,246,574 | 1,246,574 | 1,227,174 | 19,399 | 1.6% |
| | | | | | | |
| 520010 | SOCIAL SECURITY | 86,218 | 86,218 | 84,069 | 2,149 | 2.6% |
| 520040 | GROUP HEALTH | 178,800 | 178,800 | 171,600 | 7,200 | 4.2% |
| 520050 | WORKERS COMPENSATION | 10,970 | 10,970 | 12,272 | (1,302) | -10.6% |
| 520060 | UNEMPLOYMENT INSURANCE | 3,989 | 3,989 | 2,454 | 1,535 | 62.5% |
| 520070 | RETIREMENT | 188,232 | 188,232 | 185,303 | 2,929 | 1.6% |
| Subtotal Benefits | | 468,209 | 468,209 | 455,698 | 12,511 | 2.7% |
| Total: 5000 - LABOR & BENEFITS | | 1,714,783 | 1,714,783 | 1,682,872 | 31,910 | 1.9% |
| Account Category: 7100 - MATERIALS & SUPPLIES | | | | | | |
| 711100 | OFFICE SUPPLIES | 78,500 | 78,500 | 78,500 | - | 0.0% |
| 714001 | SOFTWARE NON CAPITAL | 1,000 | 1,000 | - | 1,000 | n/a |
| 717000 | EQUIPMENT NON CAPITAL | 43,000 | 43,000 | 43,000 | - | 0.0% |
| 717500 | FURNITURE NON CAPITAL | 5,000 | 5,000 | - | 5,000 | n/a |
| Total: 7100 MATERIALS & SUPPLIES | | 127,500 | 127,500 | 121,500 | 6,000 | 4.9% |
| Account Category: 7200 - SERVICES & OTHER | | | | | | |
| 720001 | FEES AND SERVICES | 200,000 | 200,000 | 204,190 | (4,190) | -2.1% |
| 721002 | EQUIPMENT REPAIR & MAINT | 10,000 | 10,000 | 10,000 | - | 0.0% |
| 722006 | SOFTWARE LICENSES & MAINT | 9,000 | 9,000 | 1,000 | 8,000 | 800.0% |
| 725012 | ADVERTISING | 20,000 | 20,000 | 32,000 | (12,000) | -37.5% |
| 727000 | RENTALS/LEASES | 30,000 | 30,000 | 26,000 | 4,000 | 15.4% |
| 727001 | FEES AND SERVICES MEMBERSHIPS | 1,000 | 1,000 | - | 1,000 | n/a |
| 727002 | SUBSCRIPTIONS | 7,500 | 7,500 | 6,000 | 1,500 | 25.0% |
| 728016 | SEMINAR/CONFERENCES/TRAINING | 10,000 | 10,000 | 20,000 | (10,000) | -50.0% |
| Total: 7200 SERVICES & OTHER | | 287,500 | 287,500 | 299,190 | (11,690) | -3.9% |
| Account Category: 7300 - TRANSPORTATION & TRAVEL | | | | | | |
| 731001 | TRAINING AND TRAVEL EXPENSE | 3,000 | 3,000 | 3,000 | - | 0.0% |
| 731008 | MILEAGE | 200 | 200 | 200 | - | 0.0% |
| 732010 | GASOLINE | 200 | 200 | 500 | (300) | -60.0% |
| Total: 7300 TRANSPORTATION & TRAVEL | | 3,400 | 3,400 | 3,700 | (300) | -8.1% |
| | | | | | | |
| Department TOTALS | | 2,133,183 | 2,133,183 | 2,107,262 | 25,920 | 1.2% |

HARRIS COUNTY AUDITOR'S OFFICE
PROPOSED FY 2022 BUDGET SUMMARY - ACCOUNTING DIVISION (61020)

| | | ERP | Accounts | | Financial | Systems & | Revenue | Grants & AR | Proposed | Adopted | Increase/Decrease | |
|--|-------------------------------|---------------------|---------------------|---------------------|------------------------|------------------------|------------------------|------------------------|------------------|------------------|-------------------|---------|
| Object | Object Description | Support 61020000 | Payable 61020100 | Payroll 61020200 | Accounting 61020300 | Procedures 61020400 | Acctg & FC 61020500 | Accounting 61020600 | FY 2022 TOTAL | FY 2021 TOTAL | Amount | % |
| Account Category: 5000 - LABOR & BENEFITS | | | | | | | | | | | | |
| 510010 | SALARIES | 998,774 | 2,514,491 | 1,189,136 | 2,514,221 | 419,744 | 1,769,805 | 1,828,424 | 11,234,596 | 10,695,451 | 539,144 | 5.0% |
| 510030 | LONGEVITY | 2,880 | 14,100 | 4,800 | 11,040 | 3,780 | 9,660 | 10,620 | 56,880 | 63,660 | (6,780) | -10.7% |
| 510060 | OVERTIME | - | - | - | - | - | - | - | - | - | - | 0.0% |
| Subtotal Labor | | 1,001,654 | 2,528,591 | 1,193,936 | 2,525,261 | 423,524 | 1,779,465 | 1,839,044 | 11,291,476 | 10,759,111 | 532,364 | 4.9% |
| | | | | | | | | | | | | |
| 520010 | SOCIAL SECURITY | 73,684 | 192,573 | 90,343 | 191,260 | 32,400 | 135,097 | 140,687 | 856,043 | 814,732 | 41,312 | 5.1% |
| 520040 | GROUP HEALTH | 119,200 | 640,700 | 268,200 | 432,100 | 59,600 | 342,700 | 327,800 | 2,190,300 | 2,073,500 | 116,800 | 5.6% |
| 520050 | WORKERS COMPENSATION | 8,815 | 22,252 | 10,507 | 22,222 | 3,727 | 15,659 | 16,184 | 99,365 | 107,591 | (8,226) | -7.6% |
| 520060 | UNEMPLOYMENT INSURANCE | 3,205 | 8,091 | 3,821 | 8,081 | 1,355 | 5,694 | 5,885 | 36,133 | 21,518 | 14,615 | 67.9% |
| 520070 | RETIREMENT | 151,250 | 381,817 | 180,284 | 381,314 | 63,952 | 268,699 | 277,695 | 1,705,011 | 1,624,625 | 80,387 | 4.9% |
| Subtotal Benefits | | 356,154 | 1,245,433 | 553,154 | 1,034,977 | 161,034 | 767,849 | 768,251 | 4,886,852 | 4,641,966 | 244,886 | 5.3% |
| Total: 5000 - LABOR & BENEFITS | | 1,357,808 | 3,774,024 | 1,747,090 | 3,560,238 | 584,558 | 2,547,314 | 2,607,295 | 16,178,328 | 15,401,077 | 777,251 | 5.0% |
| | | | | | | | | | | | | |
| Account Category: 7100 - MATERIALS & SUPPLIES | | | | | | | | | | | | |
| 711100 | OFFICE SUPPLIES | 1,000 | 38,000 | 15,000 | 24,000 | 8,000 | 13,000 | 12,500 | 111,500 | 132,750 | (21,250) | -16.0% |
| 714001 | SOFTWARE NON CAPITAL | - | - | - | - | - | - | - | - | - | - | 0.0% |
| 717000 | EQUIPMENT NON CAPITAL | - | 2,500 | - | - | - | - | - | 2,500 | 2,500 | - | 0.0% |
| 717500 | FURNITURE NON CAPITAL | - | - | - | - | - | - | - | - | - | - | 0.0% |
| Total: 7100 MATERIALS & SUPPLIES | | 1,000 | 40,500 | 15,000 | 24,000 | 8,000 | 13,000 | 12,500 | 114,000 | 135,250 | (21,250) | -15.71% |
| | | | | | | | | | | | | |
| Account Category: 7200 - SERVICES & OTHER | | | | | | | | | | | | |
| 720001 | FEES AND SERVICES | 1,500 | 25,000 | 1,800 | 110,000 | 22,000 | 12,000 | 5,500 | 177,800 | 174,000 | 3,800 | 2.2% |
| 721002 | EQUIPMENT REPAIR & MAINT | - | 6,000 | 1,000 | - | - | - | 2,000 | 9,000 | 10,000 | (1,000) | -10.0% |
| 722006 | SOFTWARE LICENSES & MAINT | - | - | - | 10,000 | - | - | - | 10,000 | 10,000 | - | 100.0% |
| 725012 | ADVERTISING | - | - | - | 26,000 | - | - | - | 26,000 | 26,000 | - | 0.0% |
| 727000 | RENTALS/LEASES | - | - | - | - | - | - | - | - | 2,000 | (2,000) | -100.0% |
| 727001 | FEES AND SERVICES MEMBERSHIPS | - | - | 700 | 600 | 4,000 | - | - | 5,300 | - | 5,300 | n/a |
| 727002 | SUBSCRIPTIONS | - | - | 3,500 | - | - | - | - | 3,500 | - | 3,500 | n/a |
| 728016 | SEMINAR/CONFERENCES/TRAINING | 1,500 | - | 3,000 | 13,300 | - | 4,500 | 3,600 | 25,900 | 26,425 | (525) | -2.0% |
| Total: 7200 SERVICES & OTHER | | 3,000 | 31,000 | 10,000 | 159,900 | 26,000 | 16,500 | 11,100 | 257,500 | 248,425 | 9,075 | 3.7% |
| | | | | | | | | | | | | |
| Account Category: 7300 - TRANSPORTATION & TRAVEL | | | | | | | | | | | | |
| 731001 | TRAINING AND TRAVEL EXPENSE | 1,500 | 1,600 | 1,000 | 1,500 | 2,000 | 1,000 | 600 | 9,200 | 9,200 | - | 0.0% |
| 731008 | MILEAGE | 200 | 300 | 325 | 100 | 250 | 100 | 200 | 1,475 | 1,475 | - | 0.0% |
| 732010 | GASOLINE | - | - | 100 | - | - | - | - | 100 | 100 | - | 100.0% |
| Total: 7300 TRANSPORTATION & TRAVEL | | 1,700 | 1,900 | 1,425 | 1,600 | 2,250 | 1,100 | 800 | 10,775 | 10,775 | - | 0.0% |
| | | | | | | | | | | | | |
| DIVISION TOTALS | | 1,363,508 | 3,847,424 | 1,773,515 | 3,745,738 | 620,808 | 2,577,914 | 2,631,695 | 16,560,603 | 15,795,527 | 765,076 | 4.8% |

HARRIS COUNTY AUDITOR'S OFFICE
PROPOSED FY 2022 BUDGET SUMMARY - AUDIT DIVISION (61030)

| | | Audit Division | Proposed FY 2022 | Adopted FY 2021 | Increase/Decrease | |
|--|-------------------------------|-------------------|---------------------|--------------------|-------------------|---------|
| Object | Object Description | 61030000 | TOTAL | TOTAL | Amount | % |
| Account Category: 5000 - LABOR & BENEFITS | | | | | | |
| 510010 | SALARIES | 4,800,092 | 4,800,092 | 5,010,762 | (210,669) | -4.2% |
| 510030 | LONGEVITY | 12,660 | 12,660 | 12,180 | 480 | 3.9% |
| 510060 | OVERTIME | - | - | - | - | 0.0% |
| Subtotal Labor | | 4,812,752 | 4,812,752 | 5,022,942 | (210,189) | -4.2% |
| | | | | | | |
| 520010 | SOCIAL SECURITY | 360,747 | 360,747 | 374,048 | (13,300) | -3.6% |
| 520040 | GROUP HEALTH | 730,100 | 730,100 | 729,300 | 800 | 0.1% |
| 520050 | WORKERS COMPENSATION | 42,352 | 42,352 | 50,229 | (7,877) | -15.7% |
| 520060 | UNEMPLOYMENT INSURANCE | 15,401 | 15,401 | 10,046 | 5,355 | 53.3% |
| 520070 | RETIREMENT | 726,726 | 726,726 | 758,464 | (31,739) | -4.2% |
| Subtotal Benefits | | 1,875,326 | 1,875,326 | 1,922,087 | (46,761) | -2.4% |
| Total: 5000 - LABOR & BENEFITS | | 6,688,078 | 6,688,078 | 6,945,029 | (256,950) | -3.7% |
| | | | | | | |
| Account Category: 7100 - MATERIALS & SUPPLIES | | | | | | |
| 711100 | OFFICE SUPPLIES | 15,000 | 15,000 | 15,000 | - | 0.0% |
| 714001 | SOFTWARE NON CAPITAL | - | - | - | - | 0.0% |
| 717000 | EQUIPMENT NON CAPITAL | 17,500 | 17,500 | 17,500 | - | 0.0% |
| 717500 | FURNITURE NON CAPITAL | - | - | 0 | - | 0.0% |
| Total: 7100 MATERIALS & SUPPLIES | | 32,500 | 32,500 | 32,500 | - | 0.0% |
| | | | | | | |
| Account Category: 7200 - SERVICES & OTHER | | | | | | |
| 720001 | FEES AND SERVICES | 228,395 | 228,395 | 194,250 | 34,145 | 17.6% |
| 721002 | EQUIPMENT REPAIR & MAINT | 1,500 | 1,500 | 1,500 | - | 0.0% |
| 722006 | SOFTWARE LICENSES & MAINT | 109,000 | 109,000 | 88,000 | 21,000 | 23.9% |
| 725012 | ADVERTISING | - | - | - | - | 0.0% |
| 727000 | RENTALS/LEASES | - | - | 10,100 | (10,100) | -100.0% |
| 727001 | FEES AND SERVICES MEMBERSHIPS | 17,500 | 17,500 | - | 17,500 | n/a |
| 727002 | SUBSCRIPTIONS | - | - | 10,000 | (10,000) | -100.0% |
| 728016 | SEMINAR/CONFERENCES/TRAINING | 39,200 | 39,200 | 58,750 | (19,550) | -33.3% |
| Total: 7200 SERVICES & OTHER | | 395,595 | 395,595 | 362,600 | 32,995 | 9.1% |
| | | | | | | |
| Account Category: 7300 - TRANSPORTATION & TRAVEL | | | | | | |
| 731001 | TRAINING AND TRAVEL EXPENSE | 15,000 | 15,000 | 15,000 | - | 0.0% |
| 731008 | MILEAGE | 8,000 | 8,000 | 8,000 | - | 0.0% |
| 732010 | GASOLINE | - | - | - | - | 0.0% |
| Total: 7300 TRANSPORTATION & TRAVEL | | 23,000 | 23,000 | 23,000 | - | 0.0% |
| | | | | | | |
| DIVISION TOTALS | | 7,139,173 | 7,139,173 | 7,363,129 | (223,956) | -3.0% |

Exhibit F

HARRIS COUNTY AUDITORS OFFICE
List of Appointed Assistant County Auditor's as of 11/23/2020
Per Local Government Code 84.021 (a)

Exhibit F

| PCN | PCN TITLE | EMPLOYEE NAME | CERTIFICATION(S) | EDUCATION DEGREE(S) | TOTAL YEARS OF EXPERIENCE | YEARS WITH AUDITOR'S OFFICE |
|-----------------------------------|------------------------------------|----------------------------|----------------------------------|-----------------------|---------------------------------|-----------------------------------|
| EXECUTIVE DIVISION - 61010 | | | | | | |
| 10019725 | COUNTY AUDITOR | POST, MICHAEL D. | CIA, CMA, CPA | Bachelors and Masters | 51 | 24 |
| 10019729 | 1ST ASSISTANT COUNTY AUDITOR | WILKS GARCIA, LESLIE | CCA, CFE, CPA | Bachelors and Masters | 23 | 3 |
| 10019794 | EXECUTIVE ASSISTANT | SANFORD, CARMELLA H. | | Bachelors | 35 | 6 |
| 10019789 | DIRECTOR, BUDGETS & SPEC. PROJECTS | BAUMEL, DAN | CPA | Bachelors and Masters | 26 | 3 |
| 10019792 | DIRECTOR, HR | PHILLIPS, CAROLYN EULINE | SPHR, SHRM-SCP | Bachelors and Masters | 30 | 5 |
| 10019940 | SENIOR HUMAN RESOURCES GENERALIST | SPALDING, ANNA MARY | SHRM-SCP | Bachelors | 40 | 18 |
| 10019920 | SENIOR HUMAN RESOURCES ASSIST | RODRIGUEZ, WANDA LIZ | | | 24 | 4 |
| 10019859 | SENIOR TECHNICAL SUPPORT | RODRIGUEZ, ALFRED | Cisco 1-4, CompTIA A+ | Associates | 22 | 4 |
| 10019879 | SR. FACILITIES & OFFICE COORD. | SADLER, JOSHUA ANTHONY | | Bachelors | 17 | 4 |
| 10019911 | SR. PURCHASING AND PAYROLL COORD | LEWIS, KIMBERLY DENEEN | | Associates | 38 | 24 |
| 10019910 | ADMINISTRATIVE ASSISTANT | HOLLIE, CHRISTINA ANN | | Bachelors | 26 | 2 |
| 10019931 | RECEPTIONIST | VIDRINE, DENITA | | Bachelors and Masters | 15 | 1 |
| AUDIT DIVISION - 61030 | | | | | | |
| 10019730 | CHIEF ASSISTANT | PERKINS, ERRIKA LASHELLE | CFE, CIA, CPA | Bachelors | 19 | 1 |
| 10019788 | DIRECTOR, AUDIT SERVICES | CATO, BOBBY WAYNE | CIA | Bachelors | 28 | 9 |
| 10019793 | DIRECTOR INFORMATION SYSTEMS AUDIT | RODRIGUEZ, CARY PATRICK | CFE, CIA, CISA | Bachelors | 19 | 5 |
| 10019786 | DIRECTOR, COMPLIANCE AUDIT | STEEN JR, JOHN FRANCIS | CFE, CPA | Bachelors | 35 | 4 |
| 10019815 | DIRECTOR AUDIT HARRIS HEALTH | SMITH, SHARON BRANTLEY | CFE, CIA, CGAP, CISA | Bachelors and Masters | 24 | 1 |
| 10019798 | ASST. DIRECTOR, AUDIT | WALTERS, ANDREW B | CFE, CIA, CPA | Bachelors and Masters | 10 | 3 |
| 10019800 | MANAGER, AUDIT HARRIS HEALTH | KASDORF, VERONICA I | CFE, CIA, CPA, CRMA, CHIAP | Bachelors | 23 | <1 |
| 10023269 | MANAGER, AUDIT HARRIS HEALTH | TRAN, BRUCE PHONG NGUYEN | CISA | Bachelors | 25 | 1 |
| 10023667 | MANAGER, AUDIT | CLARK, DAVID THOMAS | CIA | Bachelors and Masters | 15 | 12 |
| 10019797 | MANAGER, AUDIT | PERTL, ERIC S | CPA | Bachelors and Masters | 15 | 10 |
| 10019860 | MANAGER, AUDIT | JOHNSON, CASSADARA DENETTE | CIA, CGAP, CRMA | Bachelors and Masters | 12 | 1 |
| 10019804 | SENIOR AUDITOR | DUPREE, REBECCA | CFE, CPA | Bachelors and Masters | 30 | 4 |
| 10019858 | SUPERVISOR AUDIT | MAYERS, LEROY ANTHONY | CFE, CIA | Bachelors | 27 | 2 |
| 10019853 | SUPERVISOR AUDIT | BROYLES, PAUL DOUGLAS | CIA, CISA | Bachelors and Masters | 17 | 12 |
| 10019856 | SUPERVISOR AUDIT | JUAREZ JR, EDWARD | CPA, CIA | Bachelors | 12 | 3 |
| 10019831 | SENIOR AUDITOR | CHATMAN, CAROL LYNN | | Bachelors | 36 | 6 |
| 10019832 | SENIOR AUDITOR | MCFARLIN, CRAIG THOMAS | CISA, CRISC | Bachelors and Masters | 40 | 5 |
| 10019875 | QUALITY ASSURANCE SPECIALIST | NORMAN, SHANNON MARTIN | CPA | Bachelors | 28 | 5 |
| 10019837 | SENIOR AUDITOR | JOHNSON, GREGORY L | CIA, CPA | Bachelors | 30 | 6 |
| 10019854 | SENIOR AUDITOR | BARRERA, MARICELA | | Bachelors | 26 | 7 |
| 10019822 | SENIOR AUDITOR | OGUNDIPE, OLANIYI ADETOLA | CISM, PMP | Bachelors | 12 | 4 |
| 10019828 | SENIOR AUDITOR | VARKEY, VINCE C | CISA, PMP | Bachelors and Masters | 19 | 1 |
| 10019833 | SENIOR AUDITOR | SUSSEN, CHAD | CPA, CIA | Bachelors and Masters | 18 | 2 |
| 10019835 | SENIOR AUDITOR | LEUNG, WAI TAK | CISA, CPA | Bachelors and Masters | 30 | 13 |
| 10019836 | SENIOR AUDITOR | MCCLENON, SHERRIE DENISE | | Bachelors | 14 | 6 |
| 10023668 | SENIOR AUDITOR | PONNIAH, SAMUEL | CIA, CFE | Bachelors and Masters | 15 | <1 |
| 10019818 | SENIOR AUDITOR | ALANIS, ARLEN AIDEE | CPA | Bachelors and Masters | 9 | 6 |
| 10019838 | SENIOR AUDITOR | FU, ANGELA | CFE | Bachelors and Masters | 13 | 4 |
| 10019826 | SENIOR AUDITOR | LOPEZ, JOSE | CIA, Six Sigma - Lean Green Belt | Bachelors and Masters | 23 | <1 |
| 10019820 | SENIOR AUDITOR | SANDERS, CONNIE JEAN | CFE | Bachelors | 31 | 17 |

HARRIS COUNTY AUDITORS OFFICE
List of Appointed Assistant County Auditor's as of 11/23/2020
Per Local Government Code 84.021 (a)

Exhibit F

| PCN | PCN TITLE | EMPLOYEE NAME | CERTIFICATION(S) | EDUCATION DEGREE(S) | TOTAL YEARS OF EXPERIENCE | YEARS WITH AUDITOR'S OFFICE |
|----------|------------------------------------|--------------------------|------------------|-----------------------|---------------------------------|-----------------------------------|
| 10019834 | SENIOR AUDITOR | MEEK, CHRISTOPHER ROSS | CIA | Bachelors | 6 | 2 |
| 10019829 | SENIOR AUDITOR | GARCIA, CARMEN S | CPA | Bachelors | 9 | 4 |
| 10019871 | SENIOR AUDITOR | BANKOLE, ADEROGBA | CIA, CFE | Bachelors and Masters | 26 | <1 |
| 10019795 | PROJECT LEAD / HR BUSINESS PARTNER | ALFARO, MARIA NOELIA | | Bachelors | 27 | 10 |
| 10019817 | SENIOR AUDITOR | VARGHESE, SHAWN SAM | CPA, CIA, CFE | Bachelors and Masters | 5 | 4 |
| 10019827 | SENIOR AUDITOR | KELLY, AUBREY | CIA | Bachelors | 13 | 2 |
| 10019844 | STAFF AUDITOR | SCOTT, JAYELL LONDON | | Bachelors | 5 | 1 |
| 10019821 | STAFF AUDITOR | MASHUE, KIRK ALAN | CPA | Bachelors | 32 | 6 |
| 10019847 | STAFF AUDITOR | QIU, YANHUA | | Bachelors | 10 | 3 |
| 10019825 | STAFF AUDITOR | VAZQUEZ, ARGENTINA | | Associates | 24 | 6 |
| 10019830 | STAFF AUDITOR | WALKER, SHEERAH S | | Bachelors and Masters | 10 | <1 |
| 10019839 | AUDIT ANALYST | BINGHAM, NATHAN JOHN | | Bachelors | 13 | 1 |
| 10019823 | STAFF AUDITOR | BROWN, CLARESE MARIE | | | 42 | 17 |
| 10019842 | STAFF AUDITOR | JOHNSON, OMAR AL-AMIN | | Bachelors | 14 | 2 |
| 10019840 | STAFF AUDITOR | KHAN, IMRAN ALI | CFE | Bachelors | 5 | 1 |
| 10019845 | STAFF AUDITOR | GOODLY, KRISTOPHER | | Bachelors | 2 | 1 |
| 10019841 | STAFF AUDITOR | CARTER, DESTINY RACHELLE | | Bachelors and Masters | 10 | 1 |
| 10019846 | AUDIT ANALYST | MURILLO, EDUARDO | | Bachelors and Masters | 2 | <1 |

ACCOUNTING DIVISION - 61020

ERP Support

| | | | | | | |
|----------|----------------------------|----------------------------|----------------|-----------------------|----|----|
| 10023271 | DIRECTOR, ERP SUPPORT | ALEXANDER, JUSTIN ISIAH | CIA, CPA | Bachelors and Masters | 8 | 7 |
| 10019785 | SR. ERP SUPPORT CONSULTANT | MARKET, CAROL RUTH | CPA | Bachelors and Masters | 40 | 18 |
| 10019865 | SR. ERP SUPPORT SPECIALIST | SIMPSON, DERRYLE LASHAWN | | Bachelors and Masters | 17 | 7 |
| 10019874 | SR. ERP SUPPORT SPECIALIST | XEFTERIS, MARIE ANTOINETTE | CRISC | Bachelors | 22 | 6 |
| 10019863 | SR. ERP SUPPORT SPECIALIST | RAY, MERLE | SPHR, CMP, CPC | Doctorate | 36 | 6 |
| 10019852 | SR. ERP SUPPORT SPECIALIST | DRUGOVICH, MARY L. | | Bachelors | 32 | 3 |

Revenue Accounting & Financial Controls

| | | | | | | |
|----------|------------------------------------|-------------------------|------|-----------------------|----|----|
| 10019791 | DIRECTOR, REVENUE ACCOUNTING | SMITH, JOLANDA PATRICE | CGFM | Bachelors | 37 | 7 |
| 10019864 | ASST. DIRECTOR FINANCIAL CONTROLS | LLOYD, JO ANN D. | CPA | Bachelors | 42 | 3 |
| 10019805 | ASST. DIRECTOR, REVENUE ACCOUNTING | DAVIS, DERRICK | | Bachelors | 8 | <1 |
| 10019801 | MANAGER, BANK RECONCILIATION | DIAZ, SILVIA CEDILLO | | Bachelors and Masters | 20 | 4 |
| 10019810 | MANAGER, VENDOR VERIFICATION | EVANS, SHIRLEY CARSON | CPA | Bachelors and Masters | 25 | 1 |
| 10019780 | LEAD ACCOUNTANT | RODRIGUEZ, ADA JUDITH | | Bachelors | 15 | 10 |
| 10019743 | LEAD ACCOUNTANT | YARBROUGH, AMY CHERYL | | Bachelors | 11 | 5 |
| 10019738 | SENIOR ACCOUNTANT | LIU, YANG | | Bachelors | 12 | 9 |
| 10019741 | SENIOR ACCOUNTANT | LI, ANTHONY | | Bachelors and Masters | 9 | 5 |
| 10019744 | SENIOR ACCOUNTANT | OKATTA, FELICIA LANETTE | APM | Bachelors | 10 | 6 |
| 10019739 | SENIOR ACCOUNTANT | JOHNSON, SONIA MONIQUE | | Bachelors | 19 | 8 |
| 10019733 | SENIOR ACCOUNTANT | GUERRERO, JOANN | | Bachelors and Masters | 14 | 3 |
| 10019781 | SENIOR ACCOUNTANT | SMITH, TRACY MARIE | | Bachelors | 22 | 1 |
| 10019775 | SENIOR ACCOUNTANT | SMITH, CYNTHIA LATTIN | | Bachelors and Masters | 39 | 16 |
| 10019746 | SENIOR ACCOUNTANT | MERGERSON, SIMONE D | | Bachelors | 10 | 8 |

HARRIS COUNTY AUDITORS OFFICE
List of Appointed Assistant County Auditor's as of 11/23/2020
Per Local Government Code 84.021 (a)

Exhibit F

| PCN | PCN TITLE | EMPLOYEE NAME | CERTIFICATION(S) | EDUCATION DEGREE(S) | TOTAL YEARS OF EXPERIENCE | YEARS WITH AUDITOR'S OFFICE |
|---------------------------------------|-----------------------------|-----------------------------|------------------|-----------------------|---------------------------------|-----------------------------------|
| 10023664 | STAFF ACCOUNTANT | MCCAIN, WENDEE R. | | | 35 | 29 |
| 10019742 | STAFF ACCOUNTANT | MATA, LUZ PATRICIA | | Associates | 31 | 20 |
| 10019747 | STAFF ACCOUNTANT | GRIFFIN, GRANT ANDREW | | Bachelors | 4 | 3 |
| 10024088 | INVESTIGATIVE ANALYST | KING, RHONDA FAYE | CTCM | Associates | 10 | <1 |
| 10019907 | INVESTIGATIVE ANALYST | SHARKEY, REAGAN ARMANI | | | 6 | 3 |
| 10019909 | INVESTIGATIVE ANALYST | VALTIERRA, ALINA MONTSERRAT | | | 15 | 2 |
| 10023665 | INVESTIGATIVE ANALYST | LEDAY, SHAKESHIA RENEE | | Associates | 14 | 1 |
| Grants and Accounts Recievable | | | | | | |
| 10019728 | DIRECTOR | RAMSEY, DAWN MICHELLE B | ARM, CPA, CGMA | Bachelors and Masters | 23 | 8 |
| 10019813 | SENIOR MANAGER | WILDEN, PAUL J. | | Bachelors and Masters | 25 | 20 |
| 10019807 | MANAGER | FOSTER, RONALD MARCUS | ARM, CPA | Bachelors and Masters | 34 | 15 |
| 10019848 | SUPERVISOR, GRANTS | CARY, ESPERANZA MARIE | | Bachelors | 28 | 12 |
| 10019748 | SENIOR ACCOUNTANT | NGO, TUYEN B | | Bachelors | 27 | 19 |
| 10019754 | LEAD ACCOUNTANT | SANCHEZ, PATRICIA | | Bachelors and Masters | 23 | 3 |
| 10019749 | SENIOR ACCOUNTANT | BILLARD, ANGELA MARVETTE | | Bachelors | 34 | 12 |
| 10019750 | SENIOR ACCOUNTANT | RICH, AMANDA LEIGH | | Bachelors and Masters | 10 | 4 |
| 10019782 | SENIOR ACCOUNTANT | WILLIAMS, TISHONDRIA LENAE | | Bachelors | 9 | 2 |
| 10019753 | SENIOR ACCOUNTANT | TRIPATHEE, DAMODAR | | Bachelors and Masters | 18 | 8 |
| 10019751 | SENIOR ACCOUNTANT | PHAM, VAN THI THUY | ARS, CPA | Bachelors | 22 | 16 |
| 10019759 | SENIOR ACCOUNTANT | LEW, BETTY J | ARS | Bachelors | 39 | 14 |
| 10019737 | SENIOR ACCOUNTANT | ABDULLAHAD, MARTHA L | ARS | Associates | 27 | 17 |
| 10019762 | SENIOR ACCOUNTANT | GARCIA, ELIZABETH CRISTINA | ARS | Bachelors | 15 | 8 |
| 10019756 | SENIOR ACCOUNTANT | NGUYEN, THAO-TIEN | | Bachelors | 8 | 5 |
| 10019761 | SENIOR ACCOUNTANT | HALL, KRIS LASHAUN | | Bachelors and Masters | 9 | 1 |
| 10019757 | SENIOR ACCOUNTANT | FU, HONGYAN (ROBIN) | | Bachelors | 16 | <1 |
| 10019752 | SENIOR ACCOUNTANT | MENA, LORENA | | Bachelors | 9 | <1 |
| 10019763 | SENIOR ACCOUNTANT | PEREZ, DAVID | APS | Bachelors | 13 | 1 |
| 10019760 | SENIOR ACCOUNTANT | OLISON, KIMBERLYN C | ESC | Bachelors | 13 | 8 |
| 10019755 | SENIOR ACCOUNTANT | CANTU, YESENIA FRIDA | | Bachelors | 17 | 6 |
| 10019758 | SENIOR ACCOUNTANT | TRAN, VIET | | Bachelors | 15 | 2 |
| 10019919 | ACCOUNTING ANALYST | JOHNSON, APRIL | | Bachelors | 15 | <1 |
| Systems and Procedures | | | | | | |
| 10019727 | DIRECTOR-SYSTEMS/PROCEDURES | HOZA, STEPHEN W. | CPA, CGMA | Bachelors | 31 | 31 |
| 10019812 | MANAGER-SYSTEMS/PROCEDURES | MCGEE, NICHOLAS RYAN | | Bachelors | 23 | 18 |
| 10019870 | SR PROCEDURE ANALYST | ILES, WINFRED L | CPA, CGMA | Bachelors | 35 | 15 |
| 10019867 | SR PROCEDURE ANALYST | DAVID, KEISHA L | | Bachelors and JD | 30 | <1 |
| Financial Accouting | | | | | | |
| 10019787 | DIRECTOR | SHAW, BRANDY | CPA | Bachelors and Masters | 15 | 3 |
| 10019799 | SENIOR MANAGER | LEWIS, SONJA DEMETRIA | | Bachelors and Masters | 23 | 10 |
| 10023270 | MANAGER | DREW, TERENCE KATRALE | CPA | Bachelors | 27 | 5 |
| 10019802 | MANAGER | BOSO, JEFFREY MICHAEL | CPA | Bachelors | 31 | 5 |

HARRIS COUNTY AUDITORS OFFICE
List of Appointed Assistant County Auditor's as of 11/23/2020
Per Local Government Code 84.021 (a)

Exhibit F

| PCN | PCN TITLE | EMPLOYEE NAME | CERTIFICATION(S) | EDUCATION DEGREE(S) | TOTAL YEARS OF EXPERIENCE | YEARS WITH AUDITOR'S OFFICE |
|----------------|----------------------------|-------------------------------|--------------------------------|-----------------------|---------------------------------|-----------------------------------|
| 10019808 | MANAGER | ROWAN, JOHN RICHARD | | Bachelors and Masters | 36 | 6 |
| 10023663 | LEAD ACCOUNTANT | RISLEY, RONDA ELAINE | CPA | Bachelors | 31 | 1 |
| 10019803 | MANAGER | NIEVES, AXEL | CPA | Bachelors | 16 | 5 |
| 10019873 | SENIOR FINANCIAL ANALYST | TRAPEZNIKOVA, DARYA SERGEEVNA | CPA | Bachelors and Masters | 17 | 2 |
| 10023670 | SENIOR FINANCIAL ANALYST | HEWITT, DAVINA HARBOR | | Bachelors and Masters | 27 | 7 |
| 10019764 | LEAD ACCOUNTANT | MENDOZA JR, JOSE LUIS | | Bachelors | 26 | 17 |
| 10019734 | LEAD ACCOUNTANT | SIMPSON, MICHELLE | CPA | Bachelors | 16 | 5 |
| 10019770 | SENIOR ACCOUNTANT | MORENO, PATRICIA MARIE | | Bachelors | 34 | 13 |
| 10019735 | SENIOR ACCOUNTANT | TISH, DAVID ALLEN | CPA | Bachelors and Masters | 30 | 14 |
| 10019771 | SENIOR ACCOUNTANT | ARDS, JACQUELINE VERNELL | | Bachelors | 19 | 5 |
| 10019766 | SENIOR ACCOUNTANT | PAYNE, ANN H | | Bachelors | 33 | 2 |
| 10019765 | SENIOR ACCOUNTANT | KELLY, LA'SHA FELICIA | | Bachelors and Masters | 15 | 8 |
| 10019731 | SENIOR ACCOUNTANT | DILLARD, CYNTHIA | | Bachelors | 20 | 1 |
| 10019767 | SENIOR ACCOUNTANT | WU, QIONG | CPA | Bachelors and Masters | 17 | 6 |
| 10019736 | SENIOR ACCOUNTANT | WRIGHT, NADINE (LORRAINE) | | Bachelors and Masters | 20 | 6 |
| 10019769 | SENIOR ACCOUNTANT | DUNN JR, ANTHONY B | | Bachelors and Masters | 11 | 2 |
| 10019768 | SENIOR ACCOUNTANT | LEGER, MARK | | Bachelors | 33 | <1 |
| 10019773 | STAFF ACCOUNTANT | BROWN, TENISHIA MARSHELL | | Bachelors | 7 | 4 |
| 10019774 | STAFF ACCOUNTANT | VILORIA, FILOMENO A. | | Bachelors | 50 | 19 |
| 10019777 | STAFF ACCOUNTANT | VILLALOBOS, MELISSA | | Bachelors | 13 | 4 |
| 10019778 | STAFF ACCOUNTANT | ALVARADO, FELIPE G | | Bachelors and Masters | 8 | 8 |
| 10019889 | ACCOUNTING CLERK | MERCY, SYLVIA E | | | 43 | 13 |
| Payroll | | | | | | |
| 10019790 | DIRECTOR-PAYROLL | LY, JENNY VIEN | CPP | Bachelors and Masters | 20 | 5 |
| 10023669 | ASST. DIRECTOR-PAYROLL | COOK, NANCY | PHR | Bachelors | 16 | 1 |
| 10019850 | SUPERVISOR PAYROLL | TUCKER, BRENDA L | | Associates | 41 | 17 |
| 10023666 | SR. ERP SUPPORT SPECIALIST | CATO, SHARONDA LAURON | | Bachelors and Masters | 8 | 8 |
| 10019872 | SENIOR PAYROLL ANALYST | MITCHELL, SHALEETA MACHELLE | | | 12 | 4 |
| 10019928 | PAYROLL ANALYST | DAVILLIER, DANIELLE DOMENIQUE | | | 13 | 6 |
| 10019930 | SENIOR PAYROLL SPECIALIST | MONTOYA, VALERIE | | | 10 | <1 |
| 10019929 | PAYROLL CLERK SPECIALIST | SAA, CARLA | | Bachelors and Masters | 15 | <1 |
| 10019923 | PAYROLL CLERK SPECIALIST | KAZEE-DAVIS, PENNEY KAY | | Bachelors | 40 | 6 |
| 10019883 | PAYROLL CLERK SPECIALIST | RAOUFI, SAYED MOHEB | | Bachelors | 12 | 2 |
| 10019924 | PAYROLL CLERK SPECIALIST | FLORES, ANA L | | | 10 | 4 |
| 10019925 | PAYROLL CLERK | SYKES, BETTY GANEL | | | 44 | 6 |
| 10019921 | PAYROLL CLERK | WHITE, JAN | | | 20 | <1 |
| 10019922 | PAYROLL CLERK | MATHEWS, STEVEN DWAYNE | | | 23 | 5 |
| 10019927 | PAYROLL CLERK | WILMORE, FELECIA FAYE | APS, Certified Payroll Manager | | 33 | <1 |
| 10019916 | ADMIN CLERK | CHAVEZ, BONILLA VELIA | | | 27 | 11 |
| 10019917 | ADMIN CLERK | ERWIN, APRYL MALVEAUX | | Bachelors | 20 | 3 |

HARRIS COUNTY AUDITORS OFFICE
List of Appointed Assistant County Auditor's as of 11/23/2020
Per Local Government Code 84.021 (a)

Exhibit F

| PCN | PCN TITLE | EMPLOYEE NAME | CERTIFICATION(S) | EDUCATION DEGREE(S) | TOTAL YEARS OF EXPERIENCE | YEARS WITH AUDITOR'S OFFICE |
|-------------------------|----------------------------------|-----------------------------|------------------|-----------------------|---------------------------------|-----------------------------------|
| Accounts Payable | | | | | | |
| 10019784 | DIRECTOR, ACCOUNTS PAYABLE | YANCEY, REGINALD HAYES | CPA | Bachelors | 35 | 6 |
| 10019866 | ASST. DIRECTOR, ACCOUNTS PAYABLE | RONEY, JACQUELINE MARIE | APS | Bachelors and Masters | 28 | 13 |
| 10019779 | SUPERVISOR | FOLLOSCO, SARAJANE | | Bachelors and Masters | 18 | <1 |
| 10019851 | SUPERVISOR | GARCIA, FRANCIS TANNY | | Bachelors | 17 | 6 |
| 10019849 | SUPERVISOR | SMITH, TIJUANA T | | Bachelors | 26 | 16 |
| 10019855 | SUPERVISOR | JONES JR, ROBERT EARL | | Bachelors | 14 | 11 |
| 10019939 | SENIOR SPECIALIST | TORRES, LEE | | Bachelors | 12 | <1 |
| 10019918 | SENIOR SPECIALIST | BENITEZ, STEPHANIE | | | 15 | <1 |
| 10019938 | SENIOR SPECIALIST | EDWARDS, TOYA M. | | | 34 | 20 |
| 10019937 | SENIOR SPECIALIST | JACQUET, SYNITHIA ANN | | | 28 | 27 |
| 10019934 | SENIOR SPECIALIST | TOSTADO, MELLANIE DENISE | | | 30 | 11 |
| 10019936 | SENIOR SPECIALIST | HARRIS, NINA SIMONE | | Associates | 28 | 1 |
| 10019935 | SENIOR SPECIALIST | ARBOR, DENITHRI | | Associates | 31 | <1 |
| 10019886 | SENIOR SPECIALIST | KIRKPATRICK, CONNIE DENISE | | | 32 | 23 |
| 10019933 | SENIOR SPECIALIST | LEONARD, TIMOTHY M | | | 23 | 20 |
| 10019905 | SPECIALIST | GONZALES, ALEXANDRA KRISTEN | | Bachelors | 9 | 1 |
| 10019890 | SPECIALIST | BOGGESE, KRISSI SIMMONS | | | 12 | 2 |
| 10019894 | SPECIALIST | MCCHRISTIAN, TRACY L | | | 30 | 2 |
| 10019895 | SPECIALIST | TELLO, MARYA GRICELDA | | | 6 | 2 |
| 10019888 | SPECIALIST | FIGUEROA, ALMA DELIA | | | 8 | 2 |
| 10019901 | SPECIALIST | WHITTON, JENNIFER RENEE | | | 23 | 1 |
| 10019932 | SPECIALIST | SANCHEZ, ADRIANA | | | 11 | 1 |
| 10019892 | SPECIALIST | SUAREZ, EMELIA | | | 27 | 2 |
| 10019885 | SPECIALIST | REECE, ATHENA INGRID | | | 42 | 3 |
| 10019926 | SPECIALIST | STEIN, LISA | | | 10 | <1 |
| 10019887 | SPECIALIST | IRAKOZE, GYNEL | | Bachelors | 12 | 2 |
| 10019902 | ACCOUNTING CLERK | ST.CYR, INGRID RUFFIN | | | 22 | 7 |
| 10019884 | ACCOUNTING CLERK | RUNNELS, OWANDA | | | 28 | 3 |
| 10019904 | ACCOUNTING CLERK | SANCHEZ, DORA ALICIA | | | 13 | 7 |
| 10019903 | ACCOUNTING CLERK | LAM, HONGTAM T. | | | 20 | <1 |
| 10019906 | ACCOUNTING CLERK | GALVAN-HERNANDEZ, MARIANO | | Bachelors | 6 | 6 |
| 10019896 | ACCOUNTING CLERK | LEAL, JENNIFER | | | 9 | 1 |
| 10019882 | ACCOUNTING CLERK | HYLTON, SHELBY HUKULAI S | | | 30 | 2 |
| 10019881 | ACCOUNTING CLERK | SEALS, TANeka NICOLE | | Bachelors | 9 | 2 |
| 10019898 | ACCOUNTING CLERK | SEVILLA, JESSICA | | Bachelors | 14 | 1 |
| 10019899 | ACCOUNTING CLERK | LESTER, DESTINEE NICOLE | | Bachelors | 7 | 7 |
| 10019897 | ACCOUNTING CLERK | GENTRY, YOLANDA JEAN | | | 26 | 7 |
| 10019893 | ACCOUNTING CLERK | SERRANO JR, EDGAR | | Bachelors | 14 | 11 |
| 10019913 | ADMIN CLERK | FOWLER, ASHLEY | | | 14 | 1 |

Exhibit G

HARRIS COUNTY AUDITOR'S OFFICE

Statutory and Other Requirements

Below are excerpts of pertinent statutory and other requirements related to the County Auditor's budget:

Code Section: TX LGC 111.074

Limitation on Budget of the County Auditor - An increase from one fiscal year to the next in the amount budgeted for expenses of the county auditor's office or the salary of an assistant auditor shall not exceed five (5) percent without approval of the Commissioner's court.

Implications for inclusion in the Auditor's Budget

If the budget request is greater than 5% and/or the increase for a position exceeds 5%, an explanation should be included noting that the budget or the salary increase also needs Commissioner's Court approval. The Proposed FY 2022 salary budget for several positions exceeds the 5% statutory limitation.

Code: TX LGC 152.031

County Auditor's Salary - (a) at a hearing held in accordance with Section 152.905, the district judges appointing the county auditor shall set, by a majority vote, the auditor's annual salary as compensation for services and the auditor's travel expenses and other allowances. The action of the district judges must be taken by order and must be recorded as prescribed by Section 152.905 and in the minutes of the district court. (b) The district clerk shall certify the order to the Commissioner's court of the county for its observance. The Commissioner's court shall cause the order to be recorded in its minutes.

Implications for inclusion in the Auditor's Budget

The referenced "order" has been included with the Auditor's Budget. Reference Exhibit A of the Proposed FY 2022 Budget Request.

Code: TX LGC 152.032

Limitations on County Auditor's Compensation and Allowances - (a) except as provided by Subsections (b), (d), and (e), the amount of the compensation and allowances of a county auditor may not exceed the amount of the compensation and allowances received from all sources by the highest paid elected county officer, other than a judge of a statutory county court, whose salary and allowances are set by the commissioners court.

Implications for inclusion in the Auditor's Budget

The referenced exceptions do not apply. The County Auditor's compensation and allowances conform with the statute.

Code: TX LGC 152.905

Procedures for Setting Compensation by District Judges - (a) This section applies only to the compensation of the county auditor, assistant auditors, and court reporters. (b) Before setting the amount of annual compensation of the county auditor, assistant auditors, and court reporters, the district judge or judges shall hold a public hearing on the matter at which parties in interest and citizens have an opportunity to be heard. (c) Not earlier than the 30th or later than the 10th day before the date of the

hearing, notice of the time, place, and subject of the hearing must be published in a newspaper of general circulation in the county. (d) At the hearing, the district judge or judges shall set the amount of compensation of the county auditor, assistant auditors, and court reporters considered at the hearing. The vote must be recorded, transcribed, and maintained as a public record.

Implications for inclusion in the Auditor's Budget

The budget includes the compensation of the auditor, each assistant auditor, and the court reporters. Reference Exhibit E of the Proposed FY 2022 Budget Request. The court reporters compensation is currently in a separate document.

Code: TX LGC 84.021

Assistants - From time to time the county auditor may certify to the district judges a list stating the number of assistants to be appointed, the name, duties, qualifications, and experience of each appointee, and the salary to be paid to each appointee. The district judges after careful consideration of the application for the appointment of the assistants and after inquiry concerning the appointees' qualifications, the positions sought to be filled, and the reasonableness of the requested salaries, shall prepare a list of the appointees that the judges approve and the salary to be paid each. The judges shall certify this list to the Commissioner's court, which shall order the salaries to be paid on the performance of services and shall appropriate an adequate amount of money for this purpose.

Implications for inclusion in the Auditor's Budget

This information is currently included in the Proposed FY 2022 Budget Request.

Code: TX LGC 111.004, 111.034, 111.063

General requirements of a "budget document": The budget in all counties must be carefully itemized to make possible a comparison of the proposed expenditures with the expenditures of the preceding year. The budget must show as definitely as possible or with reasonable accuracy the purpose of each expenditure and the amount of money to be spent.

Implications for inclusion in the Auditor's Budget

Actual budget should be detailed.

The budget includes a detail of compensation of the auditor and each assistant auditor. Reference Exhibit E of the Proposed FY 2022 Budget Request.

Budget Office

The Budget Office requests the following from each department on an annual basis: performance statistics, key service areas, duties, accomplishments (for the FY that is ending), and goals (for the upcoming FY).

Implications for inclusion in the Auditor's Budget

These items are currently included in the Proposed FY 2022 Budget Request.

615 – Purchasing Agent

DeWight Dopslauf

615 - Purchasing

Data as of 12/14/2020

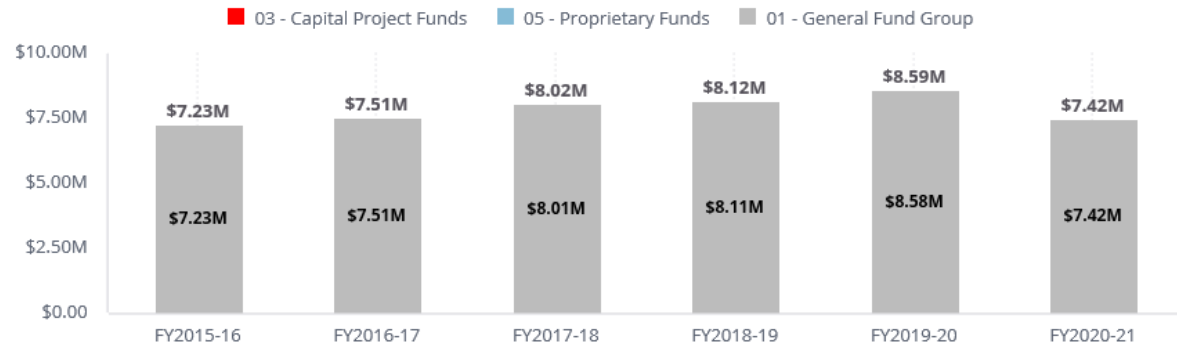
Expenditures

2016 to 2020 expenditures validated against CAFR (Auditor's Office)

Expenditures Total for FY 2020-2021

\$7,420,267

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$9.61M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------|
| 615 | Purchasing |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The mission of the Office of the Purchasing Agent is to acquire appropriate goods and services essential to the operation of Harris County government and certain other governmental agencies in a timely and prudent manner, considering quality, value, and economy. All purchases are made in compliance with the Texas Local Government Code (LGC), other relevant law and best business practices. Through anticipation of County requirements, proper planning, preparation and development of its employees, the Purchasing Office actively pursues opportunities for cost savings, economies of scale and broadening and diversification of its vendor base.

2. Vision

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

To be recognized as a best-in-class procurement services organization serving the best interest of Harris County and 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.*

The Office of the Purchasing Agent primary function is to acquire goods and services meeting quality standards at the lowest cost while operating in an efficient and economical manner with existing laws and sound business practices. The Purchasing Department is created for the purpose of providing a 'checks and balance' system for expenditure of public funds.

Our Purchasing Department with an employee base of 80-90 strives to maintain consistent and open communication with the vendor community and Harris County Departments and Agencies.

The Harris County Purchasing Agent is responsible for purchases of goods and services for all of the following:

- Harris County
- Harris County Community Supervision and Corrections
- Harris County Flood Control District
- Harris County Hospital District dba Harris Health System
- Harris County Juvenile Probation
- Harris County Toll Road Authority
- Community Health Choice, Inc.

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.

County Procurement - Assist with all aspects of procuring goods and services for the County to include, but not limited to the following: process request for purchase orders; development of specifications and procurement packages; advertising and opening of bids; evaluation of goods/services; price negotiations; contract management; vendor verification; procurement and travel card program; prepare agenda items for Commissioners Court; establish County Procurement Rules and Procedures Manual; provide training for staff, departments and vendors; maintain procurement systems, vendor outreach. Administrative Support Group - Operating the switch board; accepting bids from vendors; sending/receiving mail and distributing; complete mail runs between offices; input of timesheets for entire department; purchase order cancellations; process invoice payments for department; complete new employee orientation for department; vendor maintenance; other duties as needed.

Harris Health Procurement - Assist with all aspects of procuring medical products and equipment, pharmaceuticals, and related technology and services for the Harris Health System and Community Health Choice to include but not limited to the following: development of requirements for solicitations; evaluation of goods and services; order goods and services; contract management; Partner with Harris Health Supply Chain Management to provide value analysis and product standardization; vendor verification; prepare agenda items for Commissioners Court, Harris Health System Board of Trustees, and Community Health Choice Board of Directors; establish procurement procedures for Harris Health System and Community Health Choice; provide training for staff, departments and vendors; and maintain procurement systems.

Purchasing Services - Responsible for county inventory records, transfers, sale and disposition of County surplus, salvage and/or abandoned property. Operation of the surplus warehouse, organize and post items on surplus auction site, repurpose surplus goods to departments in need, accept payment from customers for items sold, complete department review of inventory for accurate records, inspection and tagging of new fixed assets.

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. Leverage technology to provide an open and transparent procurement process that promotes maximum competition while reducing procurement cycle times.
2. Ensure historically underutilized businesses have an equal opportunity in the solicitation process.
3. Improve Communication and Collaboration with Departments and Vendors.
4. Improve repurposing of county surplus items.

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. The new software platform will automate the procurement process and small dollar procurements. The system is built around capturing a multitude of metrics which give management the ability to locate deficiencies and provide solutions for improvement. Examples: Project Savings/Spend, Average Time in each Project Stage, Average Submissions per Project, Number of Projects per Year.
2. Leverage the new Office of Economic Equity and Opportunity (OEEO) to review solicitations to incorporate goals, participate in pre-solicitation discussions, attend pre-bid/proposal meetings and provide vendor workshops to ensure MBEs and WBEs have an equal opportunity to participate in County, Harris Health and Community contracts.
3. Provide one-on-one training and/or group setting training to departments and vendors, survey departments/vendors on Purchasing Department Performance, continuously improve and update the Purchasing internet site.
4. Implement an intranet site to allow departments to view and claim available county surplus items to be repurposed.

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

1. The new procurement platform provide best in class customer service capabilities to potential suppliers and County staff; it offers the ability to review effectiveness of processes and procedures to identify possible deficiencies. Improve the ability for potential bidders to provide pricing of products and services. *(Aligns with County Vision to be Equitable and Transparent; Aligns with County Goals for Governance and Customer Service and Economic Opportunity)*
2. Ensuring historically underutilized businesses have an equal opportunity in the solicitation process will reduce the inequity issues related to County, Harris Health and Community contracting. *(Aligns with County Vision to be Transparent; Aligns with County Goals for Economic Opportunity)*
3. Improve Communication and Collaboration with Departments and Vendors will enhance understanding of procurement processes while developing department/vendor relations. *(Aligns with County Vision to be Transparent; Aligns with County Goals for Governance and Customer Service)*
4. Improve repurposing of county surplus items will provide opportunities for county savings and improve transparency of available surplus products within the County. *(Aligns with County*

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.*
 - *Implementation of B2GNow Diversity Management software – Implemented to automate data-gathering, tracking and reporting for vendor payments use of diverse firms and prevailing wage compliance.*
 - *Implementation of automated workflow process for creation and processing of court items utilizing Open Text platform.*
 - *Created PPE (Personal Protective Equipment) vendor registration forms via the Purchasing Department's website for Suppliers to enter their pricing and types of PPE's offered to the County.*
 - *Internal re-organizing of the administrative staffs' duties by creating two (2) separate support groups named the Court Management Team and Solicitation Intake Team as necessary to ensure a more efficient means of handling the increased volume of County projects.*
 - *PeopleSoft – Ability to process approximately 10,000 Purchase Orders over the first three months of the go live date to ensure work continued through the county. Purchasing Services retagged over 5,000 items for PeopleSoft conversation; however, COVID-19 halted the process in April 2020.*

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.*
- *County wide fixed asset inventory – With the implementation of PeopleSoft; the best option to ensure the County inventory was accurate in the new system was to complete a county wide retagging of all fixed assets.*
 - *Creating county-wide procurement card program – Last budget year Commissioners Court approved the Procurement Card Manager (PCM) to implement the program; however, due to COVID-19 the placement of a PCM was delayed. Therefore, the program structure and policy has not be completed but has begun.*
 - *Implementation of automated workflow process for creation and processing of Harris Health System Board of Director items utilizing Open Text platform.*
 - *Co-locate the Harris County Purchasing Medical Division offices with Harris Health System Administrative offices to provide improved communication and customer service.*
 - *Conversion and indexing of all job files related to Invitation to Bid, Request for Proposal, Request for Qualification and Sole Source procurements.*
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.*
- *The County Auditor is scheduled to complete an audit of Purchasing this fiscal year.*
5. *Who are the department’s key stakeholders in Harris County government? Provide a bulleted list.*
- *All county departments*
 - *Harris Health System departments*
 - *Community Health Choice departments*
6. *Who are the department’s key external stakeholders? Provide a bulleted list.*
- *Suppliers*
 - *Constituents – Public Surplus*

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.
 - Harris County recently completed a disparity study which provided details related to vendor disparity within the 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.
 - The Procurement Office is working with Colette, Holt and Associates to create a Minority- and Women-Owned Business Enterprise Program Policy for the County.
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 Procurement Office currently has a diverse work staff as you will see from the statistics below. The goal of the Procurement Office is and has been to hire the most qualified individuals for the position while not discriminating against any race or gender.

Office statistics as of October 28, 2020:

| Office of Purchasing Agent (Dept 615) Diversity Statistics Summary | | | | | |
|---|------------|--------|------------|---------------------------|------------|
| ETHNICITY | # of FTE's | GENDER | # of FTE's | AGE | # of FTE's |
| Asian | 9 | Female | 42 | Baby Boomers (56-74) | 20 |
| Black | 21 | Male | 38 | Gen X (40-55) | 33 |
| Hispanic | 26 | | | Millennials/Gen Y (24-39) | 27 |
| White | 24 | | | | |

* Note: Active FT Employees Statistics as of 10/28/2020

| Position | # of FTE's | ETHNICITY | # of FTE's | GENDER | # of FTE's |
|------------------------|------------|-----------|------------|--------|------------|
| Director | 1 | Asian | - | Female | - |
| | | Black | - | Male | 1 |
| | | Hispanic | - | | |
| | | White | 1 | | |
| Deputy Directors | 3 | Asian | - | Female | - |
| | | Black | 1 | Male | 3 |
| | | Hispanic | 1 | | |
| | | White | 1 | | |
| Supervisors | 14 | Asian | 2 | Female | 6 |
| | | Black | 2 | Male | 8 |
| | | Hispanic | 3 | | |
| | | White | 7 | | |
| Procurement Specialist | 38 | Asian | 6 | Female | 20 |
| | | Black | 13 | Male | 19 |
| | | Hispanic | 11 | | |
| | | White | 9 | | |
| Inventory Specialist | 10 | Asian | 1 | Female | 3 |
| | | Black | 1 | Male | 7 |
| | | Hispanic | 4 | | |
| | | White | 4 | | |
| Administrative | 13 | Asian | - | Female | 13 |
| | | Black | 4 | Male | - |
| | | Hispanic | 7 | | |
| | | White | 2 | | |

- Note: The following positions are temporary positions which will be offered full time positions if performance measures are met.

| Position | # of FTE's | ETHNICITY | # of FTE's | GENDER | # of FTE's |
|----------------|------------|-----------|------------|--------|------------|
| Administrative | 5 | Asian | - | Female | 5 |
| (Temp to Hire) | | Black | 2 | Male | - |
| | | Hispanic | 2 | | |
| | | White | 1 | | |

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.

- The department does not specifically train on this topic; we rely on training opportunities related to this subject from Budget Management - Human Resources.

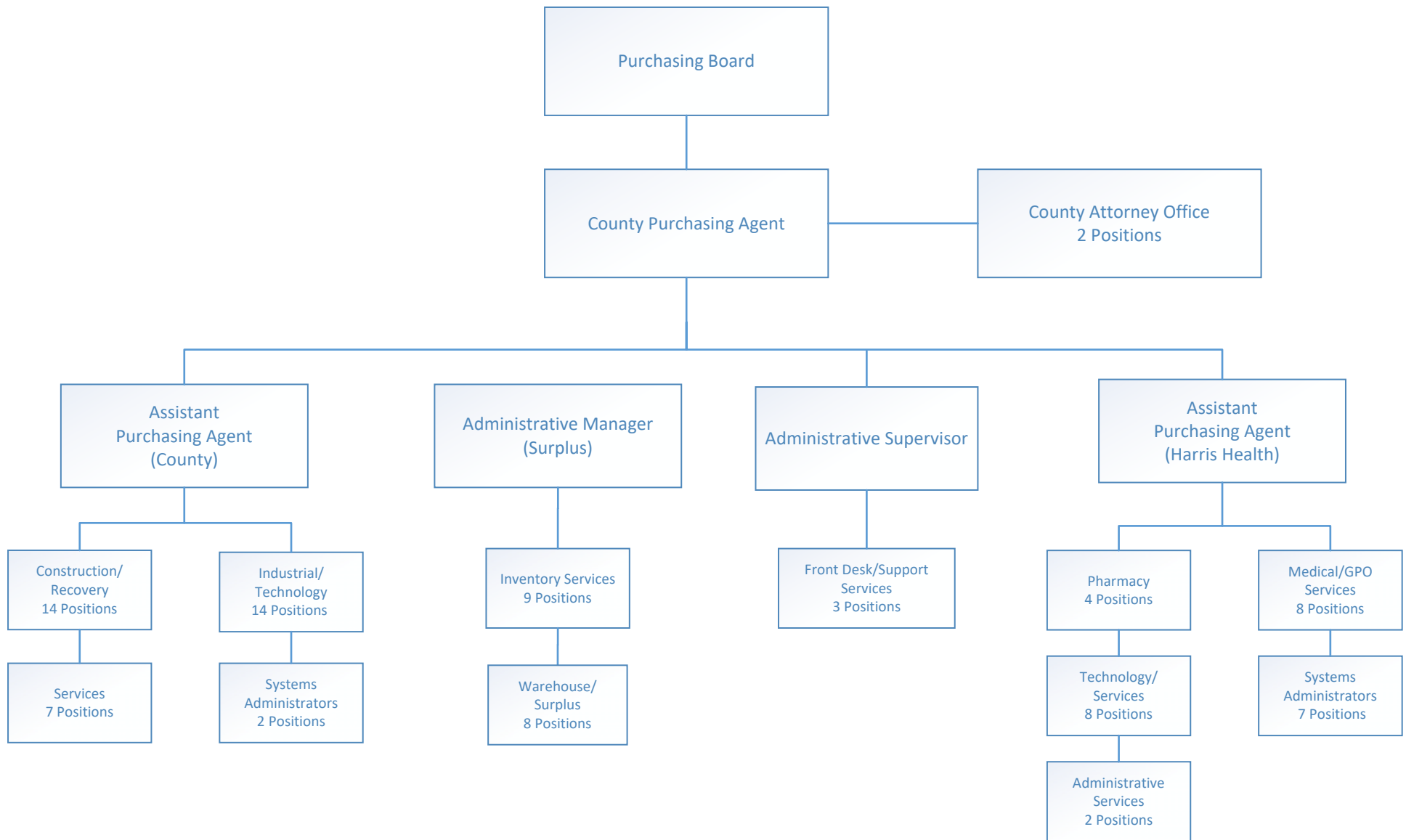
FORM 1. Divisions

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) |
|--------------------|--|---|--|---------------------------|
| County Procurement | Assist with all aspects of procuring goods and services for the County to Include, but not limited to the following: process request for purchase orders; development of specifications and procurement packages; advertising and opening of bids; evaluation of goods/services; price negotiations; contract management; vendor verification; procurement and travel card program; prepare agenda items for Commissioners Court; establish County Procurement Rules and Procedures Manual; provide training for staff, departments and vendors; maintain procurement systems, vendor outreach. Administrative Support Group - Operating the switch board; accepting bids from vendors; sending/receiving mail and distributing; complete mail runs between offices; input of timesheets for entire department; purchase order cancellations; process invoice payments for department; complete new employee orientation for department; vendor maintenance; other duties as needed. | \$4,605,135 | \$4,655,085 | 43 |

[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 | Leverage technology to provide an open, efficient and transparent procurement process that promotes maximum competition while reducing procurement cycle times. | SO1 | Reduce procurement cycle time from the beginning of a sourcing process to the time that a contract is executed. | Harris County Procurement | Harris Health Procurement | All County and Harris Health departments | Bidding community |
| G1 | Leverage technology to provide an open, efficient and transparent procurement process that promotes maximum competition while reducing procurement cycle times. | SO2 | Conversion and indexing of all job files related to Invitation to Bid, Request for Proposal, Request for Qualification and Sole Source procurements currently maintained in hard copy form. | Harris County Procurement | Harris Health Procurement | Universal Services | |
| G2 | Ensure historically underutilized businesses have an equal opportunity in the solicitation process. | SO3 | Leverage the new Bonfire procurement platform to ensure MBEs and WBEs are notified of all solicitations for County, Harris Health and Community contracting opportunities. | Harris County Procurement | Harris Health Procurement | Office of Economic Equity and Opportunity | Various Chamber of Commerce's, Minority Contractors Association, Other related Associations |
| G3 | Improve Communication and Collaboration with Departments and Vendors. | SO4 | Provide two training sessions for departments and vendors | Harris County Procurement | Harris Health Procurement | Office of Economic Equity and Opportunity | Bidding community, Chamber of Commerce's, Contractor Associations |
| G3 | Improve Communication and Collaboration with Departments and Vendors. | SO5 | Update the Purchasing website for transparency | Harris County Procurement | Harris Health Procurement | Universal Services | |
| G3 | Improve Communication and Collaboration with Departments and Vendors. | SO6 | Create "Annual Buying Plan Newsletter" that will provide insight into Harris County Procurement Office operations | Harris County Procurement | Harris Health Procurement | | |
| G4 | Improve repurposing of county surplus items. | SO7 | Implement an intranet site to allow departments to view and claim available county surplus items to be repurposed. | Purchasing Services | | Universal Services | Public Surplus Auction 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 (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: | Contract Solicitation & Administration |
| Divisions (list all): | County Procurement |
| | Harris Health Procurement |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$5,676,097 | 53 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Responsible for all aspects of procuring goods and services utilizing the formal solicitation process which includes, but is not limited to the following: determination of the appropriate procurement method; preparation of specifications; advertising and opening of bids, proposals and qualifications; evaluation of goods and services; price negotiations; participation in the evaluation committee process; vendor verification; preparation of agenda items for Commissioners Court, Harris Health System Board of Directors and Community Health Choice Board of Directors; coordination, preparation and execution of agreements with the County Attorney; debriefing of vendors; contract monitoring; and vendor outreach and training. Several of the services listed herein support the goal of leveraging technology to provide an open and transparent process while maximizing competition. The implementation of the Bonfire Procurement software will allow the entire solicitation process to move from a paper based activity to a fully automated activity which will reduce the procurement cycle time while increasing accountability. Furthermore, the software provides the ability for all stakeholders and procurement teams to collaborate throughout the entire procurement cycle while documenting each step of the process. In addition, this software can be used to ensure MBEs and WBEs are notified of all solicitations for County, Harris Health and Community contracting opportunities. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers are Harris County, Harris Health System and Community Health Choice departments and Suppliers. The expectation of Departments is to receive the highest quality products and/or services at the lowest cost in a timely manner. The expectation of Suppliers is have the ability to propose their products and/or services to Harris County while ensuring all procurement processes are conducted in a fair and equitable manner. The Procurement team will use the Bonfire Procurement software to obtain vendor performance metrics from department stakeholders throughout the contract term; these metrics will be used to evaluate and determine if a contract renewal is acceptable. We will create and collect surveys to obtain feedback on customer service provided by the County and Harris Health Procurement teams. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Local Government Code 262 |

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: | Asset Management/Surplus |
| Divisions (list all): | Purchasing Services |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$1,803,470 | 18 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Responsible for county inventory records, transfers, sale and disposition of County surplus, salvage and/or abandoned property. Operation of the surplus warehouse, organize and post items on surplus auction site, repurpose surplus goods to departments in need, accept payment from customers for items sold, complete department review of inventory for accurate records, inspection and tagging of new fixed assets. The goal to improve repurposing of county surplus ties directly into the surplus disposition process which is managed by Purchasing Service; creating an intranet site will generate a transparent and timely process for departments to view and claim items. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers are Harris County departments and constituents. The expectation of County Departments is to receive quality customer service when assisting with inventory tracking and disposal of county assets. The expectation of the constituents is to have the ability to bid on county surplus products through a fair and equitable process. We will create and collect surveys to obtain feedback on customer service provided by the Purchasing Services team. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Local Government Code 262.011(i,j), Texas Local Government Code 263.151 |

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: | Purchase Order Administration |
| Divisions (list all): | County Procurement |
| | Harris Health Procurement |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,141,923 | 20 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Responsible for procuring all goods and services with a threshold of \$50,000 or less; services entail solicit informal quotes ; evaluate quotes; negotiate terms and pricing; process purchase orders and addenda; manage vendor data base; vendor verifications; resolve purchase/delivery/quality issues when necessary and vendor outreach including MWBE/HUB on a weekly basis. The implementation of the Bonfire Procurement software will allow procurement team members to automate the ability to obtain quotes and ensure MBEs and WBEs are notified of procurements with a threshold of \$50,000 or less. This will reduce the barriers for all suppliers and especially MBEs and WBEs when selecting who has the ability to submit. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers are Harris County, Harris Health System and Community Health Choice departments and Suppliers. The expectation of the Departments is to receive the highest quality products and/or services at the lowest cost in a timely manner. The expectation of Suppliers is have the ability to propose their products and/or services to Harris Health System while ensuring all procurement processes are conducted in a fair and equitable manner. We will create and collect surveys to obtain feedback on customer service provided by the County and Harris Health System Procurement teams. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Local Government Code 262 |

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 |
|--|--|--|------------------------------|--|--------------------|------------------------------------|--|
| Contract Solicitation & Administration | Number of procurements completed per year | New | Bonfire Procurement Software | SO1 | N/A | N/A | Without utilization of automation currently the metric values for these descriptions are not available. Data will be available upon implementation of Bonfire. |
| Contract Solicitation & Administration | Average procurement cycle time | New | Bonfire Procurement Software | SO1 | N/A | N/A | Without utilization of automation currently the metric values for these descriptions are not available. Data will be available upon implementation of Bonfire. |
| Contract Solicitation & Administration | Number of responses to solicitations received per year | New | Bonfire Procurement Software | SO1 | N/A | N/A | Without utilization of automation currently the metric values for these descriptions are not available. Data will be available upon implementation of Bonfire. |
| Contract Solicitation & Administration | Average number of responses per solicitation | New | Bonfire Procurement Software | SO1 | N/A | N/A | Without utilization of automation currently the metric values for these descriptions are not available. Data will be available upon implementation of Bonfire. |
| Contract Solicitation & Administration | Average number of solicitations per year | Currently in use | Manually tracking | SO1 | 398 | 3% increase | The number of solicitations per year will be used to set future targets for output by staff member. For example: on average, each staff member completes 10 solicitations per year, we'd like to increase that number by 3%.. |
| Contract Solicitation & Administration | Number of notifications sent to MBEs and WBEs | New | Bonfire Procurement Software | SO3 | N/A | N/A | Currently three MBEs and/or WBEs are notified of each solicitation advertised; at a minimum the target is to increase notification to MBEs or WBEs by 50% based on availability. |
| Contract Solicitation & Administration | Number of MBE and WBE responses to solicitations | New | Bonfire Procurement Software | SO3 | N/A | N/A | Without utilization of automation currently the metric values for these descriptions are not available. Data will be available upon implementation of Bonfire. |
| Contract Solicitation & Administration | Increase number of notifications sent to MBEs and WBEs | New | Bonfire Procurement Software | SO3 | N/A | N/A | Without utilization of automation currently the metric values for these descriptions are not available. Data will be available upon implementation of Bonfire. |
| Purchase Order Administration | Average number of purchase orders per staff member | Currently in use | Manually tracking | SO4 | | 5% increase | The number of purchase orders per staff member will be used to determine their output per year which could be used to set future targets for output. For example: on average, each staff member completes 500 purchase orders per year, we'd like to increase that number by 10%.. |
| Purchase Order Administration | Number of notifications sent to MBEs and WBEs to participate in solicitations under \$50,000 | New | Bonfire Procurement Software | SO3 | N/A | N/A | Currently the notification for quotes is a manual process by each buyer; upon implementation of Bonfire the goal is to notify multiple MBEs and WBEs to participate in the procurement process. |
| Purchase Order Administration | Number of MBEs and WBEs responding to solicitations under \$50,000 | New | Bonfire Procurement Software | SO3 | N/A | N/A | Currently the notification for quotes is a manual process by each buyer; upon implementation of Bonfire the goal is to notify multiple MBEs and WBEs to participate in the procurement process. |
| Purchase Order Administration | Percent of solicitations under \$50,000 awarded to MBEs and WBEs | New | Bonfire Procurement Software | SO3 | N/A | N/A | Currently the notification for quotes is a manual process by each buyer; upon implementation of Bonfire the goal is to notify multiple MBEs and WBEs to participate in the procurement process. |

[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 | SO1, SO2 | Bonfire Strategic Sourcing Platform Site License for Unlimited Users | N/A | \$0 | \$0 | \$0 | \$95,000 | \$95,000 |
| LTF2 | | | | | | | | |
| LTF3 | | | | | | | | |
| LTF4 | | | | | | | | |
| LTF5 | | | | | | | | |
| LTF6 | | | | | | | | |
| LTF7 | | | | | | | | |
| LTF8 | | | | | | | | |
| LTF9 | | | | | | | | |
| LTF10 | | | | | | | | |
| LTF11 | | | | | | | | |
| LTF12 | | | | | | | | |

510 – County Attorney Christian Menefee

510 – County Attorney

Data as of 12/14/2020

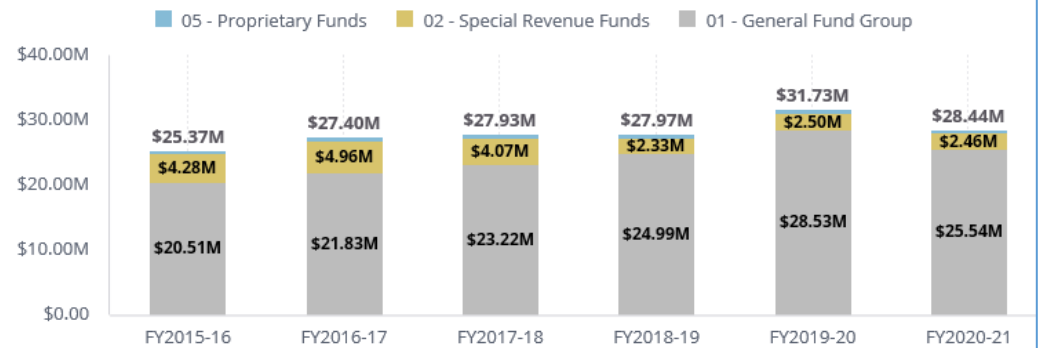
Expenditures

2016 to 2020 expenditures validated against CAFR (Auditor's Office)

Expenditures Total for FY 2020-2021

\$28,440,173

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$29.16M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------|
| 510 | County Attorney |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

We, the members of the Harris County Attorney's Office, both lawyers and non-lawyers adhere to the highest standard, integrity and personal ethics as we serve the people of Harris County. We will build a more dynamic, vibrant and resilient community while being inclusive, equitable and transparent in all that we do.

2. Vision

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

Devote more resources to fight Environmental Hazards to ensure our laws are enforced equitably throughout Harris County, defend our local authority in the courts, and work with supportive legislators to advocate for bills that empower our county to make our lives better. Protect Harris County communities against waste and fraud, using the courts to put an end to deceptive practices. Exemplifying high quality, transparent and accountable government by using data and best practice

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 **brief, high-level summary** of operations. All responses should be one page or less.*

The Harris County Attorney's office provides services for all Harris County Departments, elected and appointed officials in an effort to protect the citizens of Harris County. Harris County Attorney's office (through its specialized groups) exemplifies high quality, transparent and accountable government by being available to review and counsel county departments and elected officials on current and future policies, programs, and services for all Harris County departments and elected officials. The groups within the office charged with the responsibility of ensuring the above is carried out are General Counsel, Compliance, Hospital District, Environmental, Disability and Elder, Protective Services (Child Protective Services and Disability and Elder Law), Litigation and Harris County Law Library. The General Counsel Group provides general legal services for vendor's selection and contract development, agreement preparation for design and engineering services, real property transaction, inter-local engineering services, real property transaction, inter-local agreements with other governmental jurisdictions. Including, Public Information Act, open meetings requirements and the application of state and federal laws and regulations related to HIV/AIDS programs. Counsels to the medical examiner, parks and library operations, disaster planning and emergency management services. Within the General Counsel group, Employment law attorneys advise the County, its departments, and its officials regarding proposed policies, procedures and legal obligations, provide training for management, and newly elected officials. The Hospital District Group provides legal advice and support regarding healthcare and employment issues, real estate policies, and healthcare and employment litigation. The Hospital District Group also provides legal assistance to various a Harris Health committees and all Harris Health departments regarding healthcare law and general operational issues. The Litigation Group handles a wide variety of cases filed in state and federal courts including those involving civil rights, election laws, employment claims, automobile collisions, personal injuries at parks, buildings and flood control facilities, nuisance abatement, eminent domain and contractual disputes. Filing lawsuits for collecting fines, taxes judgements, worker's compensation, property damage contract and other monies owed to Harris County. The enforcement of laws involves cases of public health, deed restriction, crime victim's compensation, and animal cruelty/dangerous dog seizure warrants. Disability and Elder law Group reviews cases and offer services related to the exploitation, abuse and/or neglect of the disabled and/or elderly. The Protective Services group provides legal representation to the Texas Department of Family and Protective Services in Harris County litigation when the Department of Family and Protective Services intervenes to protect children from physical or sexual abuse and/or neglect or the potential thereof and providing representation in matters involving children in the permanent care of The Texas Department of Family and Protective Services. In addition, the entire Harris County Attorney's Office provides legal support for the Children Assessment Center, a facility that provides family advocacy, medical clinic, community outreach and prevention and professional training to prevent the combat child sexual abuse. The Environmental Group provides legal advice and represents Harris County in matters involving the issuance and renewal of environmental permits if the permits would be detrimental to public health or the environment ;,ensures compliance with environmental regulations; represents the county in state administrative hearings and coordinates with federal, state and local stakeholders on environmental legislation rules and policies affecting the county and its citizens. Working on improving the air, water and soil quality to all Harris county residents. The Harris County Law Library is a public library that serves the legal information needs of self-represented litigants, legal professionals, the judiciary and County and other governmental officials. Public access to legal information is a critical component of open and equal access to the justice system.

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.

Compliance-Specializes in lawsuits for debt collections and enforcement of laws that protect the interest of Harris County (ie. Toll Road Collections).

Litigation-Represents Harris County and its various County entities, elected county officials and county employees in general civil litigation.

Environmental-Specializes in the enforcement of environmental laws and related County development regulations.

General Counsel-Provides legal advice to the county's elected and appointed officials, department heads and employees providing general legal services covering a wide range of issues related to law enforcement, public works, community services, road and building constructions and park site planning and developments.

Hospital District-Provides legal counsel to the Harris Health System and its board of Trustees.

Protective Services-Provides legal representation for the Department of Family and Protective Services (state level CPS). Intervening to protect children who have been alleged to be abused or neglected.

Disability and Elder Law-Represent the Harris County Guardianship Program in proceeds to protect adults who are disabled/elderly alleged to be the victim of neglect, abuse and/or exploitation and the State of Texas in guardianship and mental health commitment proceedings.

Harris County Law Library-Is a public library that serves the legal information needs of self-represented litigants, legal professionals, the judiciary and county and other governmental officials.

Investigators-Provide services of researching and investigating cases, background check, serving citations, subpoenas and providing security for the Harris County Attorney's office.

Support Services-Provides technical support, payroll and benefits, account payable services, budget services, postal services and administrative services to the Harris County Attorney's office.

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.

Toll Road-Provides legal services and advice to County Toll Road and expedites enforcement of toll road violations.

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. Fraudsters prey on our most vulnerable populations. Our office will fight on behalf of our community, using the courts to put an end to these deceptive practices.
2. One of our top priorities will be protecting our community from environmental hazards. We will devote more resources to scrutinizing serial environmental wrongdoers.
3. Equal pay for equal work standard will be established for all employees of the County Attorney's Office regardless of age, sex, or orientation.
4. Ensure that the law is never misused to disenfranchise voters or keep them from having the resources they need to cast their ballot.

Continue to ensure that the children and the most vulnerable in Harris County are protected through our work at the Harris County Attorney's Office.

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. Create a yearly plan to execute the goals complete with the setting of attainable milestones. Create specialized teams within the office to address immediate needs of the community and/or the Harris County departments/elected officials (ie. Creation of Price gouging task force team during this pandemic and the creation of an election strike force team for the 2020 election)
2. Hired additional staff for environmental group.
3. Ensure that all staff are trained and responsive to the client groups that the Harris County Attorney's Office represents.

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 that the Harris County Attorney's office provides will exemplify high –quality, transparent governance and customer service along with committing to the community improvements to air, water, and soil quality for all a safe environment.

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.*
 - Getting 247 employees set up to work from home during the COVID
 - During COVID the office has provided legal advice, drafted disaster and related emergency orders to all Harris County departments and elected officials
 - Created price-gouging task force to respond and protect the public from violations of the Deceptive Practice Act.
 - Toll collections of the Harris County Toll Road Authority has decreased collections fees assessed to the public, which has resulted in more accounts resolved and more revenue to Harris County.
 - **Harris County, et. al. v. Ted Johnson, et. al.** – Harris County filed this environmental enforcement action for serious wastewater and public drinking water violations at a mobile home park. The State of Texas filed Special Exceptions alleging Harris County does not have the authority to seek attorney fees in environmental enforcement cases. Harris County prevailed at a hearing on the special exceptions. This matter is currently set for a Default Judgment. We anticipate the State will appeal the ruling on attorney fees.

- **Greenhouse Road Landfill** – Harris County obtained party status to challenge a TCEQ permit application for the vertical and lateral expansion of a landfill at 3510 Greenhouse Road in Houston. Harris County entered into a settlement agreement that included: established timeline for construction of drainage system, installation of additional drainage infrastructure, an annual survey to ensure drainage channels maintain proper flow line grades, increased odor control measures and daily odor inspections within the neighborhoods, increased landfill gas monitoring, increased daily windblown waste patrol in the residential neighborhoods, dust control measures including speed limits and a watering schedule, increased random checks of in-coming waste loads to verify the absence of prohibited waste and donations to area schools.

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.

- Harris County Toll Road Authority toll violation collections have been transferred from a third party law firm to the CAO.
- Harris County Pollution Control Service Department is steadily increasing enforcement and permit review staff, which will result in an increased caseload and case complexity.
- **Union Pacific Railroad Facility at 4910 Liberty Road (UP Facility)** – The UP Facility has extensive soil and groundwater contamination from historic creosoting operations. UP is in the process of amending its hazardous waste permit to address soil and groundwater contamination. Harris County filed technical comments with the TCEQ and requested party status and a contested case proceeding. Additionally, we are evaluating filing an environmental enforcement action for on-going issues at the UP Facility.
- **Cancer Cluster** – The Texas Department of State Health Services has identified a cancer cluster in the City of Houston, which includes the Greater Fifth Ward, Trinity Gardens, Kashmere Gardens and other underserved communities. HCAO is working to identify avenues for Harris County to assist the impacted communities, environmental legal actions.
- **Project 10 Million** – General Counsel attorneys are working with T-Mobile and local school districts to improve connectivity for students as they attend school virtually as a result of the COVID-19 pandemic.
- **Workforce Development Program** – General Counsel Attorneys are drafting agreements to provide funding to assist underemployed or unemployed residents of Harris County due to COVID-19.
- **Childcare Assistance Program** – General Counsel Attorneys are drafting agreements to provide funding to assist families affected by COVID-19 with childcare costs.
- **Election Assistance** – General Counsel Attorneys are assisting to the County Clerk's Office during the election by providing legal advice and answering election questions.

•

**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, audit on timesheets in 2017.**

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

All County elected officials and department

- *Auditor's Office*
- *Budget Management Office*
- *Children Assessment Center*
- *Commissioner Precinct offices 1, 2, 3,4*
- *Community Service Department*
- *Constable Precinct offices 1-8*
- *County Clerk office*
- *County Judge office*
- *County Treasures Office*
- *District Clerks office*
- *Fire Marshall office*
- *Flood Control office*
- *Guardianship Program*
- *Hospital District*
- *Institution of Forensic Science*
- *Juvenile Probation*
- *Pre-Trial Services office*
- *Pollution Control Services*
- *Protective Services*
- *Public Health Services*
- *Public Infrastructure*
- *Purchasing*
- *Senior Justice Assessment Center*
- *Sheriff's office*
- *Tax Assessor-Collector*
- *Toll Road*
- *Universal Services*

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

- *The public and communities*
- *Local governmental agencies*
- *State Legislators*
- *Congressional legislators*
- *BARC - Bureau of Animal Regulatory*
- *Crime Victim Advocates*
- *HCAC – Harris County Animal Control*
- *Harris County Appraisal Review Board*
- *Harris County Flood Control District*
- *Harris County Houston Sports Authority*
- *HCSLU - Harris County Sheriff Livestock Division*
- *HHS - Houston Humane Society*

- HSCPA - Houston Society for Prevention of Cruelty to Animals
- PAC - Pasadena Animal Control and Adoption
- Texas Health and Human Services Commission
- Texas Department of Protective and Family Services
- Houston Bar Association
- Houston Volunteer Lawyers
- Earth Justice, Sierra Club,
- Legal Aid, Environmental Defense Fund (EDF),
- Texas Environmental Justice Advocacy Services (TEJAS),
- Air Alliance Houston, Texas Health and Environmental Alliance, Inc. (THEA),
- Stop the Greenhouse Landfill
- The Galveston Bay Foundation
- City of Houston Public Health Department
- Health and Human Services Department
- Adult Protective Services

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.

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

N/A

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.

N/A

FORM 1. Divisions

Instructions

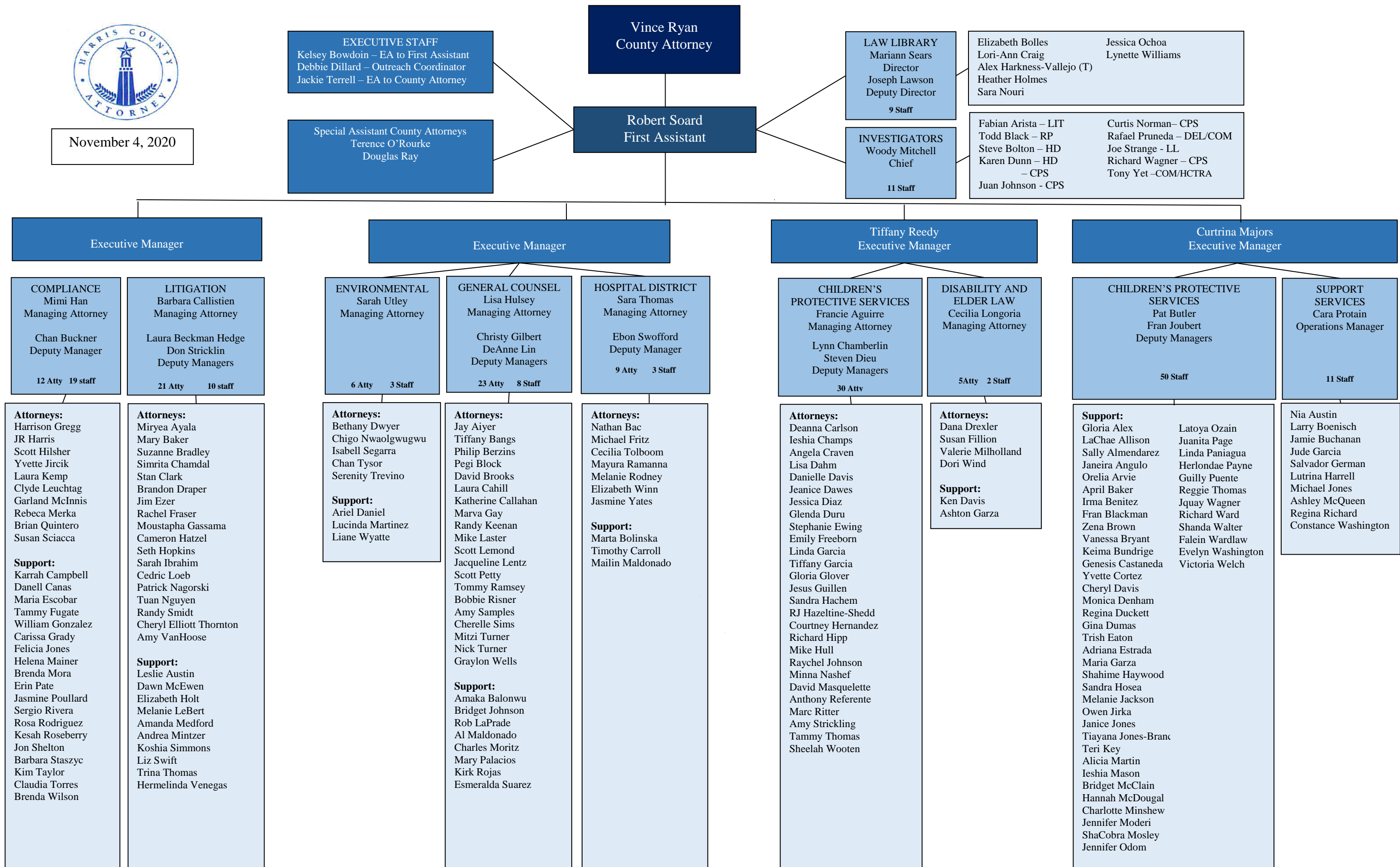
- *Division:* List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- *Services Provided:* Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- *FY 2020-21 Adopted Budget (\$ 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) |
|--------------------------------|---|---|--|---------------------------|
| CAO Operational Atty Office | Operating expense for all the county attorney divisions. | | \$1,517,134 | |
| Compliance including W/C | Provides services that specializes in lawsuits for dept collection and enforcement of laws that protect the interests of Harris County. Such as filing lawsuits for collecting fines, taxes, judgements, worker's compensation, property damage, contract, and other monies owed to Harris County. | \$761,844 | \$1,073,204 | 23 |
| Litigation | Provides services for Harris County and/or certain management districts as plaintiffs in state and federal courts. These cases include nuisance abatement, certain environmental disputes, and consumer fraud matters. Provides services while representing Harris County, various County entities, elected County officials and County employees in civil defense cases in state and federal court, arbitration matters before Civil Service Commission, Equal Employment Opportunity Commission, and State Office of Administrative Hearings. These cases include civil rights, employment claims, automobile collisions, person injuries and contractual disputes. | | \$1,642,291 | 29 |
| Environmental | Provide services that specializes in the enforcement of environmental laws and related County development regulations. Such as handling opposing the issuance and renewal of certain environmental permits, ensuring Harris County's compliance with environmental regulations, representing the County in state administrative hearings, and coordinating with federal, state and local stakeholders on environmental legislation, rules, and policies affecting the County and its citizens. | | \$407,725 | 9 |

| Division Name | Services Provided | FY 2020-21 Adopted Budget (\$ Amount) | FY 2020-21 Adjusted Budget (\$ Amount) | Actual Headcount (FTE) |
|-----------------------|---|---|--|---------------------------|
| Executive | Provides legal advice/services to all County departments, elected and appointed officials and Harris County residents. Also, service and supports the CAO office employee. | \$18,990,240 | \$12,122,261 | 29 |
| CPS | Provides legal representation in Harris County when the Department of Family and Protective Services (DFPS) intervenes to protect children who have been alleged to be abused and/or neglected and collaborates with the Children Assessment Center. | \$6,859,402 | \$9,216,784 | 82 |
| Support Services | Provides all daily operational and administrative services for all County Attorney employees and the office. The daily functions to run the office such as HR, payroll, IT, budget, office equipment, incoming/outcoming mail. | | \$330,671 | 11 |
| General Counsel | Provides legal services to the County's elected and appointed officials, department heads and employees general legal services covering a wide range of issues related to law enforcement, public works community services, road and building constructions, employment law issues, and park site planning and development. Along with providing counsel to the medical examiner, parks and library operations, disaster planning and emergency management services. Also, provide training for management and newly-elected officials. | | \$1,818,550 | 31 |
| Toll Road Collections | Provides services that specializes in lawsuits for debt collection and enforcement of laws that protect the interests of Harris County. Such as filing lawsuits for collecting fines, contract, and other monies owed to Harris County. | | \$1,231,495 | 7 |
| Hospital District | Provides legal counsel service to Harris Health System, its board, and Community Health Choice, Inc. Such as providing legal advice and support regarding healthcare operations, contracts in accordance with purchasing guidelines, employment issues, real estate, policies, and healthcare and employment litigation. Also, provide legal assistance to various Harris Health committees and all Harris Health departments regarding healthcare law and general operational issues. | \$2,543,514 | \$2,643,514 | 16 |
| | | | | |



November 4, 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.

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|--|--------------------------|--|---------------|--|--|--|
| G1 | To protect our community from environmental hazards. | SO1 | Devote additional resources to scrutinizing serial environmental wrongdoers. | Environmental | Litigation, Compliance, General Counsel | Harris County Commissioners Court Harris County Pollution Control Services Department, Harris County Engineering Department, Harris County Fire Marshal's Office, Harris County Toll Road Authority, Harris County Flood Control District, | Environmental non- profits, and community groups specific to environmental cases. |
| | | SO2 | Follow rules, statutes, laws in legal advice | Environmental | Litigation, Compliance, General Counsel | Harris County Commissioners Court Harris County Pollution Control Services Department, Harris County Engineering Department, Harris County Fire Marshal's Office, Harris County Toll Road Authority, Harris County Flood Control District, | Environmental non- profits, and community groups specific to environmental cases. |
| | | SO3 | Provide legal advice to state agencies | Environmental | Litigation, Compliance, General Counsel | Harris County Commissioners Court Harris County Pollution Control Services Department, Harris County Engineering Department, Harris County Fire Marshal's Office, Harris County Toll Road Authority, Harris County Flood Control District, | Environmental non- profits, and community groups specific to environmental cases. |

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|----------------------------------|--------------------------|---|---------------|---|---|--|
| | | SO4 | Improve client, customer, and stakeholder satisfaction with CAO services | Environmental | Litigation, Compliance, General Counsel | Harris County Commissioners Court Harris County Pollution Control Services Department, Harris County Engineering Department, Harris County Fire Marshal's Office, Harris County Toll Road Authority, Harris County Flood Control District, | Environmental non-profits, and community groups specific to environmental cases. |
| | | SO5 | Conduct confidential investigations to assist with legal matters | Environmental | Litigation, Compliance, General Counsel | Harris County Commissioners Court Harris County Pollution Control Services Department, Harris County Engineering Department, Harris County Fire Marshal's Office, Harris County Toll Road Authority, Harris County Flood Control District, | Environmental non-profits, and community groups specific to environmental cases. |
| | | SO6 | Achieve county compliance with environmental regulations and various county regulations | Environmental | Litigation, Compliance, General Counsel | Harris County Commissioners Court Harris County Pollution | Environmental non-profits, and community groups specific to |
| | | SO7 | Resolve cases in a timely manner | Environmental | Litigation, Compliance, General Counsel | Harris County Commissioners Court Harris County Pollution Control Services Department, Harris County Engineering Department, Harris County Fire Marshal's Office, Harris County Toll Road Authority, Harris County Flood Control District, | Environmental non-profits, and community groups specific to environmental cases. |

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|---|-----------------------|--|---------------|--|---|---|
| | | SO8 | Draft and submit comments on TCEQ rules and permits | Environmental | Litigation, Compliance, General Counsel | Harris County Commissioners Court Harris County Pollution Control Services Department, Harris County Engineering Department, Harris County Fire Marshal's Office, Harris County Toll Road Authority, Harris County Flood Control District, | Environmental non-profits, and community groups specific to environmental cases. |
| G2 | To provide high quality defense and prosecution of County interests in civil litigation for the County and the County Attorney's Office | SO9 | Resolve cases in a timely manner | Litigation | Compliance, CPS, DEL, Litigation, Hospital District, Environmental, | All Harris County Departments and elected or appointed officials | |
| | | SO10 | Follow rules, statutes, laws in legal advice | Litigation | Compliance, CPS, DEL, Litigation, Hospital District, Environmental, | All Harris County Departments and elected or appointed officials | |
| | | SO11 | Improve client, customer, and stakeholder satisfaction with CAO services | Litigation | Compliance, CPS, DEL, Litigation, Hospital District, Environmental, | All Harris County Departments and elected or appointed officials | |
| | | SO12 | Resolve cases in a timely manner | Litigation | Compliance, CPS, DEL, Litigation, Hospital District, Environmental, | All Harris County Departments and elected or appointed officials | |
| | | SO13 | Fair application of monies paid in eminent domain cases | Litigation | Compliance, CPS, DEL, Litigation, Hospital District, Environmental, | All Harris County Departments and elected or appointed officials | |
| | | SO14 | Protect the community from public nuisances. | | | All Harris County Departments and elected or appointed officials | |
| | | SO15 | Protect Harris County residents from fraud and waste and abuse | | | All Harris County Departments and elected or appointed officials | |
| | | SO16 | Devote additional resources to prosecute the county's eminent domain claims | Litigation | Compliance, CPS, DEL, Litigation, Hospital District, Environmental, | All Harris County Departments and elected or appointed officials | |
| G3 | To protect the most vulnerable persons in our community through the use of the legal system. | SO17 | Continue to ensure that the children and the most vulnerable in Harris County are protected through our work at the Harris County Attorney's Office. | CPS/ DEL | Litigation, Executive, Compliance, Environmental, Toll Road Collections, General Counsel | All Harris County Departments and elected or appointed officials | Texas Department of Family and Protective Services, Texas Department of Health and Human Services |

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|--|-----------------------|--|---------------|--|--|--------------------------------------|
| | | SO18 | Follow rules, statutes, laws in legal advice | CPS/DEL | Litigation, Executive, Compliance, Environmental, Toll Road Collections, General Counsel | All Harris County Departments and elected or appointed officials | |
| | | SO19 | Provide legal advice to state agencies | CPS/DEL | Litigation, Executive, Compliance, Environmental, Trov Road Collections, General Counsel | All Harris County Departments and elected or appointed officials | |
| | | SO20 | Improve client, customer, and stakeholder satisfaction with CAO services | CPS/DEL | Litigation, Executive, Compliance, Environmental, T se Road Collections, General Counsel | All Harris County Departments and elected or appointed officials | |
| | | SO21 | Resolve cases in a timely manner | CPS/DEL | Litigation, Executive, Compliance, Environmental, Teso Road Collections, General Counsel | All Harris County Departments and elected or appointed officials | |
| | | SO22 | Ensure that case management services continue in Harris County Guardianship program through the collection of fees charged by county clerk, probate court and Harris County Guardianship program | DEL | Litigation, Executive, Dompliance, Environmental, Tuar Road Collections, General Dounsel | All Harris County Departments and elected or appointed officials | |
| | | SO23 | Protect Harris County residents from fraud and waste and abuse | Litigation | Litigation, Executive, Lompliance, Environmental, Toun Road Lollections, General Lounsel | All Harris County Departments and elected or appointed officials | |
| | | | | | | | |
| G4 | Exemplify high quality, transparent, and accountable government by using data and best practices | SO24 | Centralize information and legal authority for consistent and timely responses | Executive | Litigation, Compliance, Enivronmental, General Counsel, Hospital District, Investigators, CPS, DEL, Support Services | All Harris County Departments and elected or appointed officials | |
| | | SO25 | Follow rules, statutes, laws in legal advice | Executive | Litigation, Compliance, Enivronmental, General Counsel, Hospital District, Investigators | All Harris County Departments and elected or appointed officials | |
| | | SO26 | Establish and adhere to internal protocols to ensure the business operation of the office | Executive | Litigation, Compliance, Enivronmental, General Counsel, Hospital District, Investigators | All Harris County Departments and elected or appointed officials | |
| | | SO27 | Employ, train & retain high-quality staff and minimize turnover | Executive | Litigation, Compliance, Enivronmental, General Counsel, Hospital District, Investigators, CPS, DEL, Support Services | All Harris County Departments and elected or appointed officials | |

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|---|-----------------------|---|-----------------|--|--|--------------------------------------|
| | | SO28 | Peer review | Executive | Litigation, Compliance, Environmental, General Counsel, Hospital District, Investigators, CPS, DEL, Support Services | All Harris County Departments and elected or appointed officials | |
| | | SO29 | Establish internal practices and protocols related to client services. | Executive | Litigation, Compliance, Environmental, General Counsel, Hospital District, Investigators, CPS, DEL, Support Services | All Harris County Departments and elected or appointed officials | |
| | | SO30 | Competent technology skills | Executive | Litigation, Compliance, Environmental, General Counsel, Hospital District, Investigators, CPS, DEL, Support Services | All Harris County Departments and elected or appointed officials | |
| | | SO31 | Review and streamline processes | Executive | Litigation, Compliance, Environmental, General Counsel, Hospital District, Investigators, CPS, DEL, Support Services | All Harris County Departments and elected or appointed officials | |
| | | SO32 | Foster positive working relationships between administrative staff and attorneys | Executive | Litigation, Compliance, Environmental, General Counsel, Hospital District, Investigators, CPS, DEL, Support Services | All Harris County Departments and elected or appointed officials | |
| | | SO33 | Equal pay for equal work standard will be established for all employees of the County Attorney's office | Executive | Litigation, Compliance, Environmental, General Counsel, Hospital District, Investigators, CPS, DEL, Support Services | All Harris County Departments and elected or appointed officials | |
| G5 | Ensure the law is never misused to restrict voting rights | SO34 | Follow rules, statutes, laws in legal advice | General Counsel | Litigation, Compliance | All Harris County Departments and elected or appointed officials | |
| | | SO35 | Improve client, customer, and stakeholder satisfaction with CAO services | General Counsel | Litigation, Compliance | All Harris County Departments and elected or appointed officials | |
| G6 | Defend our local authority in courts and county business | SO36 | Improve client, customer, and stakeholder satisfaction with CAO services | General Counsel | Litigation, Compliance, Environmental, Hospital District | All Harris County Departments and elected or appointed officials | |

| Goal # | Department Goal (Description) | Strategic Objective # | Strategic Objective (Description) | Lead Division | Other Divisions Involved | Other County Departments Involved | Other External Stakeholders Involved |
|--------|----------------------------------|--------------------------|--|-------------------|--|---|---|
| | | S037 | Provide legal advice to the county during time of disasters and emergencies. | General Counsel | Litigation, Compliance, Hospital District | All Harris County Departments and elected or appointed officials | |
| | | S038 | Provide legal advice and counsel to Harris Health Board of Trustees | Hospital District | | All Harris County Departments and elected or appointed officials | |
| | | S039 | Follow rules, statutes, laws in legal advice | General Counsel | Litigation, Compliance, Environmental, Hospital District | All Harris County Departments and elected or appointed officials | |

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: | Legal Services |
| Divisions (list all): | General Counsel |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$2,109,660 | 31 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Provides legal services for vendor selections and contract development, agreement preparation for design and engineering services, real property transactions, and inter-local agreements with other governmental jurisdictions. Also, provides services for the Public Information act requests, requests for HCAO opinion and advises County officials on election law matters and open meeting requirements. It supports the goals ensure County elected and appointed officials, and government entities receive the best legal information. General Counsel provides legal services to the County's elected and appointed officials, department heads and employees general legal services covering a wide range of issues related to law enforcement, public works community services, road and building constructions, employment law issues, and park site planning and development. Along with providing counsel to the medical examiner, parks and library operations, disaster planning and emergency management services. Also, provide training for management and newly-elected officials. This supports the department goals to protecting and proactively advocating for the interest of Harris County residents and government the civil justice system. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for the service are all Harris County residents, Harris County Departments, Elected and Appointed officials, and government entities. We collect customer feedback from emails from clients and meetings. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, for Public Information Act request it is statutorially mandated through the Office of Attorney General (OAG) in the Public Information Act, chapters 552 of the Government Code, within 10 business days of receiving the request for information, a governmental body must submit to the OAG, must ask for Attorney General decision and state which exceptions apply to the information within 10 business days after receiving the request. Section 552.301(b). |

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:

CAO County Atty Office-Operational

Divisions (list all):

| |
|---|
| Compliance, Litigation, Environmental, Executive, |
|---|

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,211,521 | 237 |

1) Describe the Service and how it supports department goals.

The services are to give the county attorney employees the proper tools and resources to perform their job. Such as office supplies (paper, envelopes, organizers, binders, clips, writing materials, tapes, file folders), computers and accessories (computers, laptops, scanners, printers, keyboards, laptop bags, software), electronics (USB flashdrives, memory cards, headphones, cameras, shredders) ink, office furniture, ink, copier machines, and cleaning supplies. This supports the department's goal to assist the employees to be able to perform their jobs successfully to be able to provide the best legal work for the county attorney employees.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The CAO employees are the customers for this service. Their expectations is to have all the tools and resources to perform their job successfully. We collect customer feedback through survey and help desk.

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:

Legal services

Divisions (list all):

Litigation

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,308,408 | 29 |

1) Describe the Service and how it supports department goals.

Affirmative litigation and Defensive litigation provides services for Harris County and/or certain management districts as plaintiffs in state and federal courts. These cases include nuisance abatement, certain environmental disputes, and consumer fraud matters. Also, provides services while representing Harris County, various County entities, elected County officials and County employees in civil defense cases in state and federal court, arbitration matters before Civil Service Commission, Equal Employment Opportunity Commission, and State Office of Administrative Hearings. These cases include civil rights, employment claims, automobile collisions, person injuries and contractual disputes. This supports the goals of protecting and proactively advocating for the interest of Harris County residents and government the civil justice system.

2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?

The customers for the service are all Harris County Departments, Elected and Appointed officials. We collect customer feedback from our clients through meetings and emails.

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 (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): | Environmental |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$590,955 | 9 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Environmental provide services that specializes in the enforcement of environmental laws and related County development regulations. Such as handling opposing the issuance and renewal of certain environmental permits, ensuring Harris County's compliance with environmental regulations, representing the County in state administrative hearings, and coordinating with federal, state and local stakeholders on environmental legislation, rules, and policies affecting the County and its citizens. It supports the department's goal to protecting our community from environmental hazards. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for the service are Harris County residents, all Harris County departments, Elected and Appointed officials. We collect customer feedback by emails and meetings from residents, all Harris County department, elected and appointed officials. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| A portion of our work is to ensure Harris County complies with environmental statutes and regulations in its operations. Todo otherwise, risks assessment of penalties and injunctive relief against the County for noncompliance. A large part of the compliance program is to ensure Harris County and the Harris County Flood Control District are in compliance with the MS4 Permit, which is a permit issued by the State of Texas for discharges from our facilities and roadways. The MS4 Permit requires that we enforce on those that illegally discharge into our system, and a portion of the enforcement cases referred from Engineering and Pollution Control fulfill that requirements. However, the remainder of the environmental work performed by the CAO is not done under a mandatory statute, it is discretionary work to protect the health and safety residents of Harris county and the environment in which they live. This includes enforcement under the Texas Water Code, Texas Clean Air Act and Texas Solid Waste Disposal Act, as well as reviewing, commenting, and when necessary challenging permits and rules issued thereunder by the Texas Commission on Environmental Quality. |

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): | CPS |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$9,312,220 | 82 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| CPS provides legal representation in Harris County when the Department of Family and Protective Services (DFPS) intervenes to protect children who have been alleged to be abused and/or neglected and collaborates with the Children Assessment Center. It support the department goals to protect the children and family reunification for the familes in Harris County. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customer for this service are Texas Department of Family and Protective Services (TDFPS) and Children Assessment Center (CAC). Their expectation is that the county attorney's office to give excellent legal represnetation. Collect customer feedback thorough meetings with clients, staffings |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| CPS has a statutory mandate to work toward the reunification of familes. Texas Family Code section 264.009(f) |

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: | Legal Service |
| Divisions (list all): | Hospital District |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$5,483,855 | 16 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Provides legal counsel service such as providing legal advice and support regarding healthcare operations, contracts in accordance with purchasing guidelines, employment issues, real estate, policies, and healthcare and employment litigation. Also, provide legal assistance to various Harris Health committees and all Harris Health departments regarding healthcare law and general operational issues. This supports the department's goal to be able to give the Harris Health System, its board, and Community Health Choice, Inc the best legal service. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for service are Harris Health System, its board, and Community Health Choice, Inc.. To receive the best legal advice and support. We collect customer feedback through emails and monthly meetings. |
| 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 (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): | Compliance, Litigation, Environmental, Executive, |
| | |
| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
| \$333,258 | 11 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Provides all daily operational and administrative services for all County Attorney employees and the office. The daily functions to run the office such as HR, payroll, IT, budget, office equipment, incoming/outcoming mail. TThis supports the department's goal to assist the employees to be able to perform their jobs successfully to be able to provide the best legal work for the county attorney employees. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers are all Harris County Attorney employees. There expectation is to be able to perform their job successfully. We collect customer feedback from the employees through surveys and help desk. |
| 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 (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): | Executive |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$11,728,084 | 29 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Provides legal advice/servicet to all County departments, elected and appointed officials and harris County residents. Also, sevice and supports the CAO office employees. This supports the department's goal to assist the employees to be able to perform their jobs successfully to be able to provide the best legal work for the county attorney employees and supports the goals to protecting and proactively advocating for the interest of Harris County residents, all Harris County departments, elected and appointed officials and government the civil justice system. |
| 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 CAO employees, all Harris County departments, elected and appointed officials, government entities and harris county residents. The expectation is to serve the people of Harris County with excellent legal advice to obtain justice,equity and transparency. We collect customer feedback with meetings,and surveys, |
| 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: legal service
Divisions (list all): compliance

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,171,227 | 23 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Provides services that specializes in lawsuits for dept collection and enforcement of laws that protect the interests of Harris County. Such as filing lawsuits for collecting fines, taxes, judgements, worker's compensation, property damage, contract, and other monies owed to Harris County. T This supports the department goals to protecting and proactively advocating for the interest of Harris County residents and government the civil justice system. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for the service are all Harris County residents, Harris County Departments, Elected and Appointed officials, and government entities. We collect customer feedback from clients through emails and meetings. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No. |

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: | legal service |
| Divisions (list all): | Toll Road Collections |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$757,495 | 7 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Provides services that specializes in lawsuits for dept collection and enforcement of laws that protect the interests of Harris County. Such as filing lawsuits for collecting fines, contract, and other monies owed to Harris County. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for the service are all Harris County residents, Harris County Departments, Elected and Appointed officials, and government entities. We collect customer feedback from clients through emails and meetings. |
| 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 |
|----------------|---|--|----------------------------|---|--------------------|------------------------------------|--|
| Legal Services | Cases resolved | Currently in use | CACI Database | | N/A | N/A | consult, advise, litigate, mediate, settlement, appeal, cases resolved, matters per attorney/paralegal staff/staff |
| Legal Services | Deadline compliance | Currently in use | CACI Database | | N/A | N/A | consult, advise, litigate, mediate, settlement, appeal, cases resolved, matters per attorney/paralegal staff/staff |
| Operational | Cycle time | Currently in use | CACI Database | SO8 | N/A | N/A | time per legal dispute; time to trial; time to non-trial matter; response time for emails & other requests |
| Operational | Customer Satisfaction | Currently in use | CACI Database | SO18 | N/A | N/A | level of satisfactory surveys, number of complaints received, Subject of complaints |
| Legal Services | Percent of customers/clients reporting "very satisfied" with services | New | Client satisfaction survey | SO4, SO11, SO20, SO35, SO36, SO20, SO35, SO36, SO37, SO38 | NA | 80% | Past performance indicates a high level of satisfaction |
| Legal Services | Number of complaints received in one yearly quarter | New | monthly reportts | SO2, SO4, SO5, SO7, SO9, SO 10, SO11, SO12, SO14, SO15, SO17, SO19, SO20, SO21, SO23, SO35, SO36, SO2, SO20, SO34, SO35, SO36, SO39 | N/A | -50% | Number of complaints helps the Department prioritize issues and pinpoint problem areas |
| Legal Services | Average number of days to resolve legal matter | New | CACI Database, LawBase | SO6, SO7, SO8, SO9, SO12, SO14, SO15, SO16, SO17, SO21, SO23, SO24, SO37, SO38 | N/A | 12 - 24 months | Measures the effectiveness of the Department's processes |
| Legal Services | Average time to completion of trial | New | CACI Database, LawBase | SO7, SO9, SO12, SO14, SO15, SO16, SO17, SO21, SO23, SO37, SO38 | N/A | 12 - 24 months | Measures the effectiveness of the Department's processes |
| Legal Services | Average time to completion of non-trial matter | New | CACI Database, LawBase | SO5, SO6, SO7, SO8, SO9, SO12, SO14, SO15, SO16, SO17, SO21, SO23, SO37, SO38 | N/A | 0 - 6 months | Measures the effectiveness of the Department's processes |
| Legal Services | Average time to respond and resolve emails/requests | New | CACI Database, LawBase | SO6, SO7, SO8, SO9, SO12, SO14, SO15, SO16, SO17, SO21, SO23, SO37, SO38 | N/A | 0 - 60 days | Measures the effectiveness of the Department's processes |
| Legal Services | Number of contracts completed per quarter | New | CACI Database | SO6, SO7, SO12, SO21, SO37, SO38 | N/A | 500 per quarter | Measures the effectiveness of the Department's processes |

| 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 |
|----------------|--|--|---|---|--------------------|------------------------------------|---|
| Legal Services | Average time to complete drafting of contracts | New | CACI Database | SO7, SO9, SO9, SO12, SO21, SO37, SO38 | N/A | 0 - 60 days | Measures the effectiveness of the Department's processes |
| | Average caseload | New | CACI Database | SO3, SO5, SO7, SO8, SO9, SO14, SO15, SO16, SO17, SO19, SO21, SO22, SO23, SO37, SO38 | N/A | 50 -150 cases | Measures productivity |
| Legal Services | Revenue collection for Harris County Attorney's Office | Currently in use | CACI Database | SO13, SO17, SO37 | N/A | \$10 million a year | Measures productivity |
| | Percent of cases filed compared to previous year | Currently in use | CACI Database | SO6, SO8, SO14, SO15, SO16, SO17, SO23, SO37 | N/A | 10% increase | Measures productivity |
| | Money collected on behalf of the county compared to previous years | Currently in use | CACI Database | SO22, SO37 | N/A | 5% increase | Measures productivity |
| Legal Services | Number of CPS cases resolved compared to previous years | Currently in use | LawBase | SO3, SO7, SO9, SO12, SO17, SO19, SO21 | N/A | 5% decrease | Measures productivity |
| | Number of DEL cases resolved compared to previous years | Currently in use | Require use of CACI Database or LawBase | SO3, SO7, SO9, SO12, SO17, SO19, SO21 | N/A | 5% decrease | Measures productivity |
| | Percent of employees who "average" satisfied with their jobs | New | Employee satisfaction survey | SO5, SO21, SO24, SO25, SO25, SO26, SO27, SO28, SO29, | N/A | 50% | Employee performance indicates an average level of satisfaction measures a commitment to the work |
| | Savings to the County relating to settlements | Currently in use | CACI Database | SO38 | C/A | \$5 million > | Measures productivity |
| | Average time it takes to file new suits after initial contact | New | CACI Database | SO6, SO7, SO8, SO9, SO12, SO14, SO15, SO16, SO21, SO23, SO37, SO38 | N/A | 0 - 14 business days | Measures the effectiveness of the Department's processes |
| | Average time it takes to finalize, settle or have suits dismissed | New | CACI Database | SO6, SO7, SO9, SO12, SO14, SO15, SO16, SO17, SO21, SO23, SO37 | N/A | 0 - 24 months | Measures the effectiveness of the Department's processes |
| | Average time for completion of appeals | New | CACI Database | SO7, SO9, SO12, SO17, SO21, SO23 | N/A | 0 - 24 months | Measures the effectiveness of the Department's processes |
| | | | | | | | |

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 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: | Deputy County Attorney |
| Division: | Executive |
| Funding Request - Next Fiscal Year: | \$269,681 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| A new county attorney was elected in the 2020 election whose term begins January 1, 2020. There will be changes to organizational structure of the internal organization that will require the addition of new executive positions, new attorney positions and new non attorney positions. A new emphasis on affirmative and defensive litigation services requires a dedicated Senior executive level position to manage this process. A Deputy County Attorney will lead this effort for the organization. |
| 2) Which department-level goals does this support? |
| Assists the County Attorney in achieving the goal of advising the county and/or its residents, its elected officials and state agencies the County Attorney's office is charged with representing. Assists with the goal of managing, handling and/or monitoring civil suits affecting the county and other agencies as mandated by the law. |
| 3) What do you want to achieve with these additional funds? |
| The additional funds will be used to assist the County Attorney's Office in providing legal services to the constituents of Harris County by and through their elected officials, state agencies and county departments. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The position is fundamental to the operation of the Harris County Attorney's office. The Harris County Attorney's office will identify a candidate, hire, train and employ them consistently in the position. |
| 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: | BR1 |
| Funding Request Description: | Communication Director |
| Division: | Executive - Legal |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$138,580 |
|-------------------------------------|-----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| A new county attorney was elected in the 2020 election whose term begins January 1, 2020. There will be changes to organizational structure of the internal organization that will require the addition of new executive positions, new attorney positions and new non attorney positions. A renewed emphasis on community outreach and communications requires the addition of communication specialists with an understanding of media. A Communications Director will lead this effort. |
| 2) Which department-level goals does this support? |
| The County Attorney's office has a goal to communicate open and honestly with it's clients and with the constituents of Harris County related to non-confidential matters handled by the County Attorney's office. This position was assist with ensuring transparency in communication. |
| 3) What do you want to achieve with these additional funds? |
| Being able to be informative and transparent with the public, harris county departments, elected and appointed officias, and government entities, |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The position is fundamental to the operation of the Harris County Attorney's office. The Harris County Attorney's office will identify a candidate, hire, train and employe them consistently in the position. |
| 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: | BR1 |
| Funding Request Description: | Communication Asst |
| Division: | Executive |

| | |
|-------------------------------------|----------|
| Funding Request - Next Fiscal Year: | \$95,292 |
|-------------------------------------|----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| A new county attorney was elected in the 2020 election whose term begins January 1, 2020. There will be changes to organizational structure of the internal organization that will require the addition of new executive positions, new attorney positions and new non attorney positions. This position is required to assist the Communications director with media interaction and serves as a point of contact for community and media inquiries. |
| 2) Which department-level goals does this support? |
| Assists the County Attorney in achieving the goal of advising the county and/or its residents, its elected officials and state agencies the County Attorney's office is charged with representing. Assists with the goal of managing, handling and/or monitoring civil suits affecting the county and other agencies as mandated by the law. |
| 3) What do you want to achieve with these additional funds? |
| The additional funds will be used to assist the County Attorney's Office in providing legal services to the constituents of Harris County by and through their elected officials, state agencies and county departments. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The position is fundamental to the operation of the Harris County Attorney's office. The Harris County Attorney's office will identify a candidate, hire, train and employ them consistently in the position. |
| 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: | BR1 |
| Funding Request Description: | Legal Services-Attorney IV |
| Division: | Executive-DEL |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$156,004 |
|-------------------------------------|-----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| A new county attorney was elected in the 2020 election whose term begins January 1, 2020. There will be changes to organizational structure of the internal organization that will require the addition of new executive positions, new attorney positions and new non attorney positions. The demand for DEL legal services continues to grow, and this position is critical to meeting that expanded need. In order to achieve the County Attorney's mission for the organization there will need to be more attorneys and non-attorney staff added to the organization. |
| 2) Which department-level goals does this support? |
| Assists the County Attorney in achieving the goal of advising the county and/or its residents, its elected officials and state agencies the County Attorney's office is charged with representing. Assists with the goal of managing, handling and/or monitoring civil suits affecting the county and other agencies as mandated by the law. |
| 3) What do you want to achieve with these additional funds? |
| The additional funds will be used to assist the County Attorney's Office in providing legal services to the constituents of Harris County by and through their elected officials, state agencies and county departments. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The position is fundamental to the operation of the Harris County Attorney's office. The Harris County Attorney's office will identify a candidate, hire, train and employ them consistently in the position. |
| 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 (#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: | BR1 |
| Funding Request Description: | Legal Services-Paralegal II |
| Division: | Executive-DEL |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$101,029 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| A new county attorney was elected in the 2020 election whose term begins January 1, 2020. There will be changes to organizational structure of the internal organization that will require the addition of new executive positions, new attorney positions and new non attorney positions. In order to achieve the County Attorney's mission for the organization there will need to be more attorneys and non-attorney staff added to the organization. This position will assist the new DEL attorney in litigation and representation efforts. |
| 2) Which department-level goals does this support? |
| Assists the County Attorney in achieving the goal of advising the county and/or its residents, its elected officials and state agencies the County Attorney's office is charged with representing. Assists with the goal of managing, handling and/or monitoring civil suits affecting the county and other agencies as mandated by the law. |
| 3) What do you want to achieve with these additional funds? |
| The additional funds will be used to assist the County Attorney's Office in providing legal services to the constituents of Harris County by and through their elected officials, state agencies and county departments. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The position is fundamental to the operation of the Harris County Attorney's office. The Harris County Attorney's office will identify a candidate, hire, train and employ them consistently in the position. |
| 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: | BR1 |
| Funding Request Description: | legal services-ATTY VII (4 POSITIONS) |
| Division: | Litigation-Atty VII |
| Funding Request - Next Fiscal Year: | \$801,680 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| A new county attorney was elected in the 2020 election whose term begins January 1, 2020. There will be changes to organizational structure of the internal organization that will require the addition of new executive positions, new attorney positions and new non attorney positions. An emphasis on affirmative litigation efforts is a priority for the mission of the County Attorney and reflects an emphasis of the Commissioners Court on proactive advocacy for the people of Harris County. In order to achieve the County Attorney's mission for the organization there will need to be more attorneys and non-attorney staff added to the organization. |
| 2) Which department-level goals does this support? |
| Assists the County Attorney in achieving the goal of advising the county and/or its residents, its elected officials and state agencies the County Attorney's office is charged with representing. Assists with the goal of managing, handling and/or monitoring civil suits affecting the county and other agencies as mandated by the law. |
| 3) What do you want to achieve with these additional funds? |
| The additional funds will be used to assist the County Attorney's Office in providing legal services to the constituents of Harris County by and through their elected officials, state agencies and county departments. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The position is fundamental to the operation of the Harris County Attorney's office. The Harris County Attorney's office will identify a candidate, hire, train and employ them consistently in the position. |
| 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 (#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: | BR1 |
| Funding Request Description: | legal services-ATTY IV- (2 positions) |
| Division: | Environmental |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$312,008 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| A new county attorney was elected in the 2020 election whose term begins January 1, 2020. There will be changes to organizational structure of the internal organization that will require the addition of new executive positions, new attorney positions and new non attorney positions. Environmental legal services is a priority for the county and the Commissioners Court. These additional positions will focus on community-based environmental advocacy and fill a need to better represent the people of Harris County. In order to achieve the county attorneys mission for the organization there will need to be more attorneys and non-attorney staff added to the organization. |
| 2) Which department-level goals does this support? |
| Assists the County Attorney in achieving the goal of advising the county and/or its residents, its elected officials and state agencies the County Attorney's office is charged with representing. Assists with the goal of managing, handling and/or monitoring civil suits affecting the county and other agencies as mandated by the law. |
| 3) What do you want to achieve with these additional funds? |
| The additional funds will be used to assist the County Attorney's Office in providing legal services to the constituents of Harris County by and through their elected officials, state agencies and county departments. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The position is fundamental to the operation of the Harris County Attorney's office. The Harris County Attorney's office will identify a candidate, hire, train and employ them consistently in the position. |
| 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 (#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: | BR1 |
| Funding Request Description: | Legal Services-Paralegal II |
| Division: | Litigation |
| Funding Request - Next Fiscal Year: | \$202,058 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| A new county attorney was elected in the 2020 election whose term begins January 1, 2020. There will be changes to organizational structure of the internal organization that will require the addition of new executive positions, new attorney positions and new non attorney positions. In order to achieve the County Attorney's mission for the organization there will need to be more attorneys and non-attorney staff added to the organization. These additional support positions will provide need assistance with the new emphasis on affirmative litigation. |
| 2) Which department-level goals does this support? |
| Assists the County Attorney in achieving the goal of advising the county and/or its residents, its elected officials and state agencies the County Attorney's office is charged with representing. Assists with the goal of managing, handling and/or monitoring civil suits affecting the county and other agencies as mandated by the law. |
| 3) What do you want to achieve with these additional funds? |
| The additional funds will be used to assist the County Attorney's Office in providing legal services to the constituents of Harris County by and through their elected officials, state agencies and county departments. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The position is fundamental to the operation of the Harris County Attorney's office. The Harris County Attorney's office will identify a candidate, hire, train and employ them consistently in the position. |
| 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 (#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: | BR2 |
| Funding Request Description: | Hospital District |
| Division: | Hospital District |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$270,000 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| A new county attorney was elected in the 2020 election whose term begins January 1, 2020. There will be changes to organizational structure of the internal organization that will require the addition of new executive positions, new attorney positions and new non attorney positions. In order to achieve the County Attorney's mission for the organization there will need to be more attorneys and non-attorney staff added to the organization. To better reflect the public health marketplace, it is critical to provide compensation that is consistent with Hospital Districts and systems in the area. This request reflects the market reality and addresses a need in retention and recruitment of legal professionals. |
| 2) Which department-level goals does this support? |
| Assists the County Attorney in achieving the goal of advising the county and/or its residents, its elected officials and state agencies the County Attorney's office is charged with representing. Assists with the goal of managing, handling and/or monitoring civil suits affecting the county and other agencies as mandated |
| 3) What do you want to achieve with these additional funds? |
| The additional funds will be used to assist the County Attorney's Office in providing legal services to the constituents of Harris County by and through their elected officials, state agencies and county departments. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The position is fundamental to the operation of the Harris County Attorney's office. The Harris County Attorney's office will identify a candidate, hire, train and employ them consistently in the position. |
| 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 (#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: | BR3 |
| Funding Request Description: | Reclass Position |
| Division: | Reclassification |

| | |
|-------------------------------------|----------|
| Funding Request - Next Fiscal Year: | \$49,136 |
|-------------------------------------|----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| A new county attorney was elected in the 2020 election whose term begins January 1, 2020. There will be changes to organizational structure of the internal organization that will require the addition of new executive positions, new attorney positions and new non attorney positions. In order to achieve the County Attorney's mission for the organization there will need to be more attorneys and non-attorney staff added to the organization. |
| 2) Which department-level goals does this support? |
| Assists the County Attorney in achieving the goal of advising the county and/or its residents, its elected officials and state agencies the County Attorney's office is charged with representing. Assists with the goal of managing, handling and/or monitoring civil suits affecting the county and other agencies as mandated by the law. |
| 3) What do you want to achieve with these additional funds? |
| The additional funds will be used to assist the County Attorney's Office in providing legal services to the constituents of Harris County by and through their elected officials, state agencies and county departments. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The position is fundamental to the operation of the Harris County Attorney's office. The Harris County Attorney's office will identify a candidate, hire, train and employ them consistently in the position. |
| 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 (#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: | BR4 |
| Funding Request Description: | Merit Increases for employees exclusive Hospital District |
| Division: | All divisions |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$800,156 |
|-------------------------------------|-----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| A new county attorney was elected in the 2020 election whose term begins January 1, 2020. There will be changes to organizational structure of the internal organization that will require the addition of new executive positions, new attorney positions and new non attorney positions. In order to achieve the County Attorney's mission for the organization there will need to be more attorneys and non-attorney staff added to the organization. |
| 2) Which department-level goals does this support? |
| Assists the County Attorney in achieving the goal of advising the county and/or its residents, its elected officials and state agencies the County Attorney's office is charged with representing. Assists with the goal of managing, handling and/or monitoring civil suits affecting the county and other agencies as mandated by the law. |
| 3) What do you want to achieve with these additional funds? |
| The additional funds will be used to assist the County Attorney's Office in providing legal services to the constituents of Harris County by and through their elected officials, state agencies and county departments. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The position is fundamental to the operation of the Harris County Attorney's office. The Harris County Attorney's office will identify a candidate, hire, train and employ them consistently in the position. |
| 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 (#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: | BR5 |
| Funding Request Description: | Statutory Increase |
| Division: | All Division |

| | |
|-------------------------------------|----------|
| Funding Request - Next Fiscal Year: | \$12,231 |
|-------------------------------------|----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| A new county attorney was elected in the 2020 election whose term begins January 1, 2020. There will be changes to organizational structure of the internal organization that will require the addition of new executive positions, new attorney positions and new non attorney positions. In order to achieve the County Attorney's mission for the organization there will need to be more attorneys and non-attorney staff added to the organization. |
| 2) Which department-level goals does this support? |
| Assists the County Attorney in achieving the goal of advising the county and/or its residents, its elected officials and state agencies the County Attorney's office is charged with representing. Assists with the goal of managing, handling and/or monitoring civil suits affecting the county and other agencies as mandated by the law. |
| 3) What do you want to achieve with these additional funds? |
| The additional funds will be used to assist the County Attorney's Office in providing legal services to the constituents of Harris County by and through their elected officials, state agencies and county departments. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The position is fundamental to the operation of the Harris County Attorney's office. The Harris County Attorney's office will identify a candidate, hire, train and employ them consistently in the position. |
| 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 (#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: | BR5 |
| Funding Request Description: | COLA |
| Division: | All Division exclude Hos |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$827,191 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The office has not had a cost of living increase in years while the cost of living is rising. |
| 2) Which department-level goals does this support? |
| This supports the goal of exempeplifying high quality, transparent and accountable government. |
| 3) What do you want to achieve with these additional funds? |
| Equal pay for equal work standard will be established for all employees of the County Attorney's office |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| |
| 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 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 | | To be determined by the new administration | | | | | | |
| LTF2 | | | | | | | | |
| LTF3 | | | | | | | | |
| 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:

One Investigator, attorney, and Legal Assistant for the Environmental Practice Group for work related to Hurricane Harvey and TS Imelda.

| | One-Time | Recurring | Positions Requested | Positions Filled |
|--|----------|-----------|---------------------|------------------|
| FY 2020-21 Funding Provided: | \$10,200 | \$425,465 | 3 | 2 |
| Projected Spending in FY 2020-21: | \$10,200 | \$425,465 | | |

Continued Funding Requested for FY 2021-22:

\$425,465

1) Provide the purpose of the funding that was provided and what you expected to accomplish.

The Environmental Practice Group anticipated an increase in caseload from both Harris County Pollution Control Services Department (PSC) and Harris County Engineering due to Hurricane Harvey and Hurricane Imelda. Pollution Control was projected to increase enforcement referrals due to a change in approach to enforcement as well as their increase in staffing and enforcement. Harris County Engineering was projected to refer additional enforcement cases due to increased staffing and shortened compliance timelines.

2) What has been accomplished so far and are you meeting your goals? Include key measurements.

Fill in Table Below

3) What remains to be done and what is the outlook and timeline for completion?

2020 was a very busy year for the Environmental Group. Even with COVID, both Engineering and Pollution Control continued to refer cases to our office. In addition to sheer number

| Performance Metric Description | 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 |
|--------------------------------|-------------|--|--------------------|------------------------------------|--|
| Cases resolved | CACI | SO2 | N/A | N/A | consult, advise, litigate, mediate, settlement, appeal, cases resolved, matters per attorney/paralegal staff/staff |
| | | | | | |

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

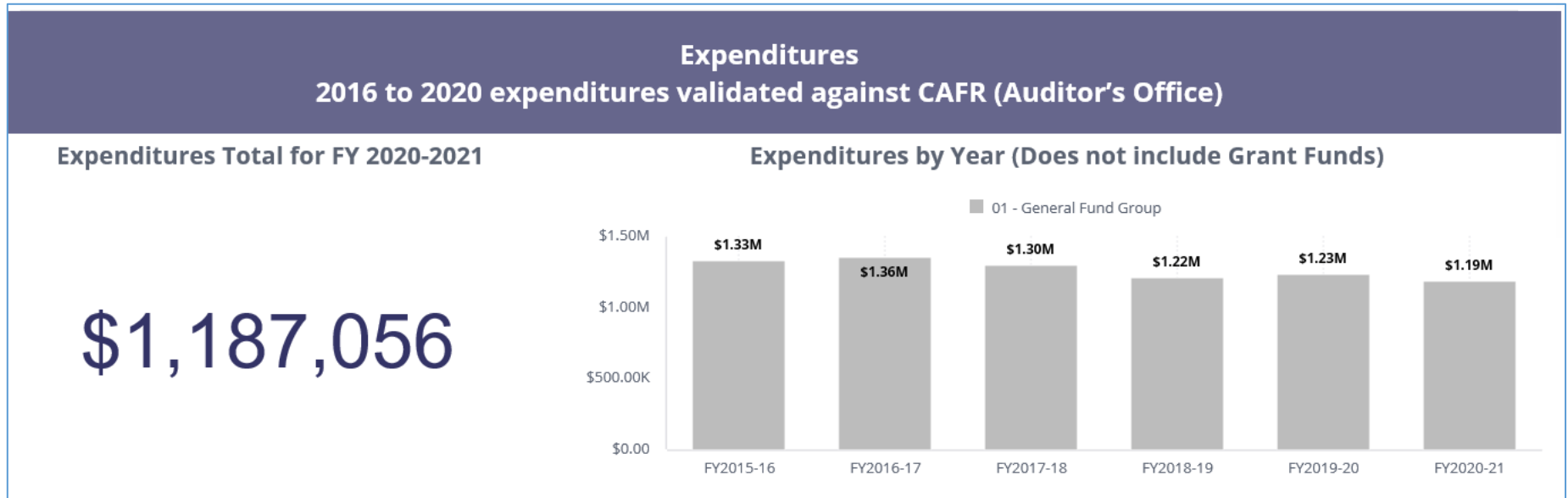
| Revenue ID# | Source of Funds | Description / Reason For Expected Funds | Amount \$ |
|--------------|---|---|--------------------|
| REV1 | Harris Health Services | Providing Legal Counsel pursuant to an approved agreement | \$2,400,000 |
| REV2 | State of Texas Federal Title IVE Pass Through Grant | Providing CPS Legal Counsel pursuant to a Multi Year Court Approved Grant | \$2,059,678 |
| REV3 | Harris County Toll Road Authority | Court Ordered Violations Collections Servies (Amt. Excludes Unused Carryover) | \$1,000,000 |
| REV4 | 911 Emergency Network | Providing Counsel for the Network pursuant to an agreement | \$18,000 |
| REV5 | Harris County Sports Authority | Court Approved Agreement to Collect 20% on the 2% HOT | \$100,000 |
| REV6 | Harris County Appraisal District | Providing Counsel pursuant to an agreement | \$148,000 |
| REV7 | 3rd Party Legal Action | Reimbursed Atty Fees for Compliance Division Enforcement Actions | |
| REV8 | Harris County Toll Road Authority | Providing Counsel for HCTRA pursuant to Court Approved Agreement | |
| REV9 | Management Districts | Providing Counsel for Management Districts pursuant to Court Approved Agreement | \$397,550 |
| REV10 | Harris County Housing Authority | Providing Counsel for the Authority pursuant to Court Approved Agreement | \$150,000 |
| REV11 | Harris County Flood Control District | Providing Counsel for the District pursuant to Court Approved Agreement | |
| REV12 | State of Texas | County Attorney Longevity pursuant to State Statue | \$84,000 |
| REV13 | | | |
| REV14 | | | |
| REV15 | | | |
| REV16 | | | |
| REV17 | | | |
| REV18 | | | |
| REV19 | | | |
| REV20 | | | |
| Total | | | \$6,357,228 |

204 – Intergovernmental & Global Affairs

Ender Reed

204 – Intergovernmental & Global Affairs

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$1.73M

FY 2021-22 General Fund Budget Development Department, Office and Agency Background Template

Due October 28, 2020

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|--------------------------------------|
| 204 | Intergovernmental and Global Affairs |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The Intergovernmental and Global Affairs Department works to further the County's legislative, intergovernmental, and global affairs priorities, while exemplifying transparency, equity and inclusivity on behalf of Harris County. The Department supports the developing needs of Harris County departments and elected officials as the county builds a more dynamic, vibrant and resilient community.

2. Vision

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

N/A

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 Intergovernmental and Global Affairs Department is responsible for identifying, compiling, and implementing the County's legislative priorities, as set by Commissioners Court. The Department works with other Harris County departments and elected officials to identify key state, federal and global policy areas that can impact the County's ability to serve constituents. The Department's main goal is to successfully advocate for legislation that benefits the County at the state and federal levels, while opposing adverse legislation. IGA also serves as a point of contact for local, state, federal and international officials as needed.

IGA monitors legislation at the state and federal levels, tracking bills that could have a significant impact on the County. The Department also reviews new or updated state and federal regulations that could affect the work of individual County departments.

When the Texas Legislature is in session, IGA maintains a physical presence in Austin to advocate on the County's behalf. IGA staff meet with legislators, attend committee hearings, and facilitate expert testimony. IGA performs many of the same activities at the federal level that it does at the state level. IGA's federal engagement has shifted dramatically as a result of Hurricane Harvey. Hurricane Harvey served as a catalyst for increasing the Department's federal legislative activity, especially around securing appropriate recovery funding via a direct allocation for which the County did not have to compete with other Texas jurisdictions. The department is also working on broader federal policy issues such as equity in funding.

Within the last year, IGA has been restructured, renamed, and changed leadership. There has been an attendant expansion in the Department's role and areas of focus, including in the following areas:

| Previous Responsibilities of Office of Legislative Relations | Added/New Responsibilities of Intergovernmental and Global Affairs Department |
|---|---|
| <ul style="list-style-type: none"> • State Legislation • State Appropriations • State Agency Infrastructure Issues • Federal Agency Infrastructure Issues • Disaster Support • Intergovernmental Relations: City of Houston, Regional Counties, Urban Counties within Texas • Proactive Outreach with County Departments | <ul style="list-style-type: none"> • State Issues Expansion • State Grants • State Agency and Policy Issues Beyond Infrastructure • Federal Agency and Policy Issues Beyond Infrastructure • Federal Grants • Intergovernmental Relations: Consulates, Academic Institutions, Small Cities, Urban Counties Outside of Texas • Proactive Work on Agency Rulemaking to Support County Departments • Greater Engagement with Commissioners Court and Staff • Global Affairs • Engagement with Community/Grassroots Advocacy Groups |

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.

IGA does not have practical 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.

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.

- **Reform Legislative Agenda, Strategy and Tactics:** Develop processes that best position the County to achieve its policy goals.
- **Robust Engagement:** Ensure that the Department is providing consistent communication and relevant information to stakeholders, County departments, and offices.
- **Communicate County Priorities and Progress:** Increase transparency and actively involve the Department in broader County-wide goals related to equity and resiliency.

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).

- **Reform Legislative Agenda, Strategy and Tactics:** Develop processes that best position the County to achieve its policy goals.
 - Develop a clearer legislative platform and a more focused legislative agenda for consideration by Commissioners Court.
 - Increase delegation engagement and leverage coalition and community partners.
 - Build expertise and capacity using both internal and external resources.
 - Evaluate opportunities to advance the County's global policy agenda.
- **Robust Engagement:** Ensure that the Department is providing consistent communication and relevant information to stakeholders, County departments, and offices.
 - Create and implement a formal engagement plan for key internal and external stakeholders.
 - Work with County departments and offices to identify and prioritize funding opportunities (for example: grants and appropriations).
- **Communicate County Priorities and Progress:** Increase transparency and actively involve the Department in broader County-wide goals related to equity and resiliency.
 - Create an IGA website.
 - Develop a formal Department communications strategy and communications plan for global, federal, state, and local activities.
 - Develop a plan for the Department to proactively meet the needs of the County during and following disasters.

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

IGA is working with County departments and elected officials to carry out the County's adopted vision and goals in all legislative activities. By meeting the department's goals through the strategies listed above, the county's ability to work on justice and safety, economic opportunity, housing, public health, transportation, flooding, the environment, and general governance and customer service, will be enhanced. Thus, IGA plays a key supportive role in fulfilling the County's vision and goals, as it carries out its department responsibilities.

As typical legislative session preparation activities have been undertaken this year, the Department is utilizing the County's adopted vision and goals as guidance, including in development of the legislative agenda and platform.

Internally, IGA is committed to exemplifying high-quality, transparent and accountable government. In all projects and intergovernmental interactions, IGA staff works to provide outstanding customer service, while upholding the values of the County.

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.*

Within the last year, IGA has been restructured, renamed, and changed leadership. There has been an attendant expansion in the Department's role and areas of focus, including the County's relationship with foreign governments: international trade, a global pandemic, and immigration have a significant impact on the affairs of the County. The current members of Commissioners Court and other key stakeholders have expressed extremely high expectations about improved communication and engagement to align the Department's operations with best practices.

- Change of Leadership – Ender Reed was selected by Commissioners Court to replace the previous Department Director in December of last year. Previously, Reed had served as Interim Director of the Department.
- Renaming – Commissioners Court approved a change in name from the Office of Legislative Relations to Intergovernmental and Global Affairs. The change in the name reflects the additional areas that the

Department considers to be areas of focus. The following changes were intentionally made by the Department's new leadership:

| Change | Reasoning |
|---|--|
| Removing the term "Office" | Typically, the title of "Office" within the County refers to county officials' structures (i.e. Tax Office, Clerk's Office). When the now department was initially created it was a part of a county official's office. When the new name was proposed, the Department was already operating as a standalone Department. Removing the term office reflects this change in structure. |
| Retitling "Legislative" as "Intergovernmental" | The Department has expanded their role from solely working on state legislative issues to focusing additionally on federal legislative issues, executive branch issues, and federal and state agency issues. This change helps to reflect their expanded scope of work. |
| Retitling "Relations" as "Affairs" | The Department's roles are not solely constrained to government relations. The Department is also responsible for conducting legislative analysis, policy research, and regulatory affairs. Using the term "Affairs" helps to accurately encompass the full range of duties of the department. |
| Adding the term "Global" | Adding the term "Global" helps to empower the Department to undertake the wide range of global policy for the County. Since Hurricane Harvey, the Department had taken on the ad hoc role of serving as a liaison to international stakeholders and plans to continue these activities. The Department also plans to create a Sister Counties Program, which would help to build international relationships and celebrate the diversity within Harris County. |

- Restructure – The department has streamlined staff responsibilities and retitled three positions to better prioritize the interest of the Commissioners Court in having increased federal representation. Legislative Coordinator positions were retitled as Senior Intergovernmental Affairs Specialists and human resources responsibilities were rolled into a Deputy Director position. Prior to the restructure the department spent a majority of its time and efforts at the state level. IGA's portfolio now also includes international affairs. County and Department leadership have recognized that the County is significantly affected by issues such as international trade and immigration. Before being incorporated into IGA, work on international affairs

was informally handled by one staff member in the former county judge's office. Once this staff member left the County, there was no individual formally dedicated to international affairs.

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.*

- Direct Allocation for CARES Funding – IGA increased federal engagement, as COVID began to impact Harris County, resulting in a direct allocation to the County of more than \$426 million.
- Tailored Communications to Meet Commissioners Court Priorities – IGA distributes a weekly update on state, federal, global and association affairs to Commissioners Court staff and other key stakeholders, highlighting priority issues/activities IGA is engaged in on behalf of the County.
- Maximized Resources – Given IGA's expanded responsibilities, the department is working with academic institutions to identify opportunities for allied advocacy and to identify superior internship support for department activities (5 part-time interns are supporting IGA staff for Fall 2020).
- Increased Consular and Intergovernmental Engagement – IGA has worked to support Harris County's response to COVID-19 by building stronger relationships with small city mayors and the Consular Corps, providing timely, proactive updates and efficient response to inquiries.
- Restructure of the Department – The restructure of IGA has better equipped the department to meet its expanded responsibilities, creating greater efficiency and impact in delivery of legislative services, while operating with the full time employees.

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.*

- Implementing Effective Congressional and State Legislative Session Strategies – IGA is creating a multi-phase process for systematic research on and creation of legislative proposals, as identified by departments, while increasing outreach with legislators.
- Increasing Departmental Transparency for the Harris County Community – IGA is creating a branded website with information about department activities and county policies that will be useful to the public and intergovernmental audiences.
- Increasing Outreach with the Harris County Legislative Delegations – IGA is implementing proactive, regular communications with members of Harris County's legislative delegations.
- Increasing Intra-Departmental Sharing of Information – IGA is undertaking steps to formalize targeted communications with Harris County departments and improve the flow of actionable feedback from departments.
- Developing the County's Global Affairs Program – Given the expansion of IGA responsibilities to include global affairs, the department is creating a Global Affairs Strategy Report to present to Commissioners Court and guide future activities.

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.*

- Departmental Leadership Transition Audit by Harris County Auditor.
- PFM review of the department.

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

- Commissioners Court Members
- Legislative Committee Members (designated by Commissioners Court)

- Elected Officials and Department Directors
- Harris County Taxing Entities
- Legislative Liaisons and Subject Matter Experts (designated by Elected Officials and Department Directors)

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

- Federal and State Legislative Delegation Members
- Mayors and City Councils of Cities within Harris County
- Regional County Judges and Commissioners
- Counterparts at Urban Counties Throughout Texas
- Counterparts at Urban Counties Across the Country
- State and Federal County Association Staff
- External Legislative Consultants
- Consular Corps Members
- Counterparts at the City of Houston and Other Regional Entities
- Academic Institutions
- Key Community Stakeholders

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.

- 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.**

N/A

- 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 is working with local academic institutions to increase the diversity of our temporary personnel (interns). Among its temporary staff members, IGA has employees with the following statuses: dual citizen of Taiwan and US, naturalized US citizen originally from Ethiopia, naturalized US citizen originally from the United Kingdom. The temporary staff members also have a variety of academic,

professional and cultural backgrounds. IGA's small full time staff is comprised of individuals with a variety of academic, professional and cultural backgrounds, including a naturalized US citizen originally from Nicaragua. IGA has the ability to communicate in several languages, thanks to the diversity of its staff. IGA has reformatted requirements for positions to meet the current demands of the Department.

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.*

IGA defers to County educational offerings for human resources training. As opportunities arise for this kind of training, employees will be encouraged to attend them.

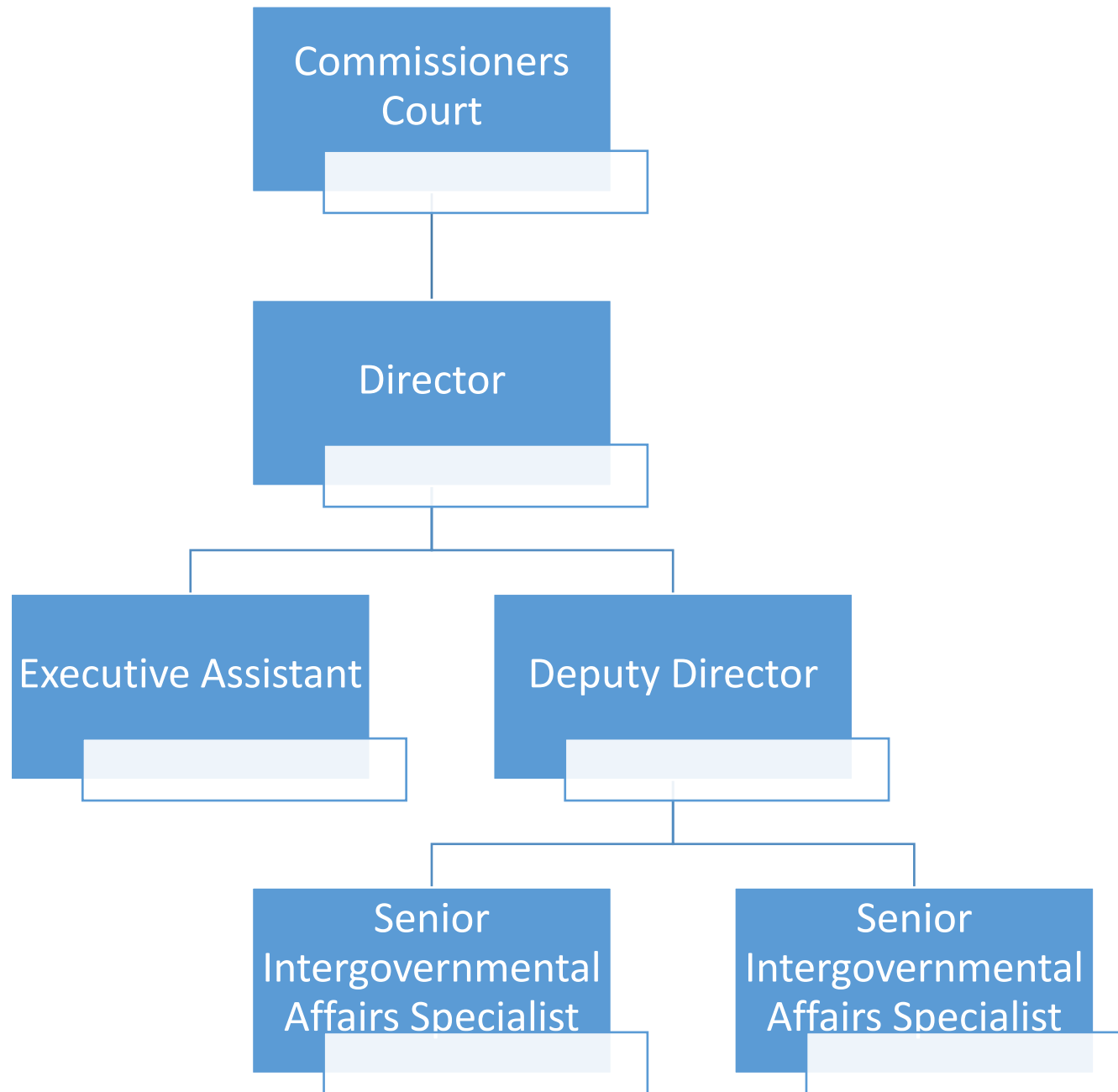
FORM 1. Divisions

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]

Intergovernmental and Global Affairs



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 | Reform Legislative Agenda, Strategy and Tactics | SO1 | Develop a clearer legislative platform and a more focused legislative agenda for consideration by Commissioners Court. | n/a | n/a | Commissioners Court | |
| G1 | Reform Legislative Agenda, Strategy and Tactics | SO2 | Increase delegation engagement and leverage coalition and community partners. | n/a | n/a | | <ul style="list-style-type: none">• Federal and State Legislative Delegation Members• Mayors and City Councils of Cities within Harris County• Regional County Judges and Commissioners• Counterparts at Urban Counties Throughout Texas• Counterparts at Urban Counties Across the Country• State and Federal County Association Staff• External Legislative Consultants• Consular Corps Members• Counterparts at the City of Houston and Other Regional Entities• Academic Institutions• Key Community Stakeholders |

| | | | | | | | |
|----|---|-----|--|-----|-----|---|---|
| G1 | Reform Legislative Agenda, Strategy and Tactics | SO3 | Build expertise and capacity using both internal and external resources. | n/a | n/a | <ul style="list-style-type: none">• Commissioners Court Members• Legislative Committee Members (designated by Commissioners Court)• Elected Officials and Department Directors• Harris County Taxing Entities• Legislative Liaisons and Subject Matter Experts (designated by Elected Officials and Department Directors) | <ul style="list-style-type: none">• Federal and State Legislative Delegation Members• Mayors and City Councils of Cities within Harris County• Regional County Judges and Commissioners• Counterparts at Urban Counties Throughout Texas• Counterparts at Urban Counties Across the Country• State and Federal County Association Staff• External Legislative Consultants• Consular Corps Members• Counterparts at the City of Houston and Other Regional Entities• Academic Institutions• Key Community Stakeholders |
| G1 | Reform Legislative Agenda, Strategy and Tactics | SO4 | Evaluate opportunities to advance the County's global policy agenda. | n/a | n/a | | <ul style="list-style-type: none">• Consular Corps Members• Counterparts at the City of Houston and Other Regional Entities• Counterparts at Urban Counties Across the Country• Academic Institutions |

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: Monitor and engage in legislative and policy issues
Divisions (list all): n/a

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$208,588 | 1.25 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| IGA is entrusted with providing timely information to Harris County departments regarding proposed legislation and potential agency rulemaking that could impact county operations. This consists of regular review of activities and notices at the state, federal and global level. Pertinent items are distributed nearly immediately to appropriate departments and elected official offices. A digest of pertinent announcements and upcoming events is distributed weekly to Legislative Committee and other appropriate audiences. This service helps meet the goal of "robust engagement: ensure that the Department is providing consistent communication and relevant information to stakeholders, County departments, and offices." As feedback on the information is collected from internal audiences, it is relayed to external audiences in order to advance County priorities and advocate against potential threats. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Departmental Directors, Elected Officials and Designated legislative liaisons are the internal customers for this service. They expect timely, high level information to help with situational awareness, identification of opportunities and identification of threats. Feedback on the actual information is collected primarily by email. Feedback on the process is collected via phone calls, meetings and other informal conversations. |
| 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: Outreach to Elected Officials, Foreign Missions and
Divisions (list all):

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$166,870.01 | 1 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| IGA works to advance the County's work via regular outreach to elected officials, foreign missions, and other external stakeholders. IGA employees attend meetings (virtually and in person), lead programs, participate on panels and distribute information to these audiences. This service encourages relationship building necessary for meeting the goals of "robust engagement: ensure that the Department is providing consistent communication and relevant information to stakeholders, County departments, and offices," and "communicate County priorities and progress: increase transparency and actively involve the Department in broader County-wide goals related to equity and resiliency." |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this services are external audiences, including: elected officials and staff for state, federal, and regional entities, foreign mission staff and consuls, and academic institutions. Their expectations are low at this point, as this is the first coordinated effort towards such outreach that has been undertaken by the department. Feedback is collected via phone calls, meetings and other informal conversations. |
| 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: Troubleshooting of issues for external stakeholders
Divisions (list all):

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$83,435.01 | 0.5 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| As a primary point of contact for many audiences external to the county, IGA is often called upon to assist in navigating county services and problems for constituents that it shares with the external audiences. Thus, IGA provides the service of troubleshooting issues for external audiences and their constituents. This is done via communication with internal audiences, such as department directors, legislative liaisons and elected officials, as issues are brought to IGA's attention. IGA works to obtain appropriate resolution to the issues and relay feedback to the concerned party. This service helps to meet the goal of "robust engagement: ensure that the Department is providing consistent communication and relevant information to stakeholders, County departments, and offices." |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are external to the County and are typically legislative offices and elected officials. They expect timely, responsive information and resolution related to their constituents' needs. Feedback is collected on a case by case basis, as issues are resolved to the satisfaction of the external individuals who bring them to IGA. |
| 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 (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 Harris County's disaster response needs
Divisions (list all):

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$83,435.01 | 0.5 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| IGA works to support Harris County's disaster response needs, by participating in activations that require extensive county response and engagement from regional, state and/or federal partners. In doing so, IGA staff work to support Regional Joint Information Center operations by working shifts. IGA also communicates needs and issues to appropriate external partners to help advocate for disaster appropriations and legislative changes that will improve future disaster preparation, response and recovery. This service helps meet the goals of "reform Legislative Agenda, strategy and tactics: develop processes that best position the County to achieve its policy goals" and "communicate County priorities and progress: increase transparency and actively involve the Department in broader County-wide goals related to equity and resiliency." |
| 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 internal - as we work to serve the interests of county departments and elected officials - and external - as we work with stakeholders who can affect change to improve disaster response. The internal audiences expect open and honest communication, and reliability of IGA employee support for assigned shifts. External audiences expect quick communication and feedback from subject matter experts on County needs. Customer feedback is collected anecdotally, but true measures of success are seen in changes that meet the County's needs and direct funding for disaster preparedness, response and recovery. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| no |

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: | Develop and carry out the County's Legislative |
| Divisions (list all): | n/a |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,007,023 | 1.75 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Harris County Commissioners Court tasks IGA with development of the County's Legislative Agenda and Platform. These documents act as the rules of engagement and prioritization of all work undertaken by IGA on behalf of the County. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Commissioners Court members are the most direct customers for this service. Though the documents are developed by IGA, they are modified and adopted by Commissioners Court. They expect for the documents to be consistent with the adopted Harris County Vision Statement and to reflect policies (some aspirational and some more feasible in the short term) that may be advocated on behalf of to further Harris County progress. |
| 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 |
|---|--|--|---------------------------------------|--|---|---|---|
| Monitor and engage in legislative and policy issues at state, federal and global levels | Number and percent of bills tracked during a legislative session per biennium | Currently in use | Telicon | SO3 | 4,588 (61% of total bills in 2019-2020) | 60% of total bills in 2020-2021 biennium | A smaller number of bills filed in the session and focus on issues outside of county government's policy priorities may encourage a lower number of bills filed with a county nexus and thus less need to distribute. |
| Monitor and engage in legislative and policy issues at state, federal and global levels | Number and percent of bills receiving feedback from County officials, partners and departments per biennium | Currently in use | Telicon | SO3 & SO5 & SO6 | 1,517 (34% of bills distributed in 2019-2020) | 37% of bills distributed in 2020-2021 biennium | Increased relationship building with legislative liaisons and emphasis on the importance of feedback should lead to greater and more helpful response by departments. |
| Monitor and engage in legislative and policy issues at state, federal and global levels | Number of federal activities/issued monitored and discussed with County officials/SMEs per biennium | New | Greenberg Traurig updates and digests | SO2 & SO3 | n/a | Number of issues distributed to appropriate county officials/subject matter experts | As focus on federal opportunities is increased, bringing appropriate county officials and subject matter experts that knowledge will increase opportunities to engage at the federal level. Whether via letters, testimony or other means, identifying the opportunities for engagement will enhance the county's ability to advance policy priorities. |
| Develop and carry out the County's Legislative Platform and Agenda | Number of Harris County appropriations requests taken to legislature on behalf of Commissioners Court | New | activity log | SO2 | n/a | 3 appropriations requests | Advancing legislative priorities of the County also encompasses advancing appropriations priorities. By specifically identifying and pursuing these priorities, the Department will help to advance state and federal compensation for the needs of the county. |
| Develop and carry out the County's Legislative Platform and Agenda | Percentage of departments briefed on County Platform and priorities | New | activity log | SO3 & SO6 & SO8 | n/a | 90% | IGA should proactively distribute and explain the necessity of working toward the policy goals set by Commissioners Court in the County's Legislative Platform and Agenda documents. This will help County departments, officials and subject matter experts to tailor feedback and legislative engagement to better serve those needs. |
| Develop and carry out the County's Legislative Platform and Agenda | Number of external stakeholder groups convened per biennium | New | activity log | SO2 | n/a | Engage at least 8 external stakeholder groups on legislative issues during the biennium | Advancing the legislative priorities of the County will be improved when done so in concert with the community groups that the improvements will serve. Engaging eight external stakeholder groups is an aspirational, yet attainable, goal for the Department's first attempt at doing so. |
| Troubleshooting of issues for external stakeholders and their constituents | Percent of requests addressed within 1 business day | New | activity log | SO5 & SO8 | n/a | Initial response to 75% of requests within 1 buisness day | Without measuring current response time on issues, it is difficult to assess the current response baseline time period. Though the goal should be to respond to 100% of requests within 1 business day, it is important to give the department time and flexibility to assess potential response under the current staffing model. |
| Troubleshooting of issues for external stakeholders and their constituents | Percent of external stakeholder issue final communications issued within 10 business days | New | activity log | SO5 & SO8 | n/a | Final communication on resolution of 75% of issues to external stakeholders within 10 business days | see previous answer. Further, resolution is dependent on coordination with other county departments and entities. Setting clear expectations for check in/response with other departments will help to meet this goal. |
| Support Harris County's disaster response needs | Percent of County disaster needs communicated to legislative audiences during and following disaster activations in which IGA participates | New | Disaster response guidance | SO9 | n/a | 100% | Given the County's many disaster activations - large and small - IGA does not always play a role. In those that it does, all needs of the County should be communicated to appropriate legislative audiences during and following disaster response and recovery. |
| Monitor and engage in legislative and policy issues at state, federal and global levels | Number of engagements with external audiences that focus on global issues | New | | SO2 & SO4 & SO5 & SO8 | n/a | 12 engagements | Advancing the legislative priorities of the County will be improved when done so in concert with the community groups that the improvements will serve. Engaging external stakeholder groups on an ongoing basis should start with the target metric of one per month, or twelve annually. |
| Outreach to Elected Officials, Foreign Missions and other External Stakeholders | Number of instances of outreach to elected officials, foreign missions and other external stakeholders | New | activity log | SO5 & SO8 | n/a | 12 instances of outreach | Advancing the global policy priorities of the County will be improved when done so in concert with the community groups that the improvements will serve. Engaging external stakeholder groups on an ongoing basis should start with the target metric of one per month, or twelve annually. |
| Internal Administrative Support | Percentage of requisitions processed within 60 days of initiation | New | Peoplesoft | \$10 | n/a | 75% | Prompt processing of requisitions will provide appropriate administrative support to the IGA team. |
| Internal Administrative Support | Percentage of Vendor Invoices paid within 90 days of receipt | New | Peoplesoft | \$10 | n/a | 95% | Prompt processing of requisitions will provide appropriate administrative support to the IGA team. |
| | | | | | | | |
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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 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: | Creation of an IGA Specialist position (junior classification). |
| Division: | |
| Funding Request - Next Fiscal Year: | \$88,058 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| An additional, junior level FTE is needed to assist the Department in meeting the growing needs of monitoring, advancement and engagement on the County's policy priorities. The department is extremely lean and efficient. Within the last year, IGA has been restructured, renamed, and changed leadership. There has been an attendant expansion in the Department's role and areas of focus. Despite this expansion in responsibilities, the department has operated with 5 FTEs for the past several years. Temporary personnel have been utilized in recent months to help assist in these duties, but a more consistent staff presence is required in order to better support the Department's ability to respond to advocacy challenges and opportunities. |
| 2) Which department-level goals does this support? |
| Expansion of the budget to include one additional FTE would support the following Departmental Goals, in tandem with meeting the County's vision for advocacy: "Reform Legislative Agenda, Strategy and Tactics" and "Robust Engagement." |
| 3) What do you want to achieve with these additional funds? |
| With these additional funds, IGA will enhance the ability of the County to meet the growing needs of monitoring, advancement and engagement on behalf of policy priorities. An additional staff member will allow for reduced utilization of temporary personnel, encouraging consistent, long-term relationship building by IGA on behalf of the County. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| Following the 87th Legislative Session (Jan-May 2021), the department will post the position and seek to fill it. Given our current success with staff selection and achievement, the typical county hiring process would be utilized. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| Fill in Table Below |

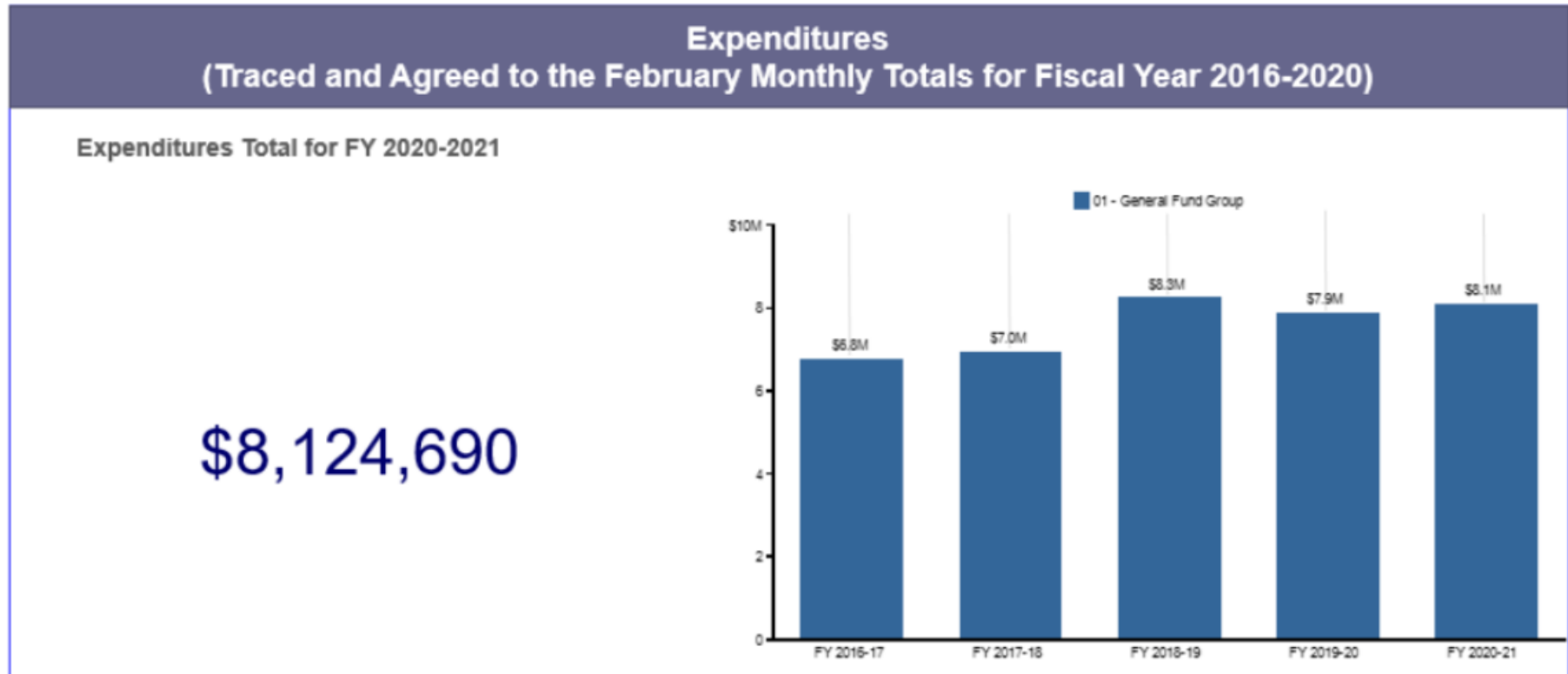
[illegible]

201 – Budget Management

David Berry

201 – Budget Management Department

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$8.90M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------|
| 201 | Budget Management |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The Budget Management Department serves Commissioners Court in carrying out its vision for Harris County government. Our mission is to assist the Court in safeguarding the County's fiscal health, achieving strategic objectives, promoting transparent, accountable government and serving the residents of Harris County.

2. Vision

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

N/A

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 Budget Management Department has ten primary areas of responsibility.

Agenda – Promoting public participation, effective debate and informed decision-making through management of the Commissioners Court agenda.

Budget – Encouraging efficient resource allocation through development of County budgets that are aligned with the priorities of the community and of elected officials.

Data Science – Delivering applications, dashboards, maps, and technical support to assist Commissioners Court, departments and agencies in achieving their goals.

Finance – Raising funds for capital projects and managing the County's investments. Acting as a trusted and fiscally responsible steward of taxpayer dollars.

Grants – Coordinating grant applications and funding requests that impact Harris County Department budgets.

Human Resources – Recruiting, retaining and empowering an effective, healthy workforce that reflects the diverse communities served by Harris County.

Investments & Debt – Manage Harris County's investment portfolio, commercial paper program, and comply with all rules regulating investments and debt.

Management – Implementing the strategic priorities of Harris County by coordinating financial resources and department activities. Communicating to the public and to Commissioners Court relevant, non-partisan and accurate budget, financial and performance data.

Performance – Enhancing government's effectiveness through the development and measurement of financial and data outcomes.

Risk Management – Ensuring the safety of the Harris County workforce in compliance with all applicable laws and regulations. Coordinating local, state and federal financial resources to respond effectively to natural and public health disasters.

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.

Budget and Performance: Coordinates annual budgets for Harris County Departments, develops, conducts, and reports on performance analysis measures regarding effective outcomes, manages inter-department grants.

Data Science and Visualization (DSV): Enhancing government's effectiveness through financial and data analysis. Delivering applications, dashboards, maps, and technical support to assist Commissioners Court, departments and agencies in achieving their goals.

Director's Office: Made up of; Agenda & Administration: Responsible for the management and coordination of the Commissioners Court agenda as well as office management, purchasing, scheduling, and payroll; Strategic Initiatives: Managing public communication of budget information and special projects assigned to Department by Commissioners Court; Capital Planning: Coordinating the annual CIP budget.

Economic Development: Promotes Harris County as a destination for business owners and entrepreneurs and coordinates incentives to encourage economic growth in the region. Function to be transferred to new Department of Economic Equity and Opportunity.

Finance and Investments: Raising funds for capital projects and managing the County's investments. Acting as a trusted and fiscally responsible steward of taxpayer dollars.

Interagency Coordination: Responsible for revenue projections, coordination with Metropolitan Transit Authority, and informing Harris County stakeholders on the impact of major state legislation.

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.

HRRM: Includes funds 5104 (Health Insurance Trust Management), 5121 (Worker's Compensation), 5122 (Risk Management), and 5123 (Unemployment Insurance). Human Resources, Benefits and Risk Management acts as the HR manager for the county, covering HR issues from Compensation and training to risk management and unemployment insurance. BMD will evaluate consolidating HRRM funding into the general fund.

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. Budget & Performance – Transform the County budget process to increase accountability, transparency, promote long term planning, and measure the performance of departments and their programs.
2. Budget & Performance – Ensure that all Harris County Department budgets are aligned with Commissioners Court vision and goals.
3. Budget & Performance – Build the tools and capabilities to provide multiyear, comprehensive financial projections.
4. Director’s Office (Agenda) – Improve the Agenda experience for members of Commissioner's Court, the public, and department staff.
5. Director’s Office (Strategic Initiatives)/Finance & Investments – Promote transparency through the communication of relevant, non-partisan budget, financial, and performance data to the public.
6. Director’s Office (Capital Projects) – Create reporting and framework for more transparency and accountability in spending and progress on capital projects.
7. DSV – Promote data-driven decision making through the use of visualization and mapping tools. Ensure all Department employees have the technology and support needed to thrive.
8. Finance and Investments – Support the maintenance of strong financial metrics through responsible fiscal and financial management of Harris County assets, investments, and debt.
9. HRRM/Finance and Investments – Implement and promote diversity and inclusion through the budget process, hiring, and contracting with investment firms, bank, underwriters, and financial advisors.
10. HRRM – Manage health and retirement benefits for all Harris County employees. Ensure County employees continue to receive high quality benefits at a reasonable cost.

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. Budget & Performance – Reform budget process with new budget program. Assign resources to each department, work closely with departments to prepare budget sheets down to the division and service level. Once completed, reevaluate budget process and consider out to deeply embed process into Harris County.
2. Budget & Performance – Incorporate Commission Court vision and goals into budget sheets and work with departments to associate spending and services directly with vision and goals.
3. Budget & Performance – Build financial planning and analysis function starting with the hiring of an FP&A Manager by November 30 including a pool of three qualified candidates by end of October. FP&A Manager to work with Budget & Finance and begin to develop the capability to do long-term forecasting.
4. Director’s Office (Agenda) – Develop proposal for Agenda reform that includes acceleration of the implementation of a technology enabled solution and consideration of other measures to increase public involvement and lower the administrative burden on Harris County staff.
5. Director’s Office (Strategic Initiatives)/Finance & Investments) – Develop public facing communication including finance and budget websites that includes department budget information, credit metrics, new software to monitor investments, and creating new accounts to house PIC, Mobility, and Health Claim funds.
6. Director’s Office (Capital Projects) – Align annual CIP review with budget process to ensure that investment decisions and general budgeting are coordinated. Review all current CIP projects and evaluate process for new projects to be added to the County CIP.
7. DSV – Create strategic plan to focus division resources on projects that will drive decisions. Evaluate new software packages to deliver additional information to the public and Harris County staff.
8. Finance and Investments – Develop debt affordability model that incorporates BMD credit rating scorecard. Implement portfolio management application, consolidate Toll Road debt service bank accounts into one account and Toll Road debt service reserve accounts into one account.
9. HRRM/Finance and Investments – Establish training dates for diversity training to offer countywide, develop and create reporting mechanism for diversity and inclusion, reach out to financial vendors that have a Community Reinvestment Act Policy to determine what steps they are taking on diversity and inclusion issues.
10. HRRM – Complete analysis on salary surveys and present results to business units. Increase participation in the Healthy Actions Medical Plans. Encourage employees to participate in benefit programs, develop employee communication materials to promote benefit programs.

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

Through our work with all of Harris County's departments, BMD touches on all of the County's goals through the allocation of resources and ensuring department alignment with Commissioners Courts goals, but BMD's services primarily fall under Governance and Customer Service.

Goals 1, 2, 5, 7, & 8 all involving developing a new level of transparency and accountability to the spending tax dollars or using data and best practices from around the country to create new outcomes with which to measure the impact of various programs.

Goals 3, 4 & 6 involve improving the effectiveness of county services.

Goal 8 seeks to improve the quality of communication of financial information with the general public.

Goals 9 & 10 will assist in the recruiting, training and retention of a quality, diverse workforce.

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 appointment of a new Executive Director combined with PFM's report on BMD's structure and effectiveness resulted in a Department wide review and reorganization to best implement the County's goals and vision. This includes the creation of an outcomes and performance function within the Budget Division which is now the Budget and Performance Division. A new Financial Planning and Analysis function that will sit between the Budget and Finance Divisions is currently being created. The Economic Development Division will soon join the new Department of Equity and Economic Opportunity but there are no other major mergers or functional reassignments.
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.*

- COVID-19 HR Response: ensuring employees had remote access and HR organized throughout the COVID pandemic.
- Sick leave policy: creating a sick leave policy that reflects the modern workplace as well as COVID concerns.
- Creating new County Departments: worked with Commissioners Court to develop and expand JAD, CCAO and the new DEEO departments.
- Maintaining a strong PIC balance throughout COVID-19.
- CARES Funds: working with federal, state, and local stakeholders to receive CARES funds reimbursement for COVID expenses.

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.*

- Managing department and countywide spending, improving long term planning, and maintaining the positive credit metrics that lead to the strong financial position of Harris County.
- Revamping the County budgeting process to begin to move Harris County towards Performance Based Budgeting. This effort includes all 77 county Departments and seeks to create the basis to budget for long-term goals and develop the infrastructure to measure the success of departments and programs in reflecting the goals of Commissioners Court.
- Create a public facing budget website to improve financial transparency and public engagement.
- Reviewing the County CIP program to ensure that all projects are on track for funding, aligning capital investment with annual budgets, and identifying places where additional investment is required.
- Managing Federal funding arising from the COVID-19 pandemic and assuring that increased county services are paid for and that program funds are reaching their intended recipients.
- Updating and modernizing the agenda process to improve the experience of the public, members of the County Commission, and department staff in efficiently conducting the business of Harris County.
- Implementing and promoting the countywide diversity initiative to provide Harris County with the best possible workforce.
- Developing service level metrics with each Department to measure the impact that County spending has on the lives of Harris County citizens.

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 organizational review (2020)

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

- *Commissioners Court*
- *Auditor*
- *Treasurer*
- *Purchasing*
- *Universal Services*

- HCSO
- Constables
- All other departments

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

- All cities within Harris County,
- HCAD
- State Government
- Federal Government
- Public engagement groups

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.

Access to internet in terms of accessing budget information

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

Create a more manageable and navigable budget website that is easily accessible to the public.

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?

A goal for BMD is to Implement and promote countywide Diversity and Inclusion Initiative.

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.

BMD onboards employees with the standard county orientation. We offer classes related to diversity and inclusion through HRRM, but do not mandate continuing education regarding diversity and equity.

FORM 1. Divisions

Instructions

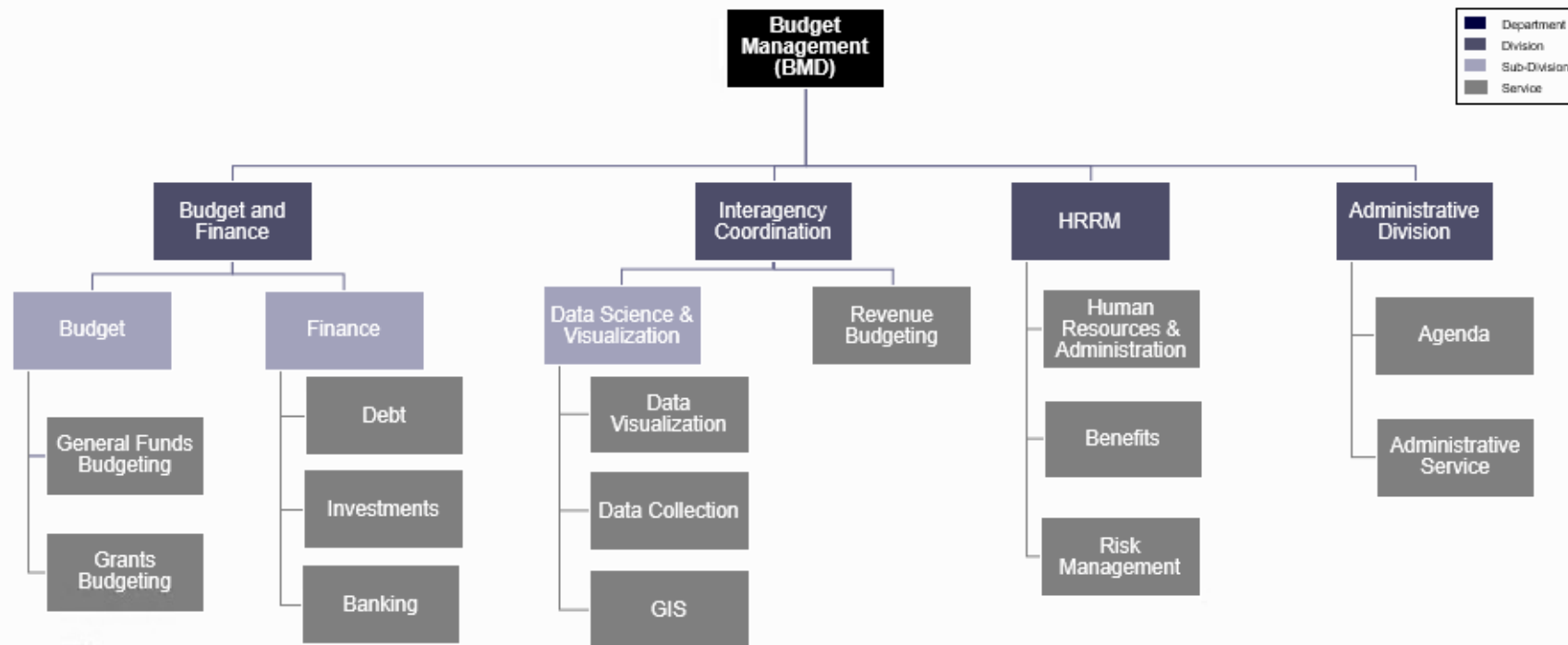
- **Division:** List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- **Services Provided:** Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- **FY 2020-21 Adopted 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) |
|----------------------------------|---|---|--|---------------------------|
| Budget & Performance | <p>Budget: Develop and manage annual budget process for County departments, HCTRA and FCD. Provide budget information to Commissioners Court throughout the year regarding department spending and requests.</p> <p>Performance Analysis: Create and track performance metrics to assist the county in reaching identified goals and objectives;</p> <p>Grants: Assist in coordinating and managing federal, state and local grants across Harris County.</p> | \$1,744,811 | \$1,744,811 | 15.14 |
| Data Science & Visualization | <p>Data Visualization: Improve decision making through use of data, metrics, and data visualizations.</p> <p>Mapping & GIS Support: Increase the understanding of County programs and services through GIP and other mapping applications.</p> <p>Internal IT Support: Assist departments in accessing data through development of dashboards and other tools.</p> | \$2,259,393 | \$2,259,393 | 14.29 |
| Director's Office | <p>Capital & Infrastructure Planning: Coordinate, develop and publish annual Capital Improvement Plan. Organize options for capital allocation for consideration by Commissioners Court.</p> <p>Agenda: Prepare, publish, Commissioners Court Agenda, coordinate Commissioners Court meetings, organize and archive all backup materials.</p> <p>Administration: Organize purchase orders, payroll and support functions for BMD.</p> <p>Strategic Initiatives: Implement the strategic priorities of Harris County by coordinating financial resources and interdepartment activities.</p> | \$2,680,257 | \$6,930,550 | 19.37 |
| Finance & Investments | <p>Debt: Manage long term and short term debt for Harris County and the Flood Control District.</p> <p>Banking: Manage all banking services including compliance, approve wire transfers, and provide customer service to Harris County departments.</p> <p>Investment Management: Conduct investment transactions for Harris County.</p> | \$1,596,404 | \$1,596,404 | 7.14 |
| Interagency Coordination | <p>County revenue projection: Responsible for projecting county tax revenue for setting tax rates and coordinating with HCAD.</p> <p>Legislative analysis: Prepare fiscal notes and analysis needed by department heads and Commissioners Court on legislative issues impacting Harris County.</p> | \$404,802 | \$404,802 | 2.04 |
| Human Resources & Administration | Supports County business units with employment services, career development, employee relations, unemployment claims, and compliance with federal, state, County and other regulatory HR requirements. Maintains position control for the County and supports business units with their salary structures. Manages the funding of the self-insured medical, workers' compensation, and unemployment programs and provides data and analytical support. | \$8,465,118 | | 29.00 |
| Benefits & Wellness | Administers the County's health and related benefit plans including wellness and retirement programs. | \$463,888,187 | | 11 |
| Risk Management | Administers the County's workers' compensation program, adjusts tort claims and settlements, maintains various insurance coverages, manages the disaster recovery process, and provides a safety advisory role to business units. | \$54,128,376 | | 19 |

FORM 2. Org Chart. Submit an Org Chart for your department.

1. One page - 8-1/2 x 11 (Letter size)
2. High-level Org Chart showing Department, Division, Sub-Division and Service
- 3 Submit Org Chart as a separate document (pdf format)

Budget Management Example Org 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 | Budget & Performance – Transform the County budget process to increase accountability, transparency, promote long term planning, and measure the performance of departments and their programs. | SO1 | Work with departmental partners to develop budget sheets from each department that contain outcomes, goals, and performance metrics. | Budget & Performance | | All | N/A |
| | | SO2 | Once 2021 Budget is adopted, implement plan to publish and track performance metrics on an ongoing basis and embed goals and outcomes in day-to-day operation of departments. | Budget & Performance | | All | N/A |
| G2 | Budget & Performance – Ensure that all Harris County Department budgets are aligned with Commissioners Court vision and goals. | SO3 | Deliver 2021 Budget that includes aligned outcomes for each goal area and department and includes a transparency website. | Budget & Performance | | N/A | N/A |
| G3 | Budget & Performance – Build the tools and capabilities to provide multiyear, comprehensive financial projections. | SO4 | Build out BMD's financial planning and analysis (FP&A) function; FP&A function to take the lead in long-term budget and financial forecasting. | Budget & Performance | Finance & Investments | | N/A |
| | | SO5 | Hiring of an FP&A Manager by end of CY 2020. | Budget & Performance | Finance & Investments | | N/A |
| G4 | Director's Office (Agenda) – Improve the Agenda experience for members of Commissioner's Court, the public, and department staff. | SO6 | Accelerate the implementation of Legistar (New software platform) for the Agenda process including training in January, 2021. | Director's Office | | | N/A |
| G5 | Director's Office (Strategic Initiatives)/Finance & Investments – Promote transparency through the communication of relevant, non-partisan budget, financial, and performance data to the public. | SO7 | Develop public facing communication including finance and budget websites that includes department budget information, credit metrics, new software to monitor investments. | Director's Office | Finance & Investments | | N/A |
| | | SO8 | Issue RFP in CY 2021 for budget software. | Director's Office | Finance & Investments | | N/A |
| G6 | Director's Office (Capital Projects) – Create reporting and framework for more transparency and accountability in spending and progress on capital projects. | SO9 | Align annual CIP review with budget process to ensure that investment decisions and general budgeting are coordinated. | Director's Office | Budget & Performance , Finance & Investments | HCED, HCFCD, HCTRA | N/A |
| | | SO10 | Review all current CIP projects and evaluate process for new projects to be added to the County CIP. | Director's Office | Budget & Performance , Finance & Investments | HCED, HCFCD, HCTRA | N/A |
| G7 | DSV – Promote data-driven decision making to all department employees through the use of visualization and mapping tools. Ensure all BMD employees have the technology and support needed to thrive. | SO11 | Create strategic plan to align division resources towards high impact projects that can drive decisions. | Data Science & Visualization | Budget & Performance | | N/A |
| | | SO12 | Evaluate new software packages to deliver additional information to the public and Harris County staff. | Data Science & Visualization | Budget & Performance | | N/A |
| G8 | Finance and Investments – Support the maintenance of strong financial metrics through responsible fiscal and financial management of Harris County assets, investments, and debt. | SO13 | Develop debt affordability model that incorporates BMD credit rating scorecard. | Finance & Investments | Director's Office (Capital Projects) | HCTRA | N/A |
| | | SO14 | Implement portfolio management application. | Finance & Investments | Director's Office (Capital Projects) | HCTRA | N/A |
| | | SO15 | Consolidate Toll Road debt service bank accounts into one account and Toll Road debt service reserve accounts into one account. | Finance & Investments | Director's Office (Capital Projects) | HCTRA | N/A |
| G9 | HRRM/Finance and Investments – Implement and promote diversity and inclusion through the budget process, hiring, and contracting with investment firms, bank, underwriters, and financial advisors. | SO9 | Establish training dates for diversity training to offer countywide, develop and create reporting mechanism for diversity and inclusion, reach out to financial vendors that have a Community Reinvestment Act Policy to determine what steps they are taking on diversity and inclusion issues. | HRRM | Finance & Investments | | |
| | | SO10 | Hire Chief Talent Office who will lead the County in recruiting and retaining the best and brightest talent and lead the dedicated HR team to fulfill its mission of "empowering an effective, healthy workforce that reflects the diverse communities served by Harris County." | HRRM | Directors Office | | |
| G10 | Become a reliable strategic advisor to Commissioners Court and business units for human resources and risk management matters. | SO11 | Partner with business units to provide analytical support, solve problems, and achieve positive outcomes on personnel-related matters | Human Resources & Administration | Data Science & Visualisation | Universal Services | N/A |
| | | SO12 | Initiate a service needs assessment for all business units and modify HR monthly meetings to also receive input from business units about their human resource concerns. | Human Resources & Administration | N/A | All County business units | N/A |
| G11 | Increase employee diversity in the recruitment process and drive internal equity across the Harris County organization. | SO13 | Incorporate more equity practices into the recruitment process including reviewing criminal history questions and educational requirements in job postings to determine if they are necessary. | Human Resources & Administration | N/A | All County business units | N/A |
| | | SO14 | Expand recruitment outreach to historically Black colleges and universities (HBCUs), Hispanic-serving institutions (HSIs), minority professional associations, and other organizations and include social media platforms in the recruitment process. | Human Resources & Administration | N/A | All County business units | Colleges, universities, associations, and social media platforms. |
| | | SO15 | Conduct a county-wide compensation study. | Human Resources & Administration | N/A | All County business units | Compensation consultant |
| | | SO16 | Expand Diversity, Inclusion, and Unconscious Bias training. | Human Resources & Administration | N/A | All HC Departments | Selected training vendors. |
| | | SO17 | Establish online/web-based New Employee Orientation and conduct periodic check-ins with 20% of new hires after orientation and within the first year of hire. | Human Resources & Administration | N/A | All HC Departments | N/A |
| G12 | Improve retention rates among business units. | SO18 | Develop a consistent methodology for conducting and reviewing exit interviews to determine reasons for separation. | Human Resources & Administration | N/A | All County business units | N/A |
| G13 | Improve the health of the County workforce. | SO19 | Continue to promote the Healthy Actions Medical Plan. | Benefits | N/A | All County business units | Cigna |
| | | SO20 | Find cost savings within the health plan in order to maintain affordable premiums and out-of-pocket costs for employees and retirees. | Benefits | N/A | N/A | Cigna |
| G14 | Minimize the amount of preventable employee accidents and injuries | SO21 | No increase to the number of preventable employee accidents and injuries. | Risk Management | N/A | All County business units | N/A |
| G15 | Maximize reimbursement from external sources after a disaster or other loss. | SO22 | Continue to work with consultants and County business units to identify damages and document expenses to submit to FEMA, insurance carriers, and other entities. | Risk Management | N/A | All County business units | FEMA, US Treasury , and insurance carriers |

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 Development |
| Divisions (list all): | Budget & Performance |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$1,046,887 | 9 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Budget Development is the key deliverable both for the Budget and Performance Division and for BMD overall. Through the development and management of department budgets, BMD is able to align department goals with the goals articulated by Commissioners Court. As Harris County moves towards outcome based budgeting as a way to efficiently allocate resources, budget development will continue to evolve as a tool to increase accountability and transparency in Harris County government. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Ideally, the customers for this service are all the residents of Harris County. Budget development also serves county departments in funding their operations and elected officials in that it is a tool to promote the policy agenda on which they were elected. As budget processes in other localities and levels of government have changed, the expectations of both elected officials have evolved. Everyone should have the ability and opportunity to follow where tax dollars are being used and there is an obligation to the citizens of Harris County for the County to be transparent and accountable in how funds are spent. Following the adoption of the FY21 budget, BMD will solicit feedback in the form of surveys and workshops both from departments and the public on how to further improve the budget, the budget process, and the presentation of the budget to the public. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas local government code, Title 4, Chapter 111 governs the required preparation of County budgets. Harris County operates under subchapter C. Subsequent subsections relevant to this outline key requirements, processes, public hearings, adoption of the budget, and county spending following the adoption of an annual budget. |

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: | Performance Analysis |
| Divisions (list all): | Budget & Performance |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$348,962 | 3 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Assists in the creation and tracking of performance metrics that drive county services towards achieving the goals and objectives set by Commissioners Court. Having adequate performance metrics is a key pillar of achieving desired outcomes. County goals reach across department boundaries and it requires a dedicated team to develop and coordinate useful performance measures for multiple departments. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| County departments and Commissioners Court are the primary customers for this service. Departments need to understand how to track outcomes and measure their progress towards the goals set by Commissioners Court. Members of Commissioners Court are customers as well as performance metrics will drive decisions over what programs and services to continue and expand and overall drive dtowards the best use of limited reasources. Feedback is being solicited as these measures are being developed and will continue after the adoption of the FY21 Budget. |
| 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: | Grants |
| Divisions (list all): | Budget & Performance |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$348,962 | 3 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Grants team assists coordinates and manages federal, state, and local grants across Harris County. Increasing grant funding allows departments to expand their capabilities without the need for additional taxpayer supported revenue. The grants team is especially focused on county departments that do not have the resources to maintain their own grants programs. The team manages grants such as the county's mental health diversion grant and grants that help to fund aspects of the county courts. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Departments without their own dedicated grants teams as well as county services applying for grants that require extensive cross department collaboration. As Harris County moves from organizing around departments towards outcomes and services, a centralized grants service that is familiar with operations across the county can prove to be advantageous to securing funding from new sources. |
| 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 (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 Visualization |
| Divisions (list all): | Data Science & Visualization |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$971,539 | 6 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Data Visualization supports Harris County Department with data, metrics, and data visualizations that improve the quality of decision making by delivering timely, relevant data to County Commissioners, Departments, and the public. BMD makes both data and visualizations available to all County Precincts and Departments at no cost. Specific areas of effort include: perform complex ETL functions and database joins; build and maintain Business Intelligence (BI) dashboards for a variety of partners, and building intranet and internet-facing websites for employee and citizen information. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| BMD, other Harris County Departments, and the public are the primary customers for Data Visualization. Data visualization can help all stakeholders better understand budgets, policy impacts, and other outcomes. It can help county departments make the case for current or additional services, and it can help the public understand decisions that are being made. Division leadership has focused on business development and project management, working to ensure that there is a consistent workflow supporting BMD's goals. DSV also provides this service to other departments who request new products or access to current programs. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No. |

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: | Mapping & GIS Support |
| Divisions (list all): | Data Science & Visualization |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$971,539 | 6 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| DSV maintains ATLAS, the Divisions flagship GIS & mapping application. This application supports the Department goal of transparency and accountability by making countywide departmental metrics available and used to drive important decisions. Geographic data can also be used to build customized dashboards to support further understanding of outcomes. DSV currently maintains over [300] data layers and provides instruction materials, on-site training, online help, context-sensitive integration with other County systems. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| BMD, other Harris County Departments, and the public are the primary customers for this service. As additional budget and performance data becomes available, closer integration between DSV, other BMD divisions, and county departments will lead towards increased usage of mapping tools, better management of data, and increased engagement from the public. |
| 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: | Internal IT Support |
| Divisions (list all): | Data Science & Visualization |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$316,315 | 2 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| IT support is vital for the proper functioning of BMD. DSV supports administration and oversight functions include managing departmental audio/visual resources and conference rooms, evaluating new technology for departmental use, maintaining departmental inventory, handling first-level trouble-shooting on departmental technical issues, and running agenda technical and logistical support. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All of BMD. The expectation is the proper functioning of IT infrastructure. BMD recently conducted a customer feedback survey to better understand the needs of the Department and the success of internal IT in delivering for their customers. |
| 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 (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: | Capital & Infrastructure Planning |
| Divisions (list all): | Director's Office |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$428,841 | 3 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Coordinate, develop and publish Harris County's Capital Improvement Program (CIP). Work with the infrastructure focused departments to create options for capital allocation for consideration by Commissioners Court. Track capital spending on existing projects and ensure that new capital projects are fully evaluated prior to submission to Commissioners Court. Along with the Finance Division, Capital & Infrastructure coordinates commercial paper requests for capital projects from multiple departments and lines of credit. Additionally, responsible for the Parking Enterprise Fund to include contract coordination and compliance of parking management vendor, parking garage and lot maintenance and capital expenses, and parking utilization policy. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Infrastructure focused departments, HCED, FCD, US, and HCTRA are partners for Capital & Infrastructure Planning and Commissioners Court is the customers. Capital & Infrastructure assists Departments in putting their investment proposals and ensures that information that is received by Commissioners Court is well vetted and includes relevant options and considered alternatives. BMD has committed to provide Commissioners Court with quarterly CIP updates and seeks to continually improve the quality of information provided to Commissioners Court. |
| 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 (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: | Agenda |
| Divisions (list all): | Director's Office |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$844,281 | 6 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Agenda team receives agenda items and prepares the Harris County Commissioners Court agenda. Publishes the agenda and agenda materials, records agenda meetings and other special meetings. Provides an unofficial transcript of meetings. Prepares the agenda calendar in coordination with the Court members. Coordinates and assists with court meeting speakers, special court accommodations, including court interpreters. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for the service includes all county departments including members of Commissioners Court. Commissioners Court is the forum for all county action and the expectation is that the agenda is flawless, contains all relevant material from departments and facilitates members of Commissioners Court making the best possible decisions. Backup to agenda items is expected to be available so that department staff can review and prepare for Commissioners Court. Meetings run according to the agenda so the organization of the document itself is vital to operations of the County. |
| 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: | Administration |
| Divisions (list all): | Director's Office |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$562,854 | 4 |

| | |
|--|---|
| 1) | Describe the Service and how it supports department goals. |
| BMD's Administration team manages purchase orders, invoices and payroll functions for BMD. Supports department leadership and provides a variety of other administrative functions including reception, booking fifth floor conference rooms, ordering and stocking office supplies, assists in coordinating parking for all county departments. | |
| 2) | Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| BMD is the customer. BMD would be unable to function without administrative support. The Administrative team ensures that members of BMD have what they need to be effective in their role. | |
| 3) | Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No. | |

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: | Strategic Initiatives |
| Divisions (list all): | Director's Office |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$844,281 | 6 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| The Strategic Initiatives group provides as needed management, research, analysis and policy implementation services to BMD and to Commissioners Court. These services have included assistance and support services for legislative and public information efforts, idea development, administrative assistance, project facilitation, conflict resolution, assistance with responding to open records requests. The group has provided operational and staffing support in organizing new county departments and coordinating inter-departmental initiatives. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Commissioners Court is the customer for these services. This group provides the capacity for BMD to execute on a wide variety of projects that fall outside of budget development and finance. The expectation is that projects assigned to strategic initiatives are completed in a timely fashion and lead to the resolution of the problem or issue identified by Commissioners Court. |
| 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 (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: | Debt |
| Divisions (list all): | Finance & Investments |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$686,454 | 3 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Issuance of long term and short term debt for Harris County and the Flood Control District. Monitor arbitrage rebate and other financial compliance. Process debt service payments and commercial paper draws, review and maintain all bond/commercial paper official statements and offering memos, and manage liquidity agreements. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The County overall is the customer for this service. The services of the Investment division; debt; investment management; and banking; are vital to the functioning of the county. The County auditor works closely with this division and on these services to ensure there is proper accountability in all financial transactions. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No. |

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: | Investment Management |
| Divisions (list all): | Finance & Investments |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$686,454 | 3 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Conduct investment transactions for Harris County and other entities, analyze cash flows, and identify funds available for investment. Maintain compliance with state statues, investment policy, and internal controls and procedures. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The County overall is the customer for this service. The services of the Investment division; debt; investment management; and banking; are vital to the functioning of the county. The County auditor works closely with this division and on these services to ensure there is proper accountability in all financial transactions. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: | Banking |
| Divisions (list all): | Finance & Investments |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$223,497 | 1 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Manage the bank, armored car, and merchant services contracts. Manage collateral on overnight deposits, PCI compliance, approve wire transfers, and provide customer service to the departments to best utilize these services. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The County overall is the customer for this service. The services of the Investment division; debt; investment management; and banking; are vital to the functioning of the county. The County auditor works closely with this division and on these services to ensure there is proper accountability in all financial transactions. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| |

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: | Revenue Projection |
| Divisions (list all): | Interagency Coordination |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$202,401 | 1 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Responsible for projecting county tax revenue for use in setting tax rates and coordinating with HCAD. This activity is vital in setting tax rates which sets the stage for departments and agencies to understand how much revenue could be allocated to outcomes and services. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Commissioners Court and the County Budget Officer. Setting tax rates is a cornerstone activity for Harris County. It impacts what property owners are required to pay and determines the revenue that County agencies and departments have available to allocate over the course of the next fiscal year. |
| 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 (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: | Legislative Analysis |
| Divisions (list all): | Interagency Coordination |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$202,401 | 1 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Legislative analysis provides fiscal notes and analysis needed by department heads and Commissioners Court as needed on legislative issues affecting the County and as requested by the Legislative Budget Board. This involves coordinating with state and federal legislators, County departments, professional associations and other stakeholders in understanding how potential legislation impacts Harris County. This team often represents the department on committees and task forces and, in ancillary roles, may represent the County on various boards/organization, like METRO and HCAD. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Commissioners Court, the County Attorney, and county department heads are the customers for this service. These stakeholders are often called on to testify on behalf of Harris County or make changes to County policy as a result of a new requirement or rule. The legislative analysis team is expected to be on call during the state legislative session and in coordination with IGA, monitor bills as they move through the process and help evaluate where the County should devote time and energy during the session. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No. |

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: | Recruitment and Retention |
| Divisions (list all): | Human Resources & Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$2,850,000 | 18 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Supports County business units with services such as recruitment, job descriptions, job advertisements, background checks, and testing (typing, reading, writing, Microsoft, foreign language); administers a county-wide career development training program. These activities support the department's goals in becoming a reliable strategic advisor to Commissioners Court and business units for human resources and risk management matters and increase employee diversity in the recruitment process and drive internal equity across the Harris County organization. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include employees, all Harris County business units (including Commissioners Court, Elected Officials and Appointed Officials), and applicants searching for employment. Internal Harris County departments expect to receive pools of talented, qualified applicants. Applicants are looking for gainful employment, with expectations of equal employment opportunities. Employees expect to receive effective, quality training courses, and explanations of Harris County policies. Feedback is provided through calls/complaints. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| N/A |

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: | Employee Relations and Compliance |
| Divisions (list all): | Human Resources & Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$300,000 | 2 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Conducts HR related investigations, administers the employee grievance process, and ensures compliance with federal, state, County and other regulatory HR requirements. These activities support the department's goals in improving retention rates among business units. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include employees, all Harris County business units (including Commissioners Court, Elected Officials and Appointed Officials). Business units expect assistance with developing internal departmental policies and addressing management concerns. Business units and employees expect accurate, timely, and responsive assistance with all employment questions, ADA accommodations, and guidance regarding FMLA. Feedback is provided through calls/complaints. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The grievance process is mandated by Chapter 160 of Texas Local Government Code. The Americans with Disabilities Act of 1990 or ADA (42 U.S.C. § 12101 et seq). The ADA Amendments Act of 2008 or ADAAA (Public Law 110-325, ADAAA) The Family and Medical Leave Act of 1993 or FMLA (29 U.S.C. § 2601 et seq) Texas Local Government Code, Chapter 157 |

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: | Compensation |
| Divisions (list all): | Human Resources & Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$675,000 | 4 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Maintains position control for the County, supports business units with new positions, position changes, and salary structures, and with conducting market salary surveys. These activities support the department's goals in increasing employee diversity in the recruitment process and driving internal equity across the Harris County organization. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include employees, all Harris County business units (including Commissioners Court, Elected Officials and Appointed Officials). Business units expect accurate and timely changes to their positions in PeopleSoft. They also expect timely and accurate compensation analysis, including market salary surveys. Feedback is provided through business units. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| N/A |

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: | Benefits |
| Divisions (list all): | Benefits & Wellness |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$348,530,967 | 12 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Administers the County's health and related benefit plans including wellness programs and the TCDRS retirement plan and recommends funding, plan designs, services, and premium contribution rates to Commissioners Court. Manages the unemployment compensation program through the Texas Workforce Commission. These activities support the department's goals in improving the health of the County workforce. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include County employees, retirees, and their dependents. Customers expect to receive quality benefits programs with affordable premiums. Most feedback is received during member calls/complaints. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Texas Local Government Code, Chapter 157 Texas Unemployment Compensation Act (Texas Labor Code, Title 4, Subtitle A, Chapter 208) Federal Unemployment Insurance Integrity Act TCDRS Act |

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: | Risk Management |
| Divisions (list all): | Risk Management |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$18,050,000 | 16 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Provides a safety advisory role to business units and administers the County's workers' compensation, drug and alcohol screening, and Automated External Defibrillator (AED) programs. This section also adjust tort claims and settlements, maintains various insurance coverages for the County, and manages the recovery reimbursement process after a disaster or other event. These activities support the departments goals by minimizing the amount of preventable employee accidents and injuries. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include employees of Harris County and any person who files claims against the County. Their expectations are that claims will be handled fairly and timely, and resolved without the need of litigation. Employees also expect a safe workplace. Taxpayers expect sufficient casualty insurance to mitigate risk, and that all monies regarding damages to the County are recovered. Customer feedback is primarily collected through complaints. Indirect feedback is collected through workers compensation third party administrator surveys. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| The workers compensation services are statutorily mandated by Texas labor code chapter 504. The tort claims are mandated by the Texas Tort Claim Act. Bonds that are provided to election and appointed officials are also 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: | Disaster Recovery |
| Divisions (list all): | Risk Management |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$450,000 | 3 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Manages the damage assessment and FEMA recovery reimbursement process after a disaster or other event. These activities support the departments goals by maximizing reimbursement from external sources after a disaster or other loss. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include Harris County taxpayers. Taxpayers expect expenses related to damages from a disaster are reimbursed from federal/state agencies and insurance. Customer feedback comes from public information requests and questions from taxpayers and organizations. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| N/A |

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: | Data and Analytics |
| Divisions (list all): | Risk Management |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$675,000 | 4 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| Provides human resources and risk management data and financial information to business units and Commissioners Court. These activities support the department's goals by becoming a reliable strategic advisor to Commissioners Court and business units for human resources and risk management matters. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Customers include County business units and Commissioners Court. They expect accurate, timely, and useful information. Feedback is provided by the various business units that request information. |
| 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 |
|-----------------------------------|---|--|-------------------------------|--|---------------------------------|--|---|
| Budget | Percent of departments and agencies submitting service-level budgets | New | BMD | SO1, SO 2, SO 3 | N/A | 100% | All Departments should submit service level budgets |
| Budget | Percent variance between actual and projected General Fund operational expenditures | New | Reports | SO1, SO 2, SO 3 | N/A | +/- 2% | Ensure accurate prediction of expenditures |
| Revenue Projection | Percent variance between actual and projected revenues | New | Reports | SO1, SO 2, SO 3 | N/A | +/- 5% | Ensure accurate prediction of revenues |
| Budget/SI/Agenda | Get >60 NPS in feedback from department and Commissioners Court | New | Survey | SO1, SO 2, SO 3 | N/A | 60 | 60 typically considered a very good score for NPS |
| Agenda | Percent of Commissioner Court agendas delivered on time and complete prior to Court | New | Reports | SO6, SO7 | N/A | 100% | Enable effective functioning of Commissioners Court |
| Strategic Initiatives | Number of Court-assigned projects acted on | New | Reports | SO 8, SO9 | N/A | # | Assists Court with tracking of BMD-related assignments |
| Strategic Initiatives | Number of Court-assigned projects completed | New | Reports | SO 8, SO9 | N/A | # | Assists Court with tracking of BMD-related assignments |
| Mapping and GIS Support | Registered ATLAS users | New | Reports | SO 8, SO9 | N/A | # | Increase the number of users of Atlas |
| Mapping and GIS Support | ATLAS Customer satisfaction survey rating (1 to 5) | New | Reports | SO 8, SO9 | NPS | Avg rating of 4 of 5 | Increase the quality of Atlas for users |
| Capital Planning & Infrastructure | Percent variance between actual and projected CIP Project spend | New | Reports | SO10, SO11 | N/A | +/- 5% | Ensures that we can properly fund CIP program |
| Capital Planning & Infrastructure | Percent variance between budgeted and actual costs on a project basis | New | Reports | SO10, SO11 | N/A | +/- 5% | Ensures projects are well managed |
| Capital Planning & Infrastructure | Number of projects evaluated | New | BMD | SO10, SO11 | N/A | Provide evaluation of all CIP projects in CY 2021 | Provides transparency and facilitates oversight |
| Capital Planning & Infrastructure | Number of CIP updates provided to Commissioners Court | New | Reports | SO10, SO11 | N/A | quarterly | Provides transparency and facilitates oversight |
| Data Visualization | Number of dashboards created | New | Reports | SO 12, SO 13 | N/A | # | Supporting BMD and Departments with visualization |
| IT Support | Get >60 NPS in feedback from BMD | New | Survey | SO 12, SO 13 | N/A | 60 | 60 typically considered a very good score for NPS |
| Debt | Credit rating | Currently in use | Various credit agencies | SO14, SO 15, SO 16 | AAA | AAA | We currently have high credit rating and need to maintain it |
| Debt | Percent debt capacity available | New | BMD | SO14 | N/A | TBD | Target to be developed and tracked once debt affordability model is developed that incorporates BMD credit rating scorecard |
| Investment Management | Number of violations in quarterly audit | New | | SO14, SO 15, SO 16 | N/A | Zero violations | Strength internal financial controls |
| Grants | Number of grant applications submitted | New | Reports | | N/A | # | Tracking success of Grant service |
| Grants | Number of successful grant applications | New | Reports | | N/A | # | Tracking success of Grant service |
| Grants | Success rate of grant applications (# of successful grant applications / total submitted) | New | Reports | | N/A | % | Measure of efficiency grant applications |
| Grants | Dollar value of grant funds delivered | New | Reports | | N/A | \$ | Tracking the value of successful grants |
| Grants | Percent of grant funds delivered on-time | New | Reports | | N/A | % | Measure of efficiency grant distributions |
| Legislative Analysis | Percent of reports provided Legislative Committee within [72] of request during legislative session | New | Reports | | N/A | 72 hours | Timely turn around of requested information. |
| Recruitment and Retention | Number of outreach events/activities to HBCUs, Hispanic-serving institutions HSIs, minority professional associations | New | HR Employment Section | SO3, SO 4 | N/A | 10 | Level of effort for improving diversity |
| Recruitment and Retention | % of applicants who identify as non-White and/or Hispanic | New | NeoGov | SO3, SO 4 | 15823.00 | Meets or exceeds % of metro-area residents who identify as non-White or Hispanic | Measure of effectiveness in improving diversity |
| Recruitment and Retention | Percent of Harris County hires who identify as non-White and/or Hispanic | New | PeopleSoft | SO3, SO 4 | 0.74 | Meets or exceeds % of metro-area residents who identify as non-White or Hispanic | Outcome measure for improving diversity |
| Compensation | Percent of salary ranges of aligned across all County business units and with the external market | New | Vendor software | SO5 | N/A | 0.67 | Equity across all County business units. |
| Compensation | Average turnaround time to complete salary survey requested by a department | Currently in use | Manual | SO5 | 7 days (with all data received) | 6.5 days | Produce equity. |
| Recruitment and Retention | Number of employees taking diversity training | Currently in use | CRM | SO6 | 246 | 2400 | Ensure Harris County workforce is diverse and aware of diversity and bias in the workplace. |
| Recruitment and Retention | Percent of new hires receiving a "check-in" after new hire orientation | New | HR Employment Section | SO7 | N/A | 0.20 | Retain talent. |
| Recruitment and Retention | Turnover Rate/ Quit rate | Currently in use | PS Reports | SO8 | 10.4%/7.4% | 10.4%/7.4% | Retain talent. |
| Benefits | Number of enrollees in Healthy Actions Plan | Currently in use | Cigna | SO9 & SO10 | 2889 | 2976 | Improve employee health and well being and cost savings to the medical plan. |
| Benefits | Number of enrollees completing behavior change program (Omada) | Currently in use | Omada for Cigna | SO9 & SO10 | 1402 | 2000 | Improve employee health and well being and cost savings to the medical plan. |
| Benefits | Average medical claims cost per member per month | Currently in use | Cigna | SO10 | \$ 629.92 | \$ 647.32 | To stay within claims projections. |
| Risk Management | Rating from audit by Texas Department of Insurance, Division of Workers Compensation | Currently in use | Texas Department of Insurance | SO11 | 100% | Greater than 95% | Statutorily required audit |
| Risk Management | Number of workers comp claims with payments or reserves | New | TPA Reports | SO11 | N/A | Equal or less than prior year claims. | To provide a safe work environment for employees. |
| Risk Management | W/C paid claims as a percentage of covered payroll | New | AS&G | SO12 | N/A | 1% | Reduce claims cost. |
| Risk Management | Number of claims per 100 covered employees | New | AS&G | SO12 | N/A | 0.46 | Reduce claims cost. |
| Risk Management | Closing ratio on tort claims | New | AS&G | SO12 | 0.9 | 1 | Improve cash position to the Risk Management Fund. |
| Risk Management | Amount of tort claim recoveries | New | AS&G | SO12 | \$9.8M | \$6.5M | Maximize funds owed to Harris County. |
| Disaster Recovery | Number of FEMA projects submitted for close out | Currently in use | TDEM | SO12 | 91.00 | 86.00 | Maximize reimbursement. |
| Disaster Recovery | Dollar value of FEMA reimbursement received | Currently in use | TDEM | SO12 | \$ 5,798,051.00 | \$ 45,297,553.89 | Maximize reimbursement. |
| Disaster Recovery | Average time to receive FEMA reimbursement from federal obligation for completed projects. | New | FEMA/TDEM | SO12 | 57 | 57 | Maximize reimbursement. |

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 #

2

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 | Performance Analysis | Establish Performance Analysis Function | Budget & Performance | SO1 | 4 | 3 | 1 |
| BR2 | FP&A | Establish Financial Planning & Analysis function | Budget & Performance | SO3 | 1 | 0 | 1 |
| BR3 | Budget | Transparency Website & Software | Budget & Performance | SO2 | | | |
| BR4 | Budget | Assistance in organizing Budget Engagement | Budget & Performance | SO1 | | | |
| BR5 | Recruitment and Retention | Conduct compensation study for Harris County positions. | Human Resources & Administration | SO13 | | | |
| BR6 | Recruitment and Retention | HR management software. | Human Resources & Administration | SO13 | | | |
| BR7 | Recruitment and Retention | Improve quality and distribution of information gathered from background checks | Human Resources & Administration | SO13 | | | |
| BR8 | Recruitment and Retention | Implement Employee Service Award Program to recognize and reward tenured employees. | Human Resources & Administration | SO13 | | | |

| 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 |
| \$0 | \$0 | \$368,207 | \$368,207 |
| | | \$168,900 | \$168,900 |
| | \$200,000 | \$0 | \$200,000 |
| | \$125,000 | \$0 | \$125,000 |
| | \$250,000 | | \$250,000 |
| | \$183,000 | | \$183,000 |
| | \$24,200 | | \$24,200 |
| | \$125,000 | | \$125,000 |

| Ongoing Annual Cost - Future Years (if applicable) | | |
|--|-------------------|---------------------|
| Materials, Supplies and Other Non-Labor | Salary & Benefits | Annual Ongoing Cost |
| | \$368,207 | \$368,207 |
| | \$168,900 | \$168,900 |
| \$100,000 | \$0 | \$100,000 |
| | | |
| \$75,000 | | \$75,000 |
| \$161,000 | | \$161,000 |
| \$24,200 | | \$24,200 |
| \$125,000 | | \$125,000 |

| 5-Year Total Cost |
|-------------------|
| \$1,841,035 |
| \$844,500 |
| \$600,000 |
| \$125,000 |
| \$550,000 |
| \$827,000 |
| \$121,000 |
| \$625,000 |

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 |
|---|-----------------------------------|----------------------------|----------------------------------|------------------------------------|--|------------------------|
| BR1 | Performance Analysis | Budget & Performance | Manager, Performance Analysis | Full | 2080 | 1 |
| BR1 | FP&A | Budget & Performance | Manager, FP&A | Full | 2080 | 1 |

| Annual Actual Base Salary (Per Position) | Annual Benefits (Per Position) | Annual Total Cost Per Position | Annual Total Cost - All Positions |
|--|--------------------------------------|--------------------------------------|---|
| \$125,000 | \$44,500 | \$169,500 | \$169,500 |
| \$125,000 | \$44,500 | \$169,500 | \$169,500 |

| Projected Hire Date | Number of Pay Periods to Fund | Pro-Rated Cost Per Position | Pro-Rated Cost - All Positions |
|------------------------|-------------------------------------|-----------------------------------|--------------------------------------|
| 3/1/2021 | | | |
| 3/1/2021 | | | |

| Is Additional Office Space Required? (Y/N) | Is Downtown Parking Required? (Y/N) |
|---|--|
| N | Y |
| 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: | Developing Performance Analysis function |
| Division: | Budget & Performance |

| | |
|--|-----------|
| Funding Request - Next Fiscal Year: | \$368,207 |
|--|-----------|

| | |
|---|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). | Creating a new Performance Analysis function is a important step in transforming Harris County's budget process towards one that is transparent, accountable, and outcome driven. This new function will create and track performance metrics to assist the county in reaching identified goals and objectives. This function does not currently exist. BMD is using a combination of repurposed positions as well and one new position to create a team of 4 who will be developing this function. |
| 2) Which department-level goals does this support? | Goal 1, transforming the County budget process to increase accountability, transparency, promote long term planning, and measure the performance of departments and their programs. |
| 3) What do you want to achieve with these additional funds? | |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. | Creating a Performance Analysis function was a key recommendation of PFM's BMD status report. Comparable localities contain this function. |
| 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]

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

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: | Developing Financial Planning & Analysis function |
| Division: | Budget & Performance |
| Funding Request - Next Fiscal Year: | \$168,900 |

| | |
|---|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). | BMD believes it is necessary to increase the capability for long term planning, forecasting and financial analysis inside the Department. This includes multi-year financial and cash flow forecasts, to optimize investment strategy and returns, sizing debt and commercial paper needs to reduce interest and fees, setting liquidity targets, reviewing encumbrances, projecting credit metrics and preparing reports. To develop this service, it is necessary to bring on additional expertise to manage these activities. Adding this capability will add to BMD's ability to integrate strategic planning across Harris County Departments. |
| 2) Which department-level goals does this support? | Goal 3, building the tools and capabilities to provide multiyear, comprehensive financial projections. As well as Goal 1, transforming the County budget process to increase accountability, transparency, promote long term planning, and measure the performance of departments and their programs. |
| 3) What do you want to achieve with these additional funds? | These funds will be used to create and hire a Manager to establish the FP&A function. This position will work with both the Budget & Performance division as well as the Finance & Investments division. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. | Establishing an FP&A function was recommended by PFM and is commonly seen in comparable county and local governments. |
| 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]

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

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.

| | |
|---|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). | As Harris County moves further towards outcomes based budgeting and PeopleSoft is fully in use by county departments, BMD would like to consider implementing a best in class transparency website. In 2019 and early 2020 Harris County solicited offers through an RFO for a transparency website. With a renewed focus on transparency and accountability, implementing a transparency platform would facilitate engagement by the public and give Commissioners Court and county departments additional tools to measure ongoing performance. |
| 2) Which department-level goals does this support? | The supports the goal of transforming the Harris County budget into a process that increases accountability, transparency, and promotes long term growth through strategic planning and ongoing performance analysis. |
| 3) What do you want to achieve with these additional funds? | These funds will be used to purchase a software license and train county employees to implement and incorporate this tool into day to day management. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. | Soon after the adoption of the 2021/2022 Budget, BMD will analyze the effectiveness of the 2020/2021 Transparency website and consider the value of moving forward with a 3rd party solution. BMD and Purchasing would review the 2019/2020 RFO and evaluate if any of the solutions previously investigated should be reexamined. Review of the previous work reveals the time needed to implement such a solution would be 4/6 weeks after a decision is made. |
| 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]

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

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: | Assistance in organizing Budget Engagement |
| Division: | Budget & Performance |
| Funding Request - Next Fiscal Year: | \$125,000 |

| | |
|---|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). | For the 2021/2022 Budget, BMD will pilot a single online public engagement event to increase public input regarding the county budget. In anticipation of expanding this service to reach out to diverse segment of the Harris County population, as well as increasing public engagement on county spending, BMD intends to plan for five public engagement events as we prepare the 2022/2023 budget in late 2021. BMD does not currently have the capacity to properly set up, organize, and engage on five events (either online or in person). The funding for this request will be used to hire a communications firm to assist BMD in holding these budget engagement events. |
| 2) Which department-level goals does this support? | Promote transparency through the communication of relevant, non-partisan budget, financial, and performance data to the public. |
| 3) What do you want to achieve with these additional funds? | Increase public knowledge and engagement of the Harris County budget process, the spending decisions that confront Commissioners Court, and the shift towards funding outcomes. We also want to increase public input on decisions that impact Harris County citizens. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. | BMD intends to pilot increased online budget engagement for the 2021/2022 budget process with the hope to expand it in the next budget cycle. |
| 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 (#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: | Compensation Study |
| Division: | Human Resources & Administration |
| Funding Request - Next Fiscal Year: | \$250,000 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Conduct a compensation study to address equity among similar positions across County business units and the external market place. |
| 2) Which department-level goals does this support? |
| Increase employee diversity in the recruitment process and drive internal equity across the Harris County organization. |
| 3) What do you want to achieve with these additional funds? |
| Provide equity among similar positions across County business units and the external market place. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| This project will continue to obtain job descriptions from County business units. An RFP will be conducted in FY22 to procure a compensation consultant. Positions along with job descriptions and salary ranges will be provided to the consultant who will use a robust web based or licensed software compensation management system to conduct a market based salary analysis. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| 67% of all County positions will be analyzed and aligned according to the market. |

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: | HR Management Software |
| Division: | Human Resources & Administration |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$183,000 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Currently, Harris County's HR management is fragmented. Implementation of a HR management software will streamline HR processes countywide throughout the entire employee lifecycle. The system will assist departments with onboarding, performance management, compensation and employee engagement. Opportunity to gather pertinent HR metrics to identify needs, trends and gaps. |
| 2) Which department-level goals does this support? |
| Become a reliable strategic advisor to Commissioners Court and business units for human resources and risk management matters. |
| 3) What do you want to achieve with these additional funds? |
| Additional funds will allow the development of an RFP for a vendor to provide management software that will eliminate department functions that are outdated and fragmented. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| HR would begin working with Harris County business units to gather data that would assist with developing a proposal for the RFP process. Once selected, the software will be used to identify gaps in the employment process. The analytics gathered will assist Harris County Human Resources with developing strategies and processes to assist with transforming how HR operates, giving additional insight and allowing it to actively and meaningfully contribute to Harris County's recruitment goals. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| The HR performance metrics will cover metrics of the HR Function itself which includes: time to hire, time until promotion, training efficiency, and involuntary and voluntary turnover rates. HR aims to reduce the time to fill jobs from approximately 6 weeks to approximately 3-4 weeks. Additionally, implementation of the HR analytics will assist HR with measuring training efficiency which will assist the department to evaluate the effectiveness of the training program. |

| 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 |
|-----------------------------------|-----------------------|--|--|--|
| Human Resources Management System | Potential RFP Process | SO3 | Increase departmental HR productivity and efficiency by 20%. | Streamline and increase department efficiency and use of standardized resources by 20% |

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 Number. Then answer the five questions that follow.

| | |
|-------------------------------------|----------------------------------|
| Budget Request Priority ID: | BR7 |
| Funding Request Description: | Background Check System |
| Division: | Human Resources & Administration |
| Funding Request - Next Fiscal Year: | \$24,200 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Allows for improvement to the current background check process by providing high quality reporting information regarding background information on applicants who have received an employment offer. |
| 2) Which department-level goals does this support? |
| Increase employee diversity in the recruitment process and drive internal equity across the Harris County organization. |
| 3) What do you want to achieve with these additional funds? |
| Improve and streamline hiring process. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| The RFP process is scheduled within the 1st quarter of 2021. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| N/A |

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 Number. Then answer the five questions that follow.

| | |
|-------------------------------------|----------------------------------|
| Budget Request Priority ID: | BR8 |
| Funding Request Description: | Employee Service Award Program |
| Division: | Human Resources & Administration |
| Funding Request - Next Fiscal Year: | \$125,000 |

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| Implementation of the Employee Service Award Program is an opportunity to recognize tenured Harris County employees. Employee recognition programs are shown to drive employee engagement, improve employee morale and organizational performance and bolster retention. |
| 2) Which department-level goals does this support? |
| Improve retention rates among business units. |
| 3) What do you want to achieve with these additional funds? |
| The program would assist Harris County with retaining valued employees, increasing employee recognition, and promoting a positive workforce. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| With approval, HR would work with the Purchasing department through the RFP process and develop a program that offers updated rewards that would appeal to all Harris County employees at all stages of employee lifecycle. |
| 5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are. |
| N/A |

517 – County Treasurer

Dylan Osborne

517 – County Treasurer

Data as of 12/14/2020

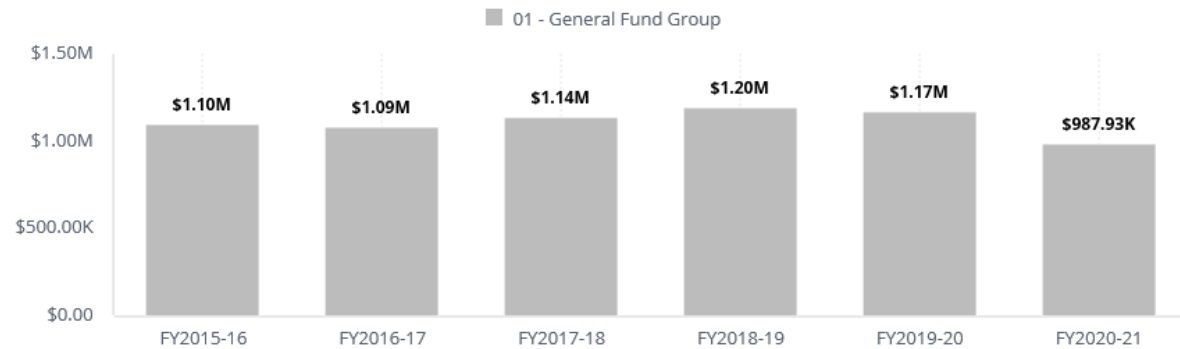
Expenditures

2016 to 2020 expenditures validated against CAFR (Auditor's Office)

Expenditures Total for FY 2020-2021

\$987,930

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$1.27

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------|
| 517 | Treasurer's Office |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

We will provide our clients with the best customer service experience for treasury services, while remaining transparent and responsive to Harris County residents' needs, and maintain a quality work environment for treasury staff member.

2. Vision

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

To provide the best solutions for depository and payment technologies to meet our constituent's demands.

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 Treasurer is the chief custodian of all Harris County funds. The Treasurer's Office receives and deposits all monies received in the county's depository bank, and the Treasurer is responsible for disbursing county funds as directed by the Commissioners Court. The Treasurer's Office maintains records of all funds deposited and withdrawn from the county's bank accounts. We reconcile all county funds bank statements to ensure their accuracy and the safety of county funds. In addition, the Treasurer submits a monthly report to Commissioners Court regarding the county's finances.

The Treasurer sits on the county's Bail Bond Board, which regulates bail bond licenses, and the Treasurer's office holds the required collateral. The Treasurer also sits on the county's Investment and Audit Committees, and may sit on ad hoc special project committees as needed.

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.

Deposit Section – receives and deposits all monies in the county’s depository institution.

Disbursement Section – disbursing county funds as directed by Commissioners 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

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 98% accuracy rate.
2. Recording items within twenty four (24) hours.
3. Ensuring all depositors receive a receipt.
4. Dispatching EFT within thirty (30) minutes of final approval.
5. When clients pick-up checks, ensure they are out within five (5) minutes.
6. Providing fast, accurate and informative customer service over the telephone and email.

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. Pull report to double check deposits daily.
2. Monitor the time to dispatch of EFT's.
3. Monitor check pick up times and procedures.
4. Listen to team members as they provide customer service calls.

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

Yes

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. Clean audits
2. Improved customer service by not forwarding customers without first getting an answer on the other line.
3. Maintained standard of excellence with regards to accuracy.
4. Providing uninterrupted service despite COVID and natural disasters.
5. Keeping our staff safe and productive

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. Assisting in ERP stabilization and continued development
2. Exploring ways to invest in the local community.
3. Redeveloping the “Unclaimed Funds” website portal.

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.*

1. Quarterly Treasurer’s Office Audits for 2018, 2019 and 2020
2. 2018 Orlando Sanchez Close Out Audit
3. 2018 First Assistant Audit
4. 2018 EFT Audit
5. 2018 Cash Controls Audit
6. 2018 Data Export Audit

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

1. Commissioners Court
2. Auditor’s Office
3. Financial and Budget Management
4. Sheriff’s Office/Constables Office
5. District Attorney’s Office
6. Port of Houston

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

1. Vendors
2. Banks and financial technology companies
3. Deloitte
4. Attorneys
5. Bail Bond Companies

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.

There are concerns on the ability to access our services. The ability to have proper transportation and the availability of affordable parking are all concerns.

We recognize that not everyone that does business with the County has equal access to banking services.

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

We offer the ability to provide postal delivery on any and all checks but certain individuals like the idea of coming to get their check(s) in person.

We have asked the Harris County Depository institution to assist us in providing alternative depository and payment solutions for those companies and/or individuals which may not have access to banking 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?*

Our staff resembles the racial make up of Harris County.

36.3% - Hispanic

27.3% - African – American

27.3% - Caucasian

9.1 % - Asian

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.*

No

FORM 1. Divisions

Instructions

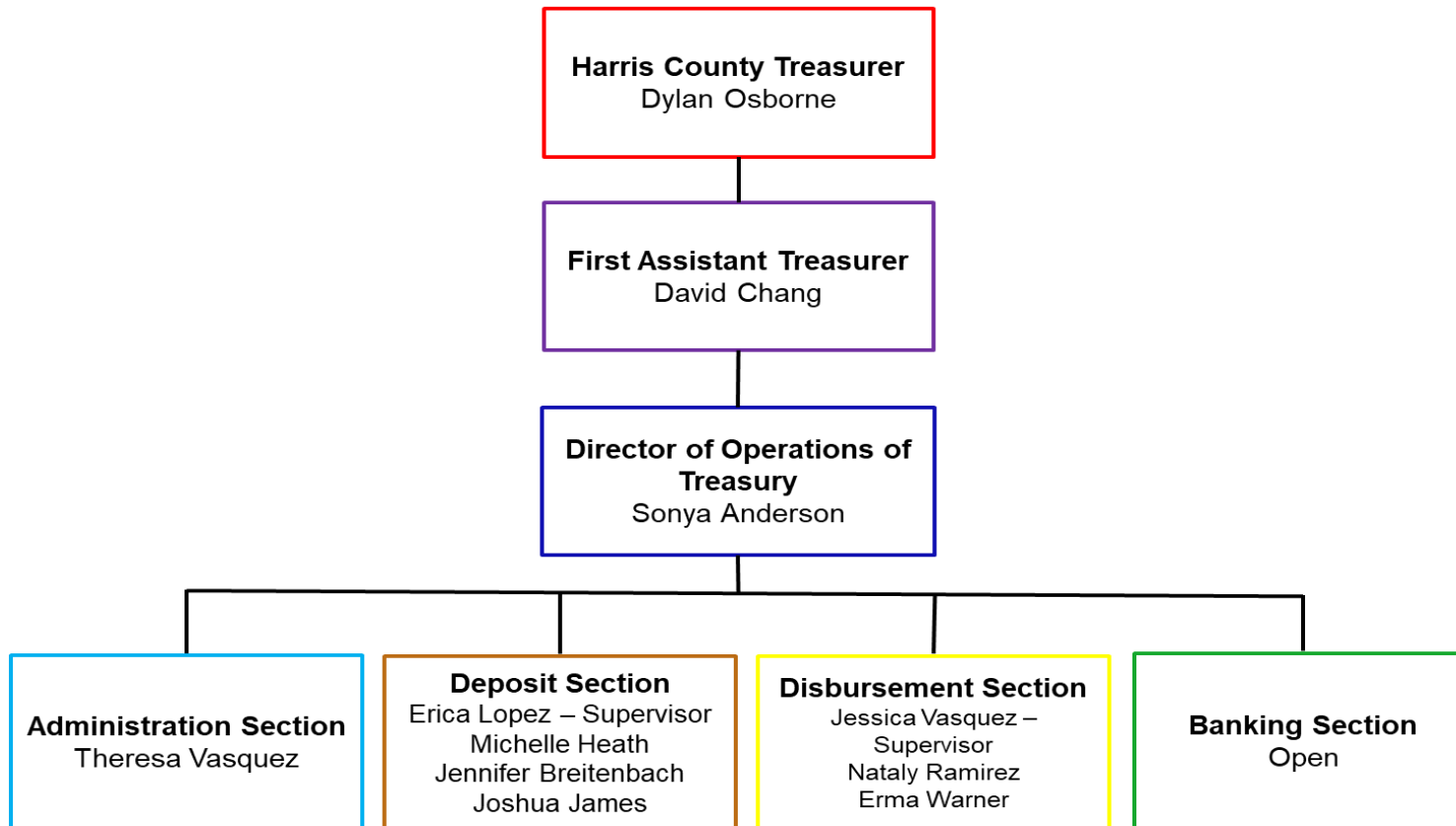
- Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head
- Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail
- FY 2020-21 Adopted Budget (\$ 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 2. Org Chart. Submit an Org Chart for your department.

1. One page - 8-1/2 x 11 (Letter size)
2. High-level Org Chart showing Department, Division, Sub-Division and Service
- 3 Submit Org Chart as a separate document (pdf format)

County Treasurer's 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.

[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: | Deposit of funds |
| Divisions (list all): | Deposit, Administrative |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$561,962 | 5 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The service is to take deposits from all county departments. This satisfies the department goals by complying with Texas Government Code Sec. 113.003 and 113.021. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All departments within Harris County which accept funds from clients on behalf of Harris County. Our customers expectations are to come in, make a deposit and leave as quickly as possible with a receipt of the transaction. Customer feedback is given at the time of the deposit. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Sec 113.003 - RECEIPT OF MONEY BY COUNTY TREASURER. The county treasurer shall receive all money belonging to the county from whatever source it may be derived. Sec. 133.021 - REQUIREMENT THAT MONEY BE DEPOSITED WITH COUNTY TREASURER; INTEREST. (a) The fees, commissions, funds, and other money belonging to a county shall be deposited with the county treasurer by the person who collects the money. The person must deposit the money in accordance with any applicable procedures prescribed by or under Section 112.001 or 112.002. However, the county tax assessor-collector must deposit the money in accordance with the procedures prescribed by or under the Tax Code and other laws. |

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: | Disbursement of Funds |
| Divisions (list all): | Disbursement, Administrative |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$530,500 | 4 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The service is to distribute funds as directed by the Commissioners Court. This satisfies the department goals by complying with Texas Government Code Sec. 113.041. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All entites within Harris County, including but not limited to jurors, vendors, contract employees to Harris County and other entities who receive funds for services provided to Harris County. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, sec. 113.041 - DISBURSEMENT OF MONEY BY COUNTY TREASURER; PAYMENT BY CHECK OR ELECTRONIC TRANSMISSION; LOST OR DESTROYED INSTRUMENT. (a) The county treasurer shall disburse the money belonging to the county and shall pay and apply the money as required by law and as the commissioners court may require or direct, not inconsistent with 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: | Accept collateral for bail bonds |
| Divisions (list all): | Deposit, Disbursement, Administrative |
| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
| \$155,538 | 2 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| The service is to accept all cash and certificates of deposit used as collateral for writing bail bonds by individuals, companies and/or insurance entities. This function satisfies Texas Occupation code sec. 1704.160 (1) (A) and (2) |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Individuals who must post bail as proscribed by a County Judge, District Judge and/or Justice of the Peace, individuals who are licensed bail bondsmen, bail bond companies and insurance entities. Their expectations are to make deposits as quickly as possible and to receive a receipt for the transaction. Through direct contact and through the Bail Bond Board. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, sec. 1704.160 - SECURITY REQUIREMENTS. (a) On receipt of notice under Section 1704.159 that an application has been conditionally approved, the applicant, not later than the 90th day after the date of receipt of the notice, must: (1) if the applicant is an individual: (A) subject to Subsection (b), deposit with the county treasurer a cashier's check, certificate of deposit, or cash in the amount stated on the application under Section 1704.154(b)(2)(E); (2) if the applicant is a corporation, subject to Subsection (b), deposit with the county treasurer a cashier's check, certificate of deposit, or cash in the amount stated on the application under Section 1704.154(b)(2)(E) |

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 |
|---------------------------------|--|--|--|--|---|------------------------------------|--|
| Fund Deposit | % of walk up or drop-off depositors receiving a receipt upon completing transactions | Currently in use | PSFT | SO1 | 100% | 100% | To allow our customers to have proof of a transaction with Harris County |
| Fund Deposit | % of deposit transactions recorded posted within 24 hours | Currently in use | IFAS and PSFT | SO2 | 95% | 100 95% | To allow Auditor's Office to complete their tasks |
| Fund Deposit | Number of cash transactions processed | | PSFT | SO4 | n/a | 100% | Baseline metric which serves to enhance other parameters |
| Fund Deposit | Number of checks processed | | PSFT | SO4 | n/a | 100% | Baseline metric which serves to enhance other parameters |
| Fund Disbursement | % of EFTs dispatched within 30 minutes of final approval | Currently in use | IFAS, PSFT and Allegro | SO3 | 18.5 min | Same | To ensure that we can process the maximum number of transactions per day |
| Fund Deposit, Fund Disbursement | Transaction accuracy rate | Currently in use | IFAS, PSFT, and EFT Log IFAS and PSFT | SO9 | 98.80% | 95% | Want to maintain a high standard but not make it unachievable |
| Fund Disbursement | Average minutes required for clients to pick up checks | Currently in use | Check time of entry vs. departure | SO4 | 2.75 min. per person | Under 5 minutes per person | To allow a quick and efficient process to minimize the wait time for our clients |
| Fund Deposit | % of disbursement transactions recorded within 24 hours | Currently in use | IFAS and PSFT | SO5 | | 100% | To allow Auditor's Office to complete their tasks |
| Internal Operational Support | Number of job-related professional development opportunities/trainings completed by Department staff | | Texas Association of Counties | SO7 | Treasurer and First Assistant: 20 hours per year. No specific requirement for voluntary | | Required per Texas Local Government for the Treasurer and First Assistant and voluntary for other personnel in the department, which foster personnel growth and to keep up to date on the new technological and safety trends |
| Internal Operational Support | Average wait time to speak to a Department customer service representative | Currently in use | Occasionally monitoring associates and their responses | SO8 | By the third ring | By the third ring | To provide faster and more accurate responses to our clients needs |
| Fund Disbursement | Number of checks prepared for distribution annually | | PSFT and District Clerk's Office | SO4 | n/a | n/a | This is a base metric which assists in providing other metrics] |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

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 | None | Treasurer to doiscuss with the County Auditor post ERP stabilization what duties belong in each department based on the new work flow for PSFT | UNK | | | | | |
| LTF2 | | | | | | | | |
| LTF3 | | | | | | | | |
| LTF4 | | | | | | | | |
| LTF5 | | | | | | | | |
| LTF6 | | | | | | | | |
| LTF7 | | | | | | | | |
| LTF8 | | | | | | | | |
| LTF9 | | | | | | | | |
| LTF10 | | | | | | | | |
| LTF11 | | | | | | | | |
| LTF12 | | | | | | | | |

530 – Tax Assessor-Collector

Ann Harris Bennett

530 – Tax Assessor-Collector

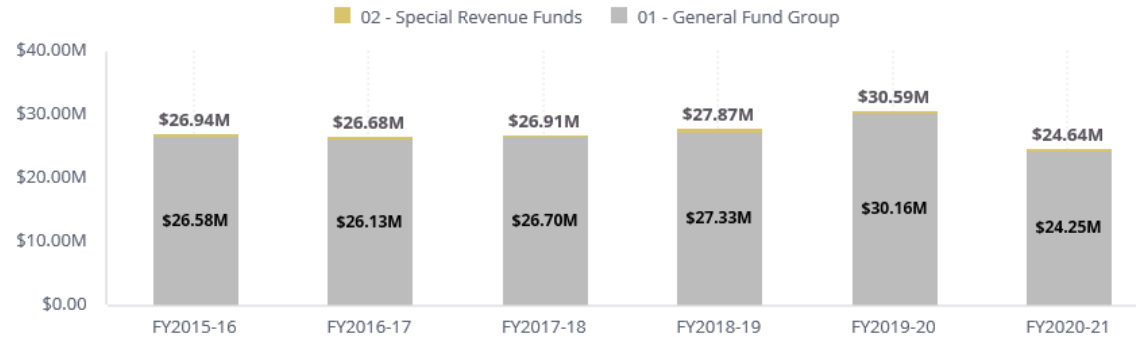
Data as of 12/14/2020

Expenditures 2016 to 2020 expenditures validated against CAFR (Auditor's Office)

Expenditures Total for FY 2020-2021

\$24,637,992

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$31.63M

FY 2021-22 General Fund Budget Development

Department, Office and Agency Background Template

| Department # (3-digit code) | Department ¹ Name |
|--------------------------------|------------------------------|
| 530 | Harris County Tax Office |

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

"The Office of the Harris County Tax Assessor-Collector and Voter Registrar strives to serve our community with integrity and respect. We are committed to provide quality service through innovation and teamwork."

Our Values include: Community, Teamwork, Innovation and Integrity.

2. Vision

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

"We believe in providing first-rate customer service through kindness, understanding and patience. We are constantly improving our work product through innovation and professionalism. We believe that we need to own the responsibility to be the best Tax Office in the State of Texas. We believe through teamwork and respect for our coworkers we will provide a significant contribution to our community. We believe in deep collaboration to improve our work environment. We strive for excellence in our work, and will not settle for less. We have the integrity to admit our shortcomings and courage to make the necessary changes. These are the Tax Office beliefs."

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 Tax Office (HCTO) proudly serves residential and commercial customers by providing compliance and consultation services for property tax assessment, automotive documentation, and voter registration matters.

One of the primary responsibilities of the Office of the Tax Assessor-Collector, is to levy, collect and disburse property taxes. Property taxes are also known as ad valorem taxes because the taxes are levied on the value of the property. The Harris County Tax Assessor-Collector's Office Property Tax Division maintains approximately 1.5 million tax accounts and collects property taxes for 70 taxing entities including Harris County.

The Voter Registrar maintains files containing the approved registration applications of the registered voters of the county. These files are kept in the Voter Registrar's office at all times in a place and manner ensuring their security. Before all county elections, the Voter Registrar must prepare for each county election precinct a certified list of the registered voters in the precinct. The list must contain the name of each voter whose registration is effective on the date of the first election held in the county in that voting year.

The Harris County Tax Assessor-Collector's Office performs approximately 3.2 million vehicle registrations and 940,000 vehicle title transfers in Harris County each year. Harris County has approximately 2,800 automobile dealers, which includes 395 franchise dealers. In addition to our 16 branch locations, the Tax Office offers other means to conduct your automobile transactions. The purchase of registration stickers and the transfer of titles can be done through the mail. There are also approximately 200 **HCTO Partner** locations (mainly supermarkets) in Harris County that sell registration stickers for passenger cars, motorcycles, small trucks, vans, and sport utility vehicles.

Note: The Voter Registration information was included for historic references. As of November 18, 2020, all Voter Registration operations were transferred to the Elections Administration Department.

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.

HCTO consists of four main Divisions: Property Tax, Automotive, Voter Registration and Administrative Support.

1. **Property Tax Division** – Assesses property tax to all properties (commercial and residential). Collect property taxes from residents and entities. Assist residents and business owners with any issues arising regarding properly applying their property tax payments to their accounts.

2. **Automotive Division** – Provides customers with compliance and resolution services for commercial and residential vehicles. The services provided include (but are not limited to) vehicle registration and vehicle titles.

3. **Voter Registration Division**– Provides voter registration services to residents and provides outreach in the form of information sessions and Volunteer Deputy Voter Registrar trainings to Harris County communities.

4. **Administrative Support Division** – This group handles all the nuances that it takes to make the Tax Office run smoothly. These services include but are not limited to accounting, human resources, information technology, procurement services and logistics.

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.

Automotive Division - 1. Provide all residents easy and equitable access to automotive documentation services within their communities. 2. Initiate high quality customer service to internal/external stakeholders.

Property Tax Division - 1. Assess and collect taxes in a timely, efficient and respectful manner. 2. Initiate high quality customer service to internal/external stakeholders.

Voter Registration Division - 1. Register all eligible voters. 2. Reduce all barriers that deter voter registration.

Administrative Support Division – 1. Maximize economic opportunities for current and future employees, and those that desire to do business with the Harris County Tax Office. 2. Optimize all resources and minimize waste through diversity, innovation, efficiency and effective management.

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).

Automotive Division – (1) Vehicle Documentation. (2) Licensing, Monitoring & Investigating. (3) Customer Service.

Property Tax Division – (1) Assess taxes. (2) Collect & Refund taxes. (3) Customer Service.

Voter Registration Division – (1) Voter Registration. (2) Voter Registration Training. (3) Customer Service.

Administrative Support Division – (1) Financial Support. (2) Non-Financial Support. (3) Compliance Support.

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

HCTO embraces and seeks to advance all of the goals of the County. However, there are three County goals that directly align with our goals, objectives and activities.

1. HCTO endeavors to provide “Economic Opportunity” to our current employees and to those seeking a career in public service. We seek to attract, retain and promote the most talented workers. We believe that as the State's largest and busiest Tax Office, we should be the most desired workplace among all Tax Offices.
2. HCTO is aligned with “Transportation” in our Automotive Division’s mission to provide safe and sustainable transportation options by working to improve customer’s accessibility to our offices.
3. HCTO 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.

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 Tax Office is currently undergoing a functional reassignment. The Voter Registration Division expects to be reassigned to the newly established Elections Administration Department by mid-November 2020.

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. Built a platform to allow residents to schedule appointments online for automobile and property tax transactions.
2. Created a voter registration portal to allow residents to fill out voter registration application online.
3. Expanded voter registration outreach by creating #RegisterHarris, renting billboard space, and making VDVR training virtual with a capacity to train up to 300 people a day.
4. Revamped external website to include searchable data and understandable charts/graphs.
5. Increased all employees to meet the nationally recognized standard of a livable wage.

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.*

- **New Branch Opening** - Scheduled opening of a new Automotive Registration Branch in early 2021 to service commercial and residential customers.
- **WebDEALER Expansion** – Expanding the number of Franchise Dealers that participate in our webDEALER program.
- **VDVR Expansion** – Expanding training and certification of appointments beyond English and Spanish to include Chinese and Vietnamese languages.

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.*

Property Tax Division

- Currently under a comprehensive audit of all processes and procedures. The firm of Protiviti Inc. is conducting the audit.
- PCI compliance audit of credit card reader system in 2019.
- HCTO internal audit team performs annual audits of tax statements prior to mail out.

Automotive Registration Division

- Underwent a comprehensive audit of all processes and procedures in 2019, which was performed by the County Auditors.
- Audited monthly by the County Auditors.

Voter Registration Division

- Passed an audit of the Voter IT Systems in November 2019 (Issued by the Texas Secretary of State and conducted by AT&T).
- Maintains the County’s voter roll, which is subject to audit by the Texas Secretary of State.

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

- HCAD
- County Clerk’s Office
- Commissioners Court
- County Auditor’s Office
- County Attorney’s Office
- Budget Management
- Facilities & Property Management
- Constable Precinct 1
- Purchasing Department
- Universal Services
- Engineering

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

- Real Property owners
- Automobile owners
- Registered voters
- Citizens eligible to vote
- Texas Department of Transportation
- Texas Department of Motor Vehicles
- Linebarger law firm
- Texas Secretary of State

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. *N/A*

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. *N/A*
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.
N/A

FORM 1. Divisions

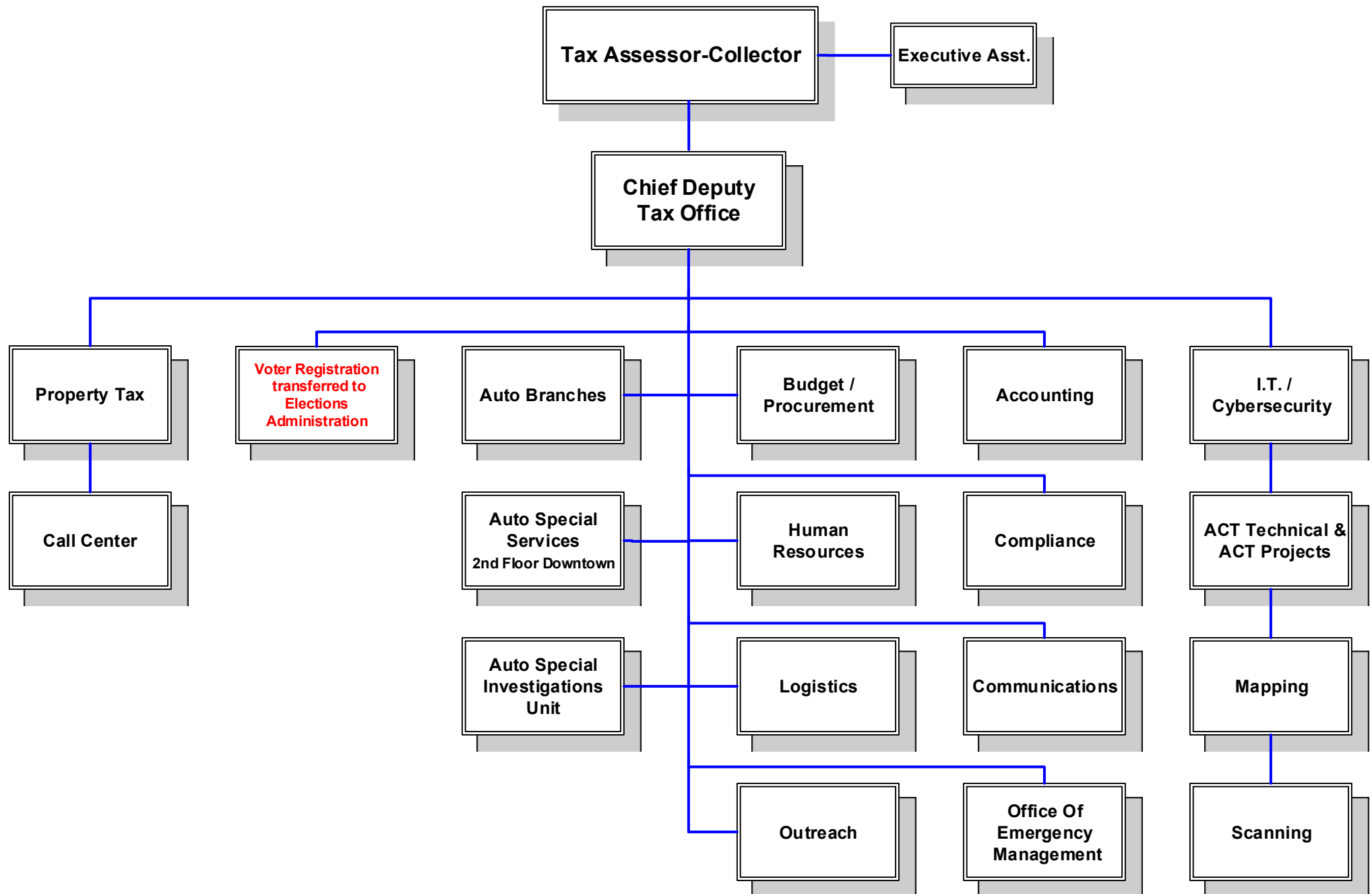
Instructions

- 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 Tax Assessor-Collector



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 all residents easy and equitable access to automotive documentation services within their communities. | SO1 | 1. Add additional locations where customers can perform basic automotive transactions. | Automotive | Administrative | Budget Management, Engineering, Auditors, County Attorney, Universal Services, Purchasing & Commissioners Court | Tx DMV, Tx DoT |
| G1 | Provide all residents easy and equitable access to automotive documentation services within their communities. | SO9 | 2. Increase the size of tax office locations (if possible). | Automotive | Administrative | Budget Management, Engineering, Auditors, County Attorney, Universal Services, Purchasing & Commissioners Court | Tx DMV, Tx DoT |
| G2 | Initiate high quality customer service for internal/external stakeholders. | SO2 | 1. Continue to make improvements to our current technology. | Automotive | Administrative, Property Tax | N/A | Nemo-Q service company, Tx DMV, Tx DoT |
| G2 | Initiate high quality customer service for internal/external stakeholders. | S10 | 2. Increase the transactional efficiency of the branches. | Automotive | Administrative, Property Tax | N/A | Nemo-Q service company, Tx DMV, Tx DoT |
| G3 | Assess and collect taxes in a timely, efficient and respectful manner. | SO3 | 1. Reduce statement errors and reduce address errors. | Property Tax | Administrative | Commissioners Court, County Attorney, Purchasing, Budget Management, Auditors, Sherrif's Office & Harris County Appraisal District | External Legal advisors |
| G3 | Assess and collect taxes in a timely, efficient and respectful manner. | S11 | 2. Provide guidance to customers on all of the options they have to meet their tax obligations. | Property Tax | Administrative | Commissioners Court, County Attorney, Purchasing, Budget Management, Auditors, Sherrif's Office & Harris County Appraisal District | External Legal advisors |
| G3 | Assess and collect taxes in a timely, efficient and respectful manner. | S12 | 3. Reduce the number of residential taxpayers in litigation. | Property Tax | Administrative | Commissioners Court, County Attorney, Purchasing, Budget Management, Auditors, Sherrif's Office & Harris County Appraisal District | External Legal advisors |

[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: | Vehicle Documentation |
| Divisions (list all): | Automotive Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$14,359,778 | 214 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| Provides customers with compliance and resolution services for commercial and residential vehicles. The services provided include (but are not limited to) vehicle registration and vehicle titles. In addition to our 16 locations, the Tax Office offers other means to conduct your automobile transactions. The purchase of registration stickers and the transfer of titles can be done through the mail. Also, there are approximately 200 vehicle license renewal locations in Harris County that sell registration stickers for passenger cars, motorcycles, and small trucks (pickups, vans, and sport utility vehicles). In September 2000 we were the first county to offer Online Vehicle Registration, saying "Get online instead of in line." Online renewals are now processed by the TxDMV. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| This service is provided to residents, governmental and non-governmental entities. They expect to have their transactions processed accurately in a timely manner. We collect customer feedback when customers initiate their approval or disapproval in any form. The Tax Office plans to implement a Customer Feedback Survey Card Program in FY2021-22. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes, it is statutorily mandated. Transportation Code Sec. 501.023. provides guidance on the application for title process. Transportation Code, Sec. 502.191. provides guidance on the collection of fees for registration. https://www.county.org/TAC/media/TACMedia/About%20Texas%20Counties/Guide-to-Laws-2018.pdf |

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: | Licensing, Monitoring & Investigating |
| Divisions (list all): | Automotive Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$490,707 | 6 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| HCTO provides licenses to the title service companies. We also monitor and investigate title service companies that are not in compliance. These companies provide an important service to the residents in their immediate community. It allows residents the opportunity to conduct automotive title/registration transactions without leaving their community and creates jobs for those same members of the communities. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| Title Service Companies. They expect to be able to acquire and maintain title service licenses and to perform their transactions in a timely manner. We obtain direct customer feedback from the companies through all communications. The Tax Office plans to implement a Feedback Customer Survey Card Program in FY2021-22. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| As of January 1, 2000 all vehicle title service transactions performed at the Harris County Tax Office must be in accordance with Texas House Bill 3521. House Bill 3521 is also known as the Blando Act. The Blando Act refers to any company or individual that for compensation directly or indirectly assists other persons in obtaining vehicle title documents by submitting, transmitting, or sending applications for vehicle title documents to the appropriate government agency. https://www.county.org/TAC/media/TACMedia/About%20Texas%20Counties/Guide-to-Laws-2018.pdf |

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): | Automotive Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$930,503 | 21 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| We provide all residents easy and equitable access to automotive documentation services within their communities. We aim to initiate high quality customer service for internal/external stakeholders. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| This service is provided to residents, governmental and non-governmental entities. They expect to have their transactions processed accurately in a timely manner. We collect customer feedback when customers initiate their approval or disapproval in any form. The Tax Office plans to implement a Customer Feedback Survey Card Program in FY 2021-22. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No. Providing high quality customer service is not mandated, but we are committed to doing it regardless. |

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: | Assess, Collect and Refund Taxes |
| Divisions (list all): | Property Taxes |
| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
| \$4,242,156 | 62 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| One of the primary responsibilities of the Office of the Tax Assessor-Collector, is to levy, collect and disburse property taxes. Property taxes are also known as ad valorem taxes because the taxes are levied on the value of the property. The Harris County Tax Assessor-Collector's Office Property Tax Division maintains approximately 1.5 million tax accounts and collects property taxes for 70 taxing entities including Harris County. It's imperative that we assess, collect and refund taxes in a fair, timely and accurate manner. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are the residents and businesses of Harris County, and 70 of the surrounding taxing entities. Their expectations are for us to assess and collect taxes in a timely, efficient and respectful manner. We collect direct customer feedback in all forms. The Tax Office plans to implement a Customer Feedback Survey Card Program in FY2021-22. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes. Assessor-collector shall assess and collect taxes on property in county for county (under certain conditions for other taxing units); Sec. 6.23(a) Collection and assessment may be done for county by another taxing unit by contract with the approval of the assessor-collector and the commissioners court; Sec. 6.24(b) Receive from chief appraiser certified estimate of total appraised value of all property in district; have access to appraisal records; Shall enter amount of tax appraisal roll and submit to governing body to constitute the unit's tax roll; Sec. 26.09(e); Posting of county tax rate on Internet website, Sec. 26.16; https://www.county.org/TAC/media/TACMedia/About%20Texas%20Counties/Guide-to-Laws-2018.pdf |

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: | Customer Service |
| Divisions (list all): | Property Tax |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$1,279,381 | 19 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| One of the primary responsibilities of the Office of the Tax Assessor-Collector, is to levy, collect and disburse property taxes. Property taxes are also known as ad valorem taxes because the taxes are levied on the value of the property. The Harris County Tax Assessor-Collector's Office Property Tax Division maintains approximately 1.5 million tax accounts and collects property taxes for 70 taxing entities including Harris County. It's imperative that we initiate high quality customer service for internal/external stakeholders. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are the residents and businesses of Harris County, and 70 of the surrounding taxing entities. Their expectations are for us to assess and collect taxes in timely, efficient and respectful manner. We collect direct customer feedback in all forms. The Tax Office plans to implement a Customer Feedback Survey Card Program in FY2021-22. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| No. Providing high quality customer service is not mandated, but we are committed to doing it regardless. |

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: | Financial Support |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$5,478,774 | 45 |

| |
|--|
| 1) Describe the Service and how it supports department goals. |
| This group handles all the financial nuances that it takes to make the Tax Office run smoothly. These services include but are not limited to accounting, finance, procurement services, etc. This service works tirelessly to maximize economic opportunities for current and future employees, and those that desire to do business with the Harris County Tax Office. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All of the customers for this service are internal Tax Office divisions. The customers expect accurate and timely responses to their inquiries and requests. We collect direct feedback from the customers in all forms of communication. The Tax Office plans to implement a Customer Feedback Survey Card Program in FY2021-22. |
| 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: | Non-Financial Support |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$4,261,269 | 35 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| This group handles all the nuances that it takes to make the Tax Office run smoothly. These services include but are not limited to human resources, information technology, logistics, etc. The service providers make extraordinary efforts to optimize all resources and minimize waste through innovation, efficiency and effective management. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All of the customers for this service are internal Tax Office divisions. The customers expect accurate and timely responses to their inquiries and requests. We collect direct feedback from the customers in all forms of communication. The Tax Office plans to implement a Customer Feedback Survey Card Program in FY2021-22. |
| 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: | Compliance Support |
| Divisions (list all): | Administration |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|--|--------------------|
| \$2,678,512 | 23 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| This group handles all the nuances that it takes to make the Tax Office run smoothly. These services include but are not limited to responding to open record requests, HIPAA compliance, insuring computer systems integrity, record retention and disposal, etc. The service providers make extraordinary efforts to optimize all resources and minimize waste through innovation, efficiency and effective management. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| All of the customers for this service are internal Tax Office divisions. The customers expect accurate and timely responses to their inquiries and requests. We collect direct feedback from the customers in all forms of communication. The Tax Office plans to implement a Customer Feedback Survey Card Program in FY2021-22. |
| 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: | Register Voter |
| Divisions (list all): | Voter Registration Division |

| Estimated Annual Cost for FY 2020-21 (\$ Amount) | Headcount (FTE) |
|---|----------------------------|
| \$2,467,580 | 36 |

| |
|---|
| 1) Describe the Service and how it supports department goals. |
| A primary responsibility of the Office of the Tax Assessor-Collector is to provide voter registration services to the residents of Harris County and provide outreach in the form of information sessions and Volunteer Deputy Voter Registrar trainings to Harris County communities. These services support efforts to reduce all barriers that deter voter registration and make possible the registration of all eligible voters. |
| 2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? |
| The customers for this service are the residents of Harris County. Their expectations are for us to provide registration services in a timely, efficient and equitable manner. We collect direct customer feedback in all forms. |
| 3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. |
| Yes. ELECTION CODE - TITLE 2. VOTER QUALIFICATIONS AND REGISTRATION - CHAPTER 12. VOTER REGISTRAR Sec. 12.001. DESIGNATION OF VOTER REGISTRAR. The county tax assessor-collector is the voter registrar for the county unless the position of county elections administrator is created or the county clerk is designated as the voter registrar. |

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 |
|---|--|--|-------------|--|--------------------|------------------------------------|-----------------------------------|
| Vehicle Documentation | Transactional efficiency rating | New | Internal | SO2, S10 | N/A | 7.5 | employee productivity |
| Vehicle Documentation | Number of transactions processed | Currently in use | Internal | SO2, S10 | 1,821,941 trans * | +1,900,000 | capacity/workload |
| Customer Service | Customer feedback survey card | New | Internal | SO2, S10 | N/A | 85% | quality of service |
| Customer Service | Average Customer Wait Times | Currently in use | Internal | SO2, S10 | 0-10 mins | 0-10 mins | customer satisfaction |
| Title Licensing, Monitoring & Investigation | Number of non-compliance investigations of title service companies conducted | New | Internal | S15, SO8 | N/A | <25% of participants | compliance |
| Assessing, Collecting & Refunding Taxes | Statement errors and address errors per year | Currently in use | Internal | SO3 | < 3 errors | < 2 errors | efficiency |
| Assessing, Collecting & Refunding Taxes | Residential property tax cases in litigation | New | Internal | SO12 | N/A | < 0.5% of taxpayer accts | compliance\effectiveness |
| Property Tax Customer Service | Average case resolution response times | New | Internal | SO4 | N/A | 24-48 hrs | quality of service |
| Customer Service | Average call wait times | New | Internal | SO13 | 20-30 mins | 15-20 mins | efficiency |
| Customer Service | Abandoned calls each month | New | Internal | SO13 | N/A | | capacity |
| Voter Registration | Number of registered voters added per year | Currently in use | Internal | SO5, SO6, SO14 | | +5% increase | effectiveness |
| Voter Registration Training | Number of VDVRs registered per year | Currently in use | Internal | SO5, SO6, SO14 | | +10% increase | effectiveness |
| Voter Registration Customer Service | Number of outreach events conducted each year | Currently in use | Internal | SO5, SO6, SO14 | | +10 % increase | effectiveness |
| Financial Support | Average # of days to pay invoice from invoice date | New | Internal | SO8 | N/A | <30 days | efficiency |
| Non-Financial Support | Turnover rate (separations all causes/headcount) | New | Internal | SO7 | N/A | | effectiveness |
| Compliance Support | Average # of days to complete open records request | New | Internal | SO8 | N/A | | quality of service |
| | | | | | *2019 | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

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.**

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

1

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**.

[illegible]

Note: 3441 forms will still be needed in the new year based on projects that get funded.

Enter responses in each of the fields in the table below

[illegible][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: | 14 positions for Cypress Hill "Mega Branch" |
| Division: | Automotive (Branches) |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$757,137 |
|-------------------------------------|-----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The County is building a large complex in the Northern part of the county to replace the location destroyed by Hurricane Harvey. The new location name is Cypress Hill. Because of the additional space allocated to the Tax Office, we have the opportunity to make Cypress Hill our next "Mega Branch" serving Precinct 4. The Downtown location is the "Mega Branch" serving Precinct 1. To capitalize on this opportunity additional positions are needed. |
| 2) Which department-level goals does this support? |
| G1. Provide all residents easy and equitable access to automotive documentation services within their communities. G2. Initiate high quality customer service for internal/external stakeholders. |
| 3) What do you want to achieve with these additional funds? |
| By adding additional personnel to the Cypress Hill location, we would be able to redirect some customers from smaller congested and overwhelmed branches to the "Mega Branch." Customers would have the option of going to a location near where they could receive prompt, efficient high quality service. This would create greater customer satisfaction and help facilitate our goal to provide residents easy and equitable access to documentation services. It would also reduce staff burnout and employee turnover. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| We currently have 8 positions (1 manager, 1 supervisor, 1 lead clerk and 5 window tellers) allocated for Cypress Hill which previously worked at the location destroyed by Hurricane Harvey. We want to hire 14 additional positions to staff the new Cypress Hill "Mega Branch." The Cypress Hill location is being built with 20 window stations and 2 information desks to serve the public. It generally takes 6 months for a window teller to be adequately trained. |
| 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: | 10 positions for Auto Special Services |
| Division: | Automotive (Mail In) |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$536,572 |
|-------------------------------------|-----------|

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The Automotive Division has a unit called Auto Special Services, which handles mailed in request for vehicle documentation. Auto Special Services also administer the WebDealer program for all Franchise Dealerships in the county. The challenge is keeping up with the demand for “mail in” vehicle documentation requests. The demand has created a consistent backlog of requests that pre-dates the COVID pandemic. |
| 2) Which department-level goals does this support? |
| G1. Provide all residents easy and equitable access to automotive documentation services within their communities. G2. Initiate high quality customer service for internal/external stakeholders. |
| 3) What do you want to achieve with these additional funds? |
| By adding additional personnel to Auto Special Services, we would be able to eliminate the backlog in processing title requests. Customers would have their paperwork returned to them in a timely manner, creating greater customer satisfaction and facilitating our goal to provide residents easy and equitable access to documentation services. It would also reduce staff burnout and employee turnover. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| We want to hire 10 additional positions to handle the volume of work processed by title mail services and the Franchise Dealership WebDealer program. It generally takes 6 months for a title mail clerk to be adequately trained. |
| 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: | 12 positions for WebDealer @ Cypress Hill "Mega Branch" |
| Division: | Automotive (Branches) |

| | |
|-------------------------------------|-----------|
| Funding Request - Next Fiscal Year: | \$672,580 |
|-------------------------------------|-----------|

| |
|--|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The County is building a large complex in the northern part of the county to replace the location destroyed by Hurricane Harvey. The new location name is Cypress Hill. Because of the additional space allocated to the Tax Office, we have the opportunity to make Cypress Hill our "Mega Branch" serving Precinct 4 area. To capitalize on this opportunity additional positions are needed. |
| 2) Which department-level goals does this support? |
| G1. Provide all residents easy and equitable access to automotive documentation services within their communities. G2. Initiate high quality customer service for internal/external stakeholders. |
| 3) What do you want to achieve with these additional funds? |
| All branches process Independent Dealership WebDealer transactions. By adding additional personnel to Cypress Hill, we would be able to centralize WebDeaaler operations, redirecting Independent Dealerships from smaller congested and overwhelmed branches to the "Mega Branch." This would create greater efficiency and help facilitate our goal to provide easy and equitable access to automotive documentation services to residential and commercial customers. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| We currently do not have a central location to process Independent Dealership WebDealer transactions. The Cypress Hill location is being built with 11 workstations that can be dedicated to the WebDealer program. We want to hire 12 positions to process Independent Dealership WebDealer transactions at the Cypress Hill "Mega Branch." It generally takes 6 months for a window teller to be adequately trained. |
| 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: | 2 positions for Customer Service and Special Inventory Tax |
| Division: | Property Tax |
| Funding Request - Next Fiscal Year: | \$106,572 |

| |
|---|
| 1) Describe the specific problem, challenge or opportunity (why funding is needed). |
| The Property Tax Customer Service unit has seen a consistent increase in property-tax related inquiries. The number of Special Inventory accounts have risen as well as the number of accounts in litigation. The increase demand for services have made it challenging for current staff to address within a 24-48 hour turnaround in response time. |
| 2) Which department-level goals does this support? |
| G3. Assess and collect taxes in a timely, efficient and respectful manner. G4. Initiate high quality customer service for internal/external stakeholders. |
| 3) What do you want to achieve with these additional funds? |
| By adding additional personnel to the Customer Service and Special Inventory Tax units, we would be able to address property-tax related inquiries within the targeted turnaround time of 24-48 hours. Customers would have their issues addressed quickly, increasing our Office's ability to assess and collect taxes in a timely, efficient and respectful manner. |
| 4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach. |
| We want to hire two additional positions to handle the high volume of property-tax related inquiries and accounts in litigation. It generally takes 6 months for a customer service representative to be adequately trained. |
| 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 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:

Property Tax Unit - convert 6 temporary Clerks to full-time and hire 2 new staff. The original request was reduced to show the net cost to convert 6 positions.

| | One-Time | Recurring | Positions Requested | Positions Filled |
|--|----------|-----------|---------------------|------------------|
| FY 2020-21 Funding Provided: | \$35,000 | \$162,506 | 6 | |
| Projected Spending in FY 2020-21: | \$35,000 | \$202,403 | 6 | 6 |

Continued Funding Requested for FY 2021-22:

\$162,506

1) Provide the purpose of the funding that was provided and what you expected to accomplish.

The plan was to add 6 additional Information Specialists to the Property Tax Call Center and upgrade equipment. We believed the additional permanent staff would increase efficiency, decrease call wait times, and reduce the turnover of fully trained temporary staff.

2) What has been accomplished so far and are you meeting your goals? Include key measurements.

Fill in Table Below

3) What remains to be done and what is the outlook and timeline for completion?

Due to COVID 19, we were unable to start the hiring process until July 2020. Although we filled the 6 new positions, we loss 6 experienced staff members to resignations and early retirement. However, new software and equipment was purchased to allow Information Specialists to receive calls under remote working conditions. The disruptions to operations, combined with the loss of experienced staff during the pandemic, made accurate tracking of performance metrics impossible.

| Performance Metric Description | 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 |
|--------------------------------|-------------|--|--------------------|------------------------------------|-----------------------------------|
| Call wait times | Internal | SO4 | 20-30 mins | 15-20 mins | efficiency |
| Abandoned calls | Internal | SO4 | 15,000 monthly | | capacity |
| | | | | | |

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:

4 new Voter Clerks to provide community Volunteer Deputy Voter Registrar trainings and other outreach activities. Also update PCs and software.

| | One-Time | Recurring | Positions Requested | Positions Filled |
|-----------------------------------|----------|-----------|---------------------|------------------|
| FY 2020-21 Funding Provided: | \$80,000 | \$222,364 | 4 | |
| Projected Spending in FY 2020-21: | \$5,000 | \$136,081 | 4 | 4 |

Continued Funding Requested for FY 2021-22:

\$0

1) Provide the purpose of the funding that was provided and what you expected to accomplish.

The plan was to hire 4 additional voter clerks and upgrade equipment. We believed the additional staff would increase our ability to process voter information in a more timely manner and allow us to respond quicker to the increased amount of Volunteer Deputy Voter Registrar (VDVR) training requests. **Note: The Voter Registration information was included for historic references. As of November 18, 2020, all Voter Registration operations were transferred to the Elections Administration Department.**

2) What has been accomplished so far and are you meeting your goals? Include key measurements.

Fill in Table Below

3) What remains to be done and what is the outlook and timeline for completion?

Eventhough COVID 19 delayed the hiring process until July 2020. We were able to fill the 4 new positions. The COVID 19 protocols restricted much of the face-to-face activities and diverted meetings and trainings to our online platform. The disruptions also made accurate tracking of performance metrics impossible. **The new Elections Administrator will determine future department goals, objectives, performance metrics and the timeline to accomplish them.**

| Performance Metric Description | 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 |
|--------------------------------|-------------|--|--------------------|------------------------------------|-----------------------------------|
| Number of registered voters | Internal | SO5, SO6 | | +5% increase | effectiveness |
| Number of VDVRs | Internal | SO5, SO6 | | +10% increase | effectiveness |
| Number of outreach events | Internal | SO5, SO6 | | +10 % increase | effectiveness |
| | | | | | |

END OF DAY 2
