

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
12/29/2020	3	Hearings Schedule Community Services (289)	Further edits made to reflect date change Replaced existing forms
1/8/2021	4	HC Toll Road (050)	Moved from Supplement DAY 3 Updated form 4b

January 6 - 13, 2021

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

READER'S GUIDE: GENERAL FUND BUDGET FORMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- budget request priority ID and related division
 - amount requested for FY 2021-22
 - description of the problem, challenge or opportunity (why funding is needed)
 - department-level goals that the request will support
 - what the department aims to achieve with the additional funds
 - the proposed approach and timeline to achieve the objectives and any data or evidence supporting the chosen approach
 - performance metrics that will be used to evaluate success and what the performance targets are
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Form 6 – On Form 6, departments were asked to provide details on any potential or anticipated large expenses that need to be planned for in the General Fund in the next 3-5 years due to operational, legislative, or executive decisions for planning purposes only. This form includes descriptions of future funding needs, number of new positions needed if applicable, and estimated costs for future years based on the information currently available. Form 6 was optional.

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

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

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

Day 4

January 13, 2021



Transportation

HC Toll Road	Peter Key (Interim)
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Governance & Customer Service

Commissioners Court Analyst Office	Katie Short
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Universal Services	Rick Noriega (Interim)
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Economic Opportunity

Equity and Economic Opportunity	Pamela Chan
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Veterans Services	Dave Lewis
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Library	Edward Melton
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Public Health

Hospital District	Esmaeil Porsa
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Public Health Services	Gwen Sims (Interim)
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Mental Health – THCMH	Wayne Young
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Day 4

(continued)

January 13, 2021



Public Health, cont.

Protective Services

Joel Levine

Children's Assessment Center

Kerry McCracken

Housing

Community Services

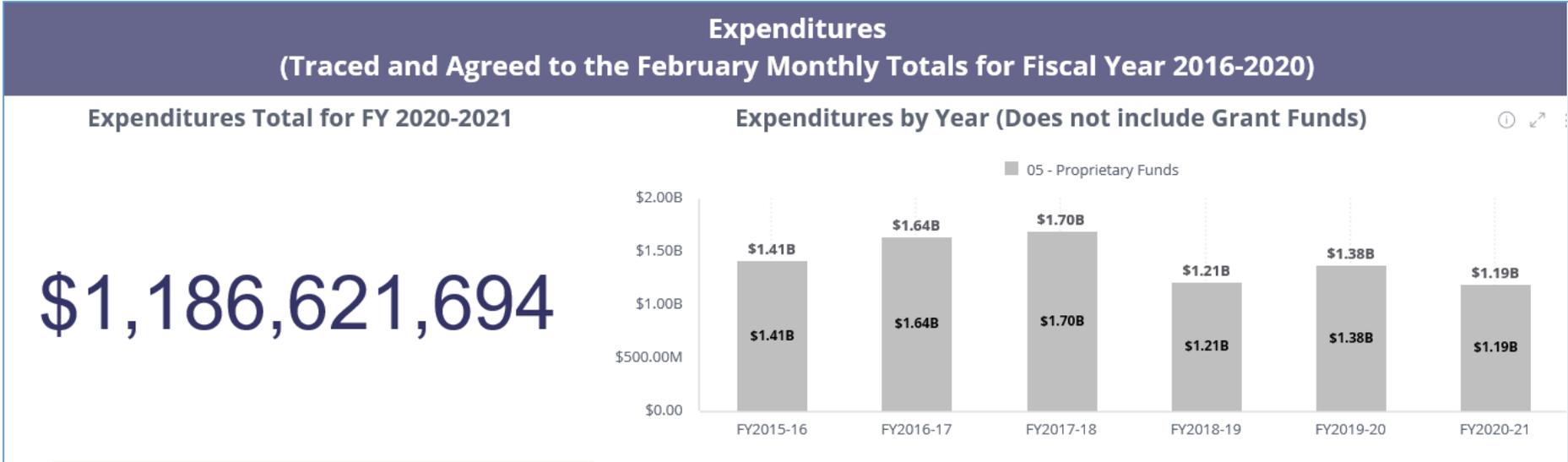
Adrienne Holloway

050 – HC Toll Road Peter Key (Interim)



050 – Toll Road Authority

Data as of 12/14/2020



TRA Operation & Maintenance Fund
FY 2020-21 Adopted Budget: \$275.21M

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

Department # (3-digit code)	Department ¹ Name
050	Toll Road Authority

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

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

We may seek Harris County Commissioners Court authorization to change the Mission Statement by exchanging the words “urban toll highway systems” to “an urban transportation system”.

2. Vision

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

N/A. HCTRA has yet to seek authorization from Harris County Commissioners Court for formal adoption of a Vision Statement for the Toll Road Authority.

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.*

HCTRA strives to maintain its physical infrastructure in superior condition through its rigorous infrastructure renewal and replacement program, which prioritizes public safety. In addition to operating and managing Harris County’s 128-mile, user-funded tolled highway system, HCTRA provides account management support and customer service to over 2.7 million accounts. The agency also provides critical support to drivers through its Incident Management division, which provide Law Enforcement and roadside assistance services, among other services.

HCTRA’s customer base continues to evolve as partnerships with other transportation agencies in the region (METRO, Fort Bend County, Montgomery County, and Brazoria County), state (Central Texas Regional Mobility Authority, North Texas Tollway Authority, TxDOT), and beyond (Kansas Turnpike Authority, Oklahoma Turnpike Authority) allow Harris County residents and visitors greater flexibility when traveling throughout the region and neighboring states.

4. General Fund Division Summaries

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

N/A

5. Non-General Fund Division Summaries

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

1. Communications: Supports internal, customer and public-facing communications regarding HCTRA services, projects, and initiatives.
2. Finance: Oversees all areas relating to HCTRA's financial accounting and reporting activities. This division works closely with the County Auditor's Office, and is responsible for recording HCTRA's financial transactions, providing timely and accurate interim and annual financial reporting, and managing and preparing the agency's budget.
3. Human Resources: Provides all personnel services for the agency, including payroll records management, employee development, staffing, compensation, and recruitment solutions.
4. Infrastructure Support: Infrastructure Support encompasses the Information Technology and Toll Collection Systems. This division supports, maintains, and processes the infrastructure, data centers and applications for the toll collection system to operate in a secure and accurate environment.
5. Incident Management: Working with seven (7) Harris County Constable Precincts, directing a 24/7/365 TCOLE accredited emergency communications center (agency dispatch), and managing the agency's roadside assistance program, the HCTRA Incident Management Team is responsible for prompt response and clearance of all roadway incidents (debris, crashes, unsafe conditions, etc.) to safeguard the public, while also providing value and consistent travel times to users of the County's toll road system.
6. Customer Service: Provides in-house customer service to all users of Harris County's toll road system, including EZ TAG account-holders, mutual customers of interoperable toll roads, and cash customers.
7. Engineering: Manages the development of projects included in HCTRA's capital program, which includes roadway, toll system infrastructure, and facility improvement projects. Development of the agency's capital program typically requires coordination with other governmental agencies.
8. Maintenance & Construction Engineering: Responsible for the maintenance and condition of all HCTRA roadways and toll facilities, as well as all construction activities on HCTRA roadways.
9. Administrative Services: This division consists of Cash Collections and Support Services. Cash Collections is responsible for manual toll (cash) collection, formerly a 24/7/365 operation, which generated approximately \$70 million dollars in revenue, annually. Support Services is responsible for central files, mailroom services, reception, and courier services.

6. Goals

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

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

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

1. Goal 1: Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.
2. Goal 2: Engage the community to pursue transportation projects that respond to their needs, with an emphasis on safety, equity, resiliency, aesthetics, and improvement to quality of life.
3. Goal 3: Improve mobility throughout the region and provide the community greater access to transportation options.
4. Goal 4: Exercise prudent and transparent stewardship of the agency's financial resources.
5. Goal 5: Provide outstanding customer service.
6. Goal 6: Promote a diverse, collaborative and inclusive workplace that is committed to our agency's goals.

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. Identify opportunities to maximize the value of the toll road system for the benefit of the County and its residents.
2. Collaborate and lead on inter-departmental and inter-agency efforts to improve regional mobility and connectivity on and beyond HCTRA roadways.
3. Manage and coordinate implementation of Commissioners Court approved policies, ensuring alignment with Court's vision and priorities.

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

HCTRA's operations and Capital Improvement Plan enable responsible and collaborative development of future projects, increased transportation accessibility for the public, and superior maintenance and improvements to the current toll road system, as well as continued funding for non-toll infrastructure projects in Harris 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.*

Not yet. We await final reports from PFM and Protiviti to help the agency best fulfill goals 1-5.

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. Maintaining effective and safe operations of the County's toll road system, while standing-up a work-from-home environment for a majority of the agency's staff, in response to COVID-19.
 2. Utilizing HCTRA resources and personnel (which are County resources and County personnel) to support Harris County responsibilities and needs in response to COVID-19.
 3. Transitioned during construction the Engineer-Of-Record for the Ship Channel Bridge (SCB) Program, a critical Harris County project, to a new qualified engineering firm capable of supporting the SCB program to successful completion.
 4. Paused the design of the Hardy Downtown Connector, a project that has been in planning documents since the 1970's, to better align the project's ultimate development with the vision and values shared by the affected community and Commissioners Court.
 5. Recommended parameters for maximizing HCTRA financial resources to provide greater benefits to Harris County and the community.
3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
 1. Maintaining HCTRA's ongoing operations and responsibilities to/for Harris County's COVID-19 response.
 2. Maximizing HCTRA's financial resources to provide greater benefits to Harris County and the community.
 3. Working with HCTRA's management consultants to improve the agency.
 4. Creating an Executive Team and organizational structure at HCTRA that works together to best realize Harris County Commissioners Court's direction, vision, and values.
 5. Hardy Downtown Connector (Phases I&II): Phase I of this project is underway and establishes the corridor for a future Phase II project. Phase I activities include the construction of three grade separation projects to connect adjacent neighborhoods—long divided by railroad tracks—with improved east-west access. Phase II activities will revolve around a collaborative effort with the community, Commissioners Court, and our stakeholders to develop the most appropriate project for the corridor.
 6. Sam Houston Tollway Ship Channel Bridge (SCB) Program: The SCB Program is substantially underway, developing twin-bridge spans across the Houston Ship Channel that do not require support structures within the waterway, and will accommodate four 12-ft. travel lanes in each direction, with 10-ft. inside and outside safety shoulders to meet current safety standards.
 7. Roadway and Toll Plaza Conversion(s) and Improvements: During the summer of 2020, Commissioners Court approved a recommendation to accelerate planning and development for a permanent transition to an all-electronic "cashless" roadway environment, which provides numerous safety benefits to drivers – an approach adopted by toll road systems across the nation. However, a plan for such a transition must be executed safely and without disenfranchising users of the system, which will require a robust public engagement plan and the development of accessible payment alternatives.

8. Lynchburg Ferry: Capital improvement expenditures planned for this facility include the replacement of the two ferryboats currently in use, which were originally launched in 1964, with new boats to meet current design, capacity, and safety standards.
 9. Washburn Tunnel: Capital improvement expenditures planned for this facility include the implementation of a comprehensive program to preserve, maintain, repair, and improve the existing Washburn Tunnel (opened in 1950), which includes the tunnel's approaches, Intelligent Transportation System (ITS) components, and office 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.*
- PFM Organization Review (pending)
 - Protiviti Division-specific Reports (on-going)
 - Annual External Financial Audit
 - Annual HCTRA System Inspection Report
 - Traffic & Revenue Study (CDM Smith)
 - HB 803 Reporting – yearly report published on the website (after audited F/S are issued)
 - Chapter 284 Reporting – bi-annual report submitted to TxDOT (submitted December)
 - Section 129a Compliance Reporting – yearly report submitted to TxDOT (submitted June)
 - HGAC report related to the TCEQ grant for the ferries – submitted monthly
 - Internal Audits performed by the County Auditor's office
 1. Harris County Cybersecurity Training Compliance (Issue Date: 10/21/2020)
 2. Harris County General and Construction Payment Review (Issue Date: 02/27/2020)
 3. Harris County Toll Road Authority Automatic Coin Machine Lane Revenue Collections for the Six Month Period Ended October 31, 2019 (Issue Date: 1/31/2020)
 4. Harris County Toll Road Authority EZ Tag Sales Revenue and Inventory Controls for the Six Month Period Ended March 31, 2019 (Issue Date: 1/17/2020)
 5. Harris County Toll Road Authority Violation Controls for the Six Month Period Ended August 31, 2018 (Issue Date: 9/13/2019)
 6. Toll Road RITE 2.0 System Implementation (Issue Date: 9/15/2017)
 7. Lane Revenue Collections for the 12 Month Period Ended September 30, 2016 (Issue Date: 4/21/2017)
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- Harris County Commissioners Court members and their staff
 - Harris County Departments and their staff, such as County Attorney's office, Auditor's office, Flood Control District, Office of the County Engineer, and others.
 - Intergovernmental Agencies (Local and State) and their staff
6. *Who are the department's key external stakeholders? Provide a bulleted list.*
- Harris County residents
 - Users of Harris County's toll road system (residents and visitors).
 - Intergovernmental agencies
 - Civic Groups and Community Organizations

Section C: Equity and Diversity Information

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

Answer the four questions below.

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

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

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

Yes. HCTRA roadway users who do not have access to traditional banking or are unable to maintain access to a bank account, credit, or debit card, do not have the ability to establish a traditional EZ TAG account with Harris County. It is probable that lack of access to traditional banking in our community disproportionately affects minority and low-income residents.

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 first strategy we employ is that we seek to identify disparities. Specific examples of recent actions undertaken to address disparities involve:

In the Summer of 2020, recommending to Commissioners Court and being authorized to waive or reduce administrative or other associated fees.

In the Summer of 2020, recommending to Commissioners Court and being authorized to not charge for new EZ TAGs (sticker tags) for up to eight per account; \$2/each thereafter. For reference, previously it was \$15 per tag.

In the Summer of 2020, recommending to Commissioners Court and being authorized to allow the minimum prepaid toll balance (rebill amount) for an EZ TAG account be reduced to \$20 for up to two vehicles. For reference, previously the minimum prepaid toll rebill amount was \$40 for up to two vehicles.

In addition, HCTRA continues to provide options for customer accounts for every type of driver <https://www.hctra.org/EZTAGAccountTypes>.

HCTRA is also currently evaluating multiple proposals for "Alternative Tolling Services" that could further address disparities in usage of the toll road system.

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

We are unaware of any strategies or tools currently utilized by HCTRA to evaluate and increase the diversity of our staff. HCTRA seeks guidance, assistance, and further dialogue on this topic.

- 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.*

HCTRA does not currently provide training to staff on equity, institutional racism, or unconscious bias. However, the County does offer such training that HCTRA employees have access to. HCTRA is currently committed to developing a more inclusive and diverse workforce, and we also look forward to working with other County departments for assistance on workforce/staff development.

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*

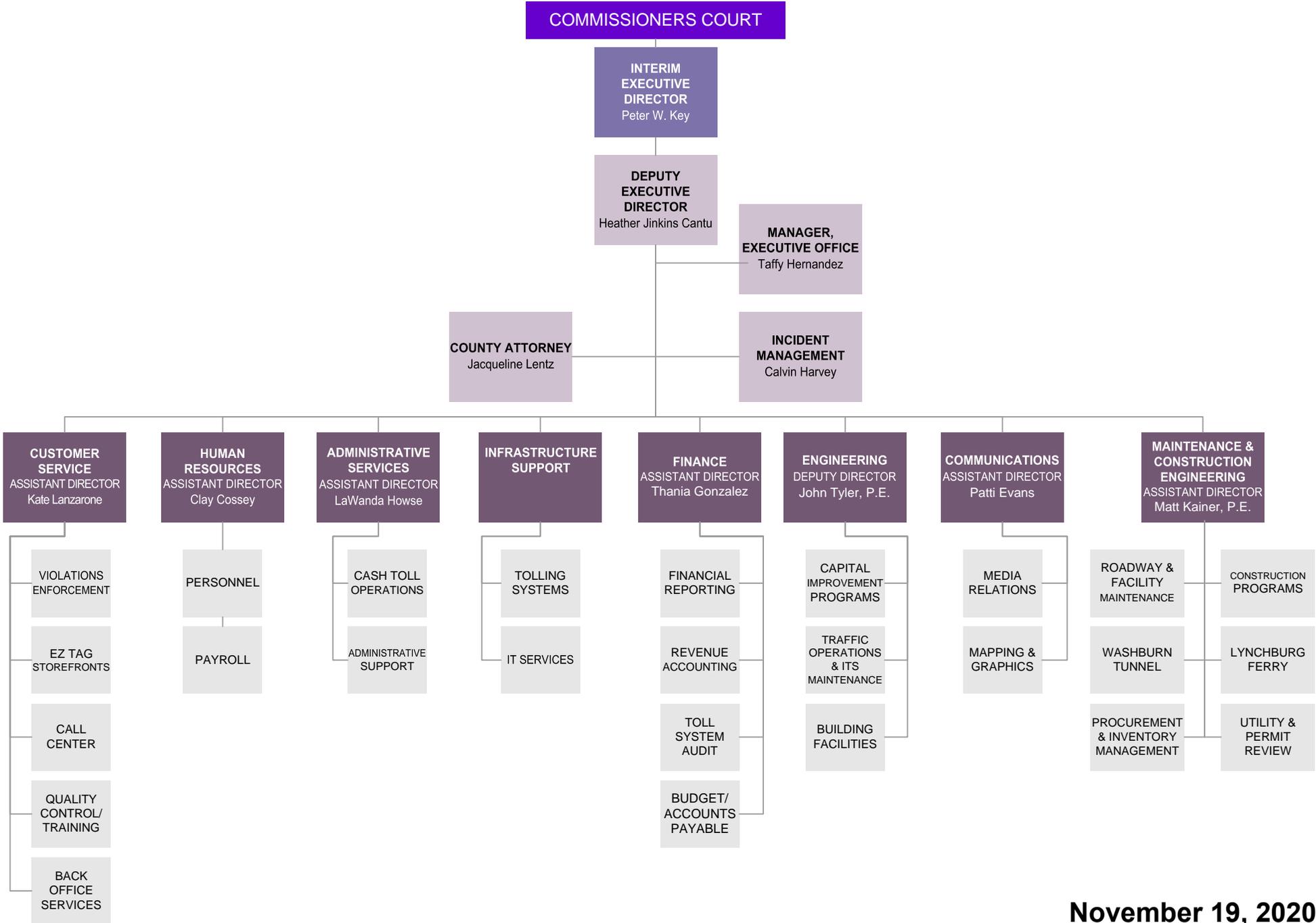
Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Administration Management Support (MGMT)	1. Identify opportunities to maximize the value of the toll road system for the benefit of the County and its residents. 2. Responsible for overall direction and day-to-day management of the agency, including 8 operational divisions comprised of over 1500 employees. 3. Collaborate and lead on inter-departmental and inter-agency efforts to improve regional mobility and connectivity on and beyond HCTRA roadways. 4. Manage and coordinate implementation of Commissioners Court approved policies, ensuring alignment with Court's vision and priorities.	\$ 13,814,548	\$ 13,814,548	6
Communications (COMM)	1. Public Information 2. Mapping & Graphics	\$ 3,488,568	\$ 3,488,568	6
Finance (FIN)	1. Finance, Budget & Accounting Services	\$ 16,678,112	\$ 16,678,112	49
Human Resources (HR)	1. Workforce Management & Payroll Processing Services	\$ 17,922,356	\$ 17,922,356	21

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Infrastructure Support (IT)	1. Information Technology: <ul style="list-style-type: none"> - Business Intelligence - Toll Systems Performance Observation, Monitoring, Reporting, Recovery, and Validation - Agency Phone System - Customer Service Call Center - Agency IT Service - Agency Software Application Service - Network Service - Remote Connectivity - Back up Service - Storage Service - Servers Service - Security Service 2. Toll Collection Systems: <ul style="list-style-type: none"> - Roadside Toll Collection System - RITE 2.0 Back Office Toll Collection System - Customer Toll Account Interoperability with Other Agencies - License Plate Image Review, Audit, and Validation - Bank Card Processing - Incident Management Toll Violation Applications - Application for Toll Customer Alternative Toll Payment - Fleet Customer Account Toll Services - Customer Website - Customer Phone App for HCTRA.ORG - Call Center Self-Service KIOSK - EZ Tag Express 	\$ 84,237,978	\$ 84,237,978	58

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Incident Management (IMD)	<p>Incident Management, through its 24/7, 365 days, TCOLE accredited emergency communications center is responsible for the patrol services of the seven Constable Precincts and members of the IRT roadside assistance program, to ensure they all act in unison in the detection, response, and clearance of all incidents such as crashes, stranded vehicles, and debris to safeguard the public while also providing value and consistent travel times to its customers.</p> <p>Specific services are listed below:</p> <ol style="list-style-type: none"> 1. Toll Road Incident Management <ul style="list-style-type: none"> - DWI & Fatality Reduction - Wrong-Way Crash Prevention - Motor Vehicle Fatality Victim Recovery - Traffic, Toll & HOV Enforcement and Crash Reduction (Patrol Services) - Incident Response and Clearance - Work Zone Safety - Emergency Management - Emergency Vehicle Training - Non-Revenue Accounts - Criminal Investigations - Dispatch 2. Security Systems & Risk Management 3. Incident Response Team <ul style="list-style-type: none"> - Support Services - Incident Response Team - Incident Response Team Customer Comments 	\$ 28,995,519	\$ 28,995,519	74
Customer Service (CS)	<ol style="list-style-type: none"> 1. EZ Tag Storefronts 2. Call Center 3. Violation Enforcement Collections Center (VECC) 4. Back Office Services 	\$ 36,374,827	\$ 36,374,827	320

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Engineering (ENG)	1. Engineering - Capital Improvement Programs 2. Traffic Operations & ITS Maintenance 3. Non-tolled Facilities Management (including COVID-19 related services)	\$ 12,051,156	\$ 12,051,156	22
Maintenance & Construction Engineering (MACE)	1. Maintenance & Construction Engineering 2. Toll Facility Maintenance 3. Washburn Tunnel & Lynchburg Ferry Operations and Maintenance 4. I-10 KML (Katy Managed Lanes) Maintenance 5. Fleet Management (excluding IMD) 6. Inventory Management	\$ 36,534,110	\$ 36,534,110	28
Administrative Services (ADMSV)	1. Administrative Support 2. Toll Operations: Cash (toll) Collections, and Image Review Audit and Validation Process	\$ 17,614,171	\$ 17,614,171	187
Tunnel and Ferry	For budget purposes this division is separately tracked in Fund 5310. The service description is included as part of our "Maintenance & Construction Engineering" division (see service # 3)	\$ 7,500,720	\$ 7,500,720	39

Harris County Toll Road Authority 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	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	COMM - SO1	Develop added notification channels for timely communication of planned and unplanned roadway closures and incidents.	Communications	Incident Management, Construction, IT	N/A	HCTRA Customers, Harris County residents, visitors, Civic Groups and Community Organizations, and Partner Transportation Agencies
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	COMM - SO2	Develop GIS applications to help office personnel and field supervisors collaborate during a natural disasters, for example: hurricanes, thunderstorms and icing events.	Communications	Incident Management, Construction, IT	HCED	HCTRA Customers, Harris County residents, visitors, Civic Groups and Community Organizations, and Partner Transportation Agencies
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	IMD - SO1	Strive for zero alcohol or impaired driver related crash fatalities on HCTRA operated tollways through enforcement of DWI laws including a paid overtime program.	IMD	Engineering, Finance	Constables	HCTRA Customers, Investors, Contractors, Suppliers
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	IMD - SO2	Continue to prevent wrong-way crashes on the Westpark Tollway utilizing the Wrong-Way Detection System	IMD	Engineering, ITS, Maintenance	Constables	HCTRA Customers, Investors, Contractors, Suppliers
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	IMD - SO3	Manage and train to execute the Memorandum of Understanding with the Harris County Institute of Forensics to recover deceased victims from vehicle crashes in order to expedite clearance of fatality incidents on the tollway system.	IMD	N/A	Medical Examiner, Constables	HCTRA Customers, Investors, Contractors, Suppliers
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	IMD - SO4	Maintain a proactive Patrol Service to reduce frequency of crashes through patrol visibility and enforcement of traffic laws, and to increase frequency of on-view incidents (proactively discovered crashes, debris, potholes) versus having them reported by the public.	IMD	N/A	Constables, Justice Courts	HCTRA Customers, Investors, Contractors, Suppliers
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	IMD - SO5	Maintain or reduce response time to active crash scenes and to incidents (disabled vehicles, debris, etc.) blocking moving lanes of traffic..	IMD	Maintenance	Constables	HCTRA Customers, Investors, Contractors, Suppliers

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	IMD - SO6	Maintain or reduce roadway clearance time of mainlane crashes and incidents (disabled vehicles, debris, etc.) blocking moving lanes of traffic.	IMD	Maintenance	Constables, Fire/EMS	HCTRA Customers, Investors, Contractors, Suppliers
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	IMD - SO7	Reduce overall response and clearance time of stranded vehicles.	IMD	N/A	Constables	HCTRA Customers, Investors, Contractors, Suppliers
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	IMD - SO8	Contain and remediate hazardous material spills to reduce risk of exposure to the public and minimize environmental damage.	IMD	Maintenance	Pollution Control, Fire Marshall	HCTRA Customers, Investors, Contractors, Suppliers
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	IMD - SO9	Increase early detection of roadway incidents using Dispatch's roadway camera infrastructure, and upgrade existing and broken security cameras to higher resolution devices and bring video servers up to current IT standards.	IMD	Engineering, ITS	N/A	HCTRA Customers, Investors, Contractors, Suppliers
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	IMD - SO10	Increase work zone safety during roadway closures for construction and maintenance.	IMD	Engineering, Maintenance	Constables	HCTRA Customers, Investors, Contractors, Suppliers
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	IMD - SO11	Maintain operational preparedness for weather or other regional events that would impact transportation needs of the community.	IMD	Engineering, Maintenance, Communications, Finance	Constables	HCTRA Customers, Investors, Contractors, Suppliers
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	IMD - SO12	Increase safety programs and safety awareness at facilities; including achieve 100% code approved standardized fire alarm systems at all HCTRA facilities.	IMD	Human Resources, Communications, Maintenance (Ferry), Engineering (Facility), and IT	N/A	HCTRA Customers, Investors, Contractors, Suppliers
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	ENG - SO1	Manage engineering design of system improvements that will improve the safety and reliability of the HCTRA system.	Engineering	MACE	HCED, Precincts, HCFCD	HCTRA Customers, TxDOT, METRO, Cities
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	ENG - SO2 & MACE - SO2	Include projects in the capital plan that proactively manage the lifecycle of HCTRA's infrastructure.	MACE / Engineering	All HCTRA Divisions	Purchasing	HCTRA customers, bond holders, and Harris County residents and visitors.
G1	Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.	MACE - SO1	Proactively maintain and continuously improve the roadways, toll facilities, Washburn Tunnel, Lynchburg Ferry, and I-10 KML to provide a safe and efficient means of travel for the residents of and visitors to Harris County.	MACE	Engineering, Administrative Services	Purchasing	HCTRA customers, bond holders, and Harris County residents and visitors.
G2	Engage the community to pursue transportation projects that respond to their needs, with an emphasis on safety, equity, resiliency, aesthetics, and improvement to quality of life.	COMM - SO3	Develop a robust Community Engagement plan which reaches all segments of a community as it relates to any potential project, and which seeks feedback which will inform the development of projects and program.	Communications	Engineering, Construction, Incident Management, Customer Service	County Commissioners, Court members and their staff, HCFCD, HCED	HCTRA Customers, Harris County residents, visitors, Civic Groups and Community Organizations, and Partner Transportation Agencies

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G2	Engage the community to pursue transportation projects that respond to their needs, with an emphasis on safety, equity, resiliency, aesthetics, and improvement to quality of life.	ENG - SO3	As part of the design process, engage the adjacent community to gather input and possibly improve the community's transportation network with the project.	Communications	Engineering	Precincts, HCED, HCFCD	Community, HCTRA Customers, TxDOT, METRO, Cities
G2	Engage the community to pursue transportation projects that respond to their needs, with an emphasis on safety, equity, resiliency, aesthetics, and improvement to quality of life.	ADMSV - SO1	Transition Toll Operations personnel from roadway Cash Collections to Image Review Audit (IRA) and Validation Process. 1) Respond to community needs to improve the environment (decrease the release of exhaust fumes from idled vehicles, waiting to pay a cash toll) and 2) Improve employee and customer safety.	Administrative Services	All HCTRA Divisions	N/A	Commissioners Court, HCTRA Customers (EZ Tag and Cash drivers), Harris County residents and visitors.
G3	Improve mobility throughout the region and provide the community greater access to transportation options.	COMM - SO4	Work toward publishing GIS roadway closure data for outside agencies to consume and use in their application, giving the public several options to be notified.	Communications	Incident Management, Construction, IT.	HCED	HCTRA Customers, Harris County residents, visitors, Civic Groups and Community Organizations, and Partner Transportation Agencies
G3	Improve mobility throughout the region and provide the community greater access to transportation options.	FIN - SO1	Increase overall mobility by executing a robust and prosperous capital plan that identifies all needs of the community.	Engineering, Maintenance, and IT	Finance, Incident Management	County Engineer, BMD	HCTRA Customers, Investors, Suppliers, Contractors, Commissioner Court, County Community
G3	Improve mobility throughout the region and provide the community greater access to transportation options.	IT - SO1	Provide an efficient, well connected transportation experience.	Infrastructure Support	All HCTRA Divisions	N/A	HCTRA customers, Harris County residents and visitors, Toll road users
G3	Improve mobility throughout the region and provide the community greater access to transportation options.	ENG - SO4	Coordinate projects with other regional transportation partners so our project can enhance the regional transportation network.	Engineering	Communications	HCED, Harris County Precincts	HCTRA Customers, TxDOT, METRO, Cities
G3	Improve mobility throughout the region and provide the community greater access to transportation options.	MACE - SO3	Improve utilization of the Washburn Tunnel and Lynchburg Ferry upon completion of the planned CIP projects	MACE	All HCTRA Divisions	Purchasing	Harris County residents and visitors.
G3	Improve mobility throughout the region and provide the community greater access to transportation options.	ADMSV - SO2	Convert current Cash Collection business model, to an All-Electronic-Toll Road business model and advance customer's driving experience: 1) Remove all toll booths from cash lanes, and 2) Implement Open-Road-Tolling (ORT) which will improve mobility and increase driver and employee safety.	Administrative Services	All HCTRA Divisions	N/A	Commissioners Court, HCTRA Customers (EZ Tag and Cash drivers), Harris County residents and visitors.
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	FIN - SO2	Minimize costs by effectively and efficiently utilizing available resources and continuing to identify opportunities where cost savings may be achieved.	Finance	All HCTRA Divisions	Auditor's Office, BMD	HCTRA Customers, Investors, Suppliers, Contractors, Commissioner Court, County Community
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	FIN - SO3	Maximize use of revenues by effectively analyzing and identifying opportunities where this may be achieved.	Finance	All HCTRA Divisions	Auditor's Office, BMD	HCTRA Customers, Investors, Suppliers, Contractors, Commissioner Court, County Community

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	FIN - SO4	Deliver debt coverage ratios at or above targets by managing HCTRA resources effectively.	Finance	All HCTRA Divisions	Auditor's Office, BMD	HCTRA Customers, Investors, Suppliers, Contractors, Commissioner Court, County Community
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	FIN - SO5	Identify a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, financial reporting, internal controls, and governance processes.	Finance	All HCTRA Divisions	Auditor's Office, BMD	HCTRA Customers, Investors, Suppliers, Contractors, Commissioner Court, County Community
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	FIN - SO6	Increase transparency and accountability by posting annual financial reports online.	Finance	Communications	Auditor's Office, BMD	HCTRA Customers, Investors, Suppliers, Contractors, Commissioner Court, County Community
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	IT - SO2	Deliver toll collection solutions and services of great value.	Infrastructure Support	All HCTRA Divisions	CAO, Auditor's Office, and BMD	HCTRA customers, Harris County residents and visitors, Toll road users
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	IT - SO3	Manage metrics to maximize back office performance.	Infrastructure Support	All HCTRA Divisions	Auditor's Office	HCTRA customers, Harris County residents and visitors, Toll road users
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	IT - SO4	Provide technology solutions and services in a modern and secure IT environment for all users.	Infrastructure Support	All HCTRA Divisions	Auditor's Office	HCTRA customers, Harris County residents and visitors, Toll road users
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	IMD - SO13	Reduce toll violation rate through real-time enforcement at tolling gantries by law enforcement.	IMD	Tolling Systems, IT, Customer Service	Constables	HCTRA Customers, Investors, Contractors, Suppliers, TranStar, News Media,
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	IMD - SO14	Increase recovery of funds due to damage of county property incidents, remediation incidents and associated loss of revenue.	IMD	Maintenance	Constables, County Attorney's Office, Budget Management - Risk Mgt.	HCTRA Customers, Investors, Contractors, Suppliers
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	IMD - SO15	Reduce financial liability exposure related to county employees being involved in at-fault vehicle crashes by increasing recurring emergency vehicle operations training.	IMD	Finance	Constables	HCTRA Customers, Investors, Contractors, Suppliers
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	IMD - SO16	Investigation of first injury reports to determine validity and recommend preventative measures to reduce future risks including training and facility modifications.	IMD	Human Resources, Maintenance, Facilities	Constables, County Attorney's Office, Budget Management - Human Resources and Risk Mgt.	HCTRA Customers, Investors, Contractors, Suppliers
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	IMD - SO17	Manage non-revenue accounts to validate that only authorized vehicles can utilize toll system without paying a fee in compliance with State law and the County's non-revenue policy.	IMD	Finance and Customer Service	All county agencies with county owned or leased vehicles.	HCTRA Customers, Investors, Contractors, Suppliers

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	IMD - SO18	Administer and maintain the security card access systems, and to dispense security access cards in compliance with HCTRA policy and Payment Card Industry (PCI) standards to protect the county from a financial loss due to a security breach. Also, to protect facilities from destruction and/or loss of value due to criminal offenses.	IMD	IT, Facilities, Human Resources	N/A	HCTRA Customers, Investors, Contractors, Suppliers
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	IMD - SO19	Investigate any reports of unlawful acts such as theft, counterfeit, credit card fraud and/or malfeasance by the public or employees to ensure the financial credibility and stewardship of public funds.	IMD	Customer Service, IT	Constables, District Attorney	HCTRA Customers, Investors, Contractors, Suppliers, TranStar, News Media,
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	IMD - SO20	Technical and equipment support for IMD vehicles and their connected on-board peripherals.	IMD	IT	Constables	HCTRA Customers, Investors, Contractors, Suppliers
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	CS - SO1	Offer multiple ways to pay toll violations, reduce violation fees, and improve the invoicing process. Also, increasing the percentage of toll violation transactions resolved by creating payment plans for customers with violations in collections.	Customer Service	IT, Communications, Incident Management	HCAO	Harris County Toll Road users
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	CS - SO2	Replenish and maintain EZ TAG Inventory at a level to meet customer needs	Customer Service	N/A	Purchasing	Harris County Toll Road users
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	ENG - SO5	Project team members should define and guide projects to provide the most benefit to the region while understanding the impacts to the overall budget.	Finance	IT, MACE, Engineering	HCED, Harris County Precincts	HCTRA customers, bond holders, and Harris County residents and visitors.
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	MACE - SO4	Maintain HCTRA Fleet (excluding IMD) in good operating condition.	MACE	All HCTRA Divisions (excluding IMD)	Universal Services, Purchasing	Harris County residents and visitors.
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	MACE - SO5	Procure resources in a timely manner while being budget and cost conscious.	MACE	All HCTRA Divisions	Purchasing	Harris County residents and visitors.
G4	Exercise prudent and transparent stewardship of the agency's financial resources.	ADMSV - SO3	5% probability of resuming cash collections. Improve efficiency of fiscal operation of cash collections, which generates approximately \$70 million annually, which is about 9-10 % of HCTRA'S overall revenue each year. Follow all current policies and procedures to properly and efficiently secure all cash funds at each plaza location, this includes tour funds checked out to Toll Collectors and/or Supervisors, as well as the Master Change Fund (MCF). Opportunities for operational and performance improvements, such as automate time-consuming processes.	Administrative Services	IT, IMD, Human Resources, Finance	Auditors Office, Budget Management Department	Commissioners Court, HCTRA Customers (EZ Tag and Cash drivers), Harris County residents and visitors.
G5	Provide outstanding customer service.	COMM - SO5	Drive bilingual customer education on toll road operations, policies, and toll payment options.	Communications	Customer Service, IT, Toll Operations	County Commissioners Court members and their staff	HCTRA Customers, Harris County residents, visitors, Civic Groups and Community Organizations, and Partner Transportation Agencies

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G5	Provide outstanding customer service.	COMM - SO6	Increase customer engagement touchpoints.	Communications	Customer Service, IT, Toll Operations	County Commissioners Court members and their staff	HCTRA Customers, Harris County residents, visitors, Civic Groups and Community Organizations, and Partner Transportation Agencies
G5	Provide outstanding customer service.	IT - SO5	Provide a high quality customer service experience by leveraging assets and technology.	Infrastructure Support	Customer Services, Communications	N/A	HCTRA customers, Harris County residents and visitors, Toll road users
G5	Provide outstanding customer service.	IMD - SO21	Provide 24/7 TCOLE accredited emergency communications center for the public to report incidents, safety hazards, aggressive drivers, roadway debris or obtain roadside assistance.	IMD	IT, HR, Communications	Constables	HCTRA Customers, Investors, Contractors, Suppliers
G5	Provide outstanding customer service.	IMD - SO22	Provide roadside assistance to stranded vehicles, including gas, changing tires and towing vehicles free of charge.	IMD	N/A	Constables	HCTRA Customers, Investors, Contractors, Suppliers,
G5	Provide outstanding customer service.	IMD - SO23	Proactively post active incident information and maintenance and construction lane closures to region's traffic map, digital messages signs, HCTRA PIO, and local news media.	IMD	Engineering, ITS, IT	N/A	HCTRA Customers, Investors, Contractors, Suppliers, TranStar, News Media,
G5	Provide outstanding customer service.	IMD - SO24	Increase return of positive customer feedback on roadside assistance program through comment cards and emails, and decrease the number of complaints from public concerning driving habits of personnel and reinforce outstanding customer service values	IMD	Communications	N/A	HCTRA Customers, Investors, Contractors, Suppliers
G5	Provide outstanding customer service.	CS - SO3	Improve customer account management options by maintaining customer visits to store locations, reducing average call times, and decreasing turnaround time for email responses.	Customer Service	IT and Communications	N/A	Harris County Toll Road users
G5	Provide outstanding customer service.	CS - SO4	Increase number of new hire graduates by providing them with excellent training to perform their duties.	Customer Service	HR	N/A	Harris County Toll Road users
G5	Provide outstanding customer service.	CS - SO5	Assess overall customer service satisfaction by performing customer surveys immediately after a phone call or website account management visit.	Customer Service	IT and Communications	N/A	Harris County Toll Road users
G5	Provide outstanding customer service.	ENG - SO6	Maintain HCTRA facilities to provide a safe and comfortable environment for visitors, employees, and customers.	Customer Services	IT, MACE, Communications, Engineering	Precincts	HCTRA, Customers, TxDOT, METRO
G5	Provide outstanding customer service.	ADMSV - SO4	Service cash patrons with astute, efficient and accurate toll transactions, while imparting excellent customer service; 24-hours/7-Days a week; serves as HCTRA' first public-facing - contact with the driving public.	Administrative Services	IRT/IMD, Finance	N/A	Commissioners Court, HCTRA Customers (EZ Tag and Cash drivers), Harris County residents and visitors.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G5	Provide outstanding customer service.	ADMSV - SO5	Improve quality of support services that are essential to HCTRA's daily operations. Establish good and welcome relationships with internal personnel, visitors, other Harris County Departments, vendors, consultants, etc. Demonstrate proper business and phone etiquette, on-time delivery of packages and/or documents, efficiently sort mail to ensure receipt by the appropriate HCTRA Division, employee, consultant, etc. decrease response time for file/document requests and identify time-consuming and inefficient processes for possible automation. (Includes Support Services, Records, Receptionist, mailroom, courier and Wilshire office supply inventory management.)	Administrative Services	All HCTRA Divisions	N/A	Commissioners Court, HCTRA Customers (EZ Tag and Cash drivers), Harris County residents and visitors.
G6	Promote a diverse, collaborative and inclusive workplace that is committed to our agency's goals.	HR - SO1	Attract and retain a highly qualified workforce that is as diverse as the community it serves, including seeking bilingual candidates to facilitate and foster better communications, services and trust with the public.	HR	All HCTRA Divisions	HRRM	Temp agencies
G6	Promote a diverse, collaborative and inclusive workplace that is committed to our agency's goals.	HR - SO2	Provide effective and quality support services for all employees.	HR	All HCTRA Divisions	HRRM	Temp agencies
G6	Promote a diverse, collaborative and inclusive workplace that is committed to our agency's goals.	ADMSV - SO6	Maximize the potential of HCTRA's current Image Review Audit program by using internal resources to serve customers more efficiently, minimize revenue loss, as well as ensure HCTRA's roadway system is operating according to HCTRA Business Rules.	Administrative Services	IT Division, Finance	Auditors Office	HCTRA Customers (EZ Tag and Cash drivers), Harris County residents and visitors.

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:	Executive Leadership and Guidance
Divisions (list all):	Executive (department IDs 05002000, 05002001 & 05002002)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$13,814,548	6

1) Describe the Service and how it supports department goals.
<p>Executive leadership provides support to the department head and department as a whole; it is responsible for overall direction and day-to-day management of the agency, including 8 operational divisions comprised of over 1500 full time, temporary, and contract employees. This service supports all department goals by creating and maintaining policies/procedures and cultivating positive communication with employees, clients, county departments, outside agencies, and constituents. Sound executive leadership helps to ensure that operations are consistent and productivity remains constant and efficient. Includes Construction Management support and Traffic Management Support.</p> <p>In addition, executive leadership strives to identify opportunities to maximize the value of the toll road system for the benefit of the County and its residents, collaborates and leads on inter-departmental and inter-agency efforts to improve regional mobility and connectivity on and beyond HCTRA roadways, and manages and coordinates implementation of Commissioners Court approved policies, ensuring alignment with Court's vision and priorities.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The customers for these services are internal and external; feedback is collected informally through the community, interaction within the department and other County departments, and based on direction received from Commissioners Court.</p>
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 (4c).xlsx

Additional Notes:

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

Instructions

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

Service Name:	Finance, Budget & Accounting Services
Divisions (list all):	Finance (department ID 05005000)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$16,678,112	49

1) Describe the Service and how it supports department goals.
<ul style="list-style-type: none"> - Budget development and financial analysis: Prepare annual CIP, O&M, and Revenue Budgets and monitor actual vs. budget on a periodic basis. This service supports Department Goal #3 (Improve mobility throughout the region and provide the community greater access to transportation options) and Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.) by identifying and explaining variances in a timely manner. - Assist the Auditor's Office in recording financial transactions and compiling financial information related to the Toll Road. Prepare account reconciliations and monthly reports (e.g. revenue, transaction, cash activities, etc.). This service supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.) by monitoring financial resources. - Identify, perform, and monitor internal controls needed for all processes related to the Finance division, and provide ongoing management oversight to validate that controls are executed effectively. This service supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.) by supporting a sound and effective control environment. - Coordinate all aspects of the Toll Road's purchasing and accounts payable activities with other County departments. This service supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.) by processing all purchase requisitions and invoice receipts in a timely manner.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Customers:</p> <ul style="list-style-type: none"> - HCTRA divisions, Budget Management Department, Purchasing Department, Auditor's Office, Vendors, Suppliers, Contractors, and external auditors. <p>Expectations:</p> <ul style="list-style-type: none"> - Identify and monitor unusual / unforeseen activities in a timely manner. - Materially accurate financial reporting. - All internal controls over financial reporting are properly designed and operating effectively, using the COSO's Internal Control - Integrated Framework as a guidance. - All purchase requisitions and invoice receipts are entered into PeopleSoft in a timely manner. <p>Customer Feedback:</p> <ul style="list-style-type: none"> - Through review comments and questions from the Auditor's Office and external auditors. - Request on the status of the purchase requisitions and vendor invoice payments.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

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

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

Additional Notes:

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

Instructions

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

Service Name:	Workforce Management & Payroll Processing
Divisions (list all):	Human Resources (department ID 05006000)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$17,922,356	21

<p>1) Describe the Service and how it supports department goals.</p> <p>- Workforce management, including hiring, performance management, training, promotion, demotion, termination, benefits enrollment, and employee relations and communication. Support divisions with sourcing/recruiting, hiring, and onboarding. Each division is responsible for the recruitment and the subsequent recommendation to hire a workforce that is as diverse as the community it serves, including seeking bilingual candidates to facilitate and foster better communications, services and trust with the public. Activities include attending job fairs, collaborating with temp agencies, developing and maintaining job descriptions and job postings. It also includes maintaining timely and accurate employee files and data; monitoring the employee evaluation process; developing and reviewing compensation requests; managing all employee metrics; managing personnel separations; developing and providing training, including "advertising" HRRM training; tracking completed employee evaluations; managing FMLA and Workers' Compensation; distributing internal communications via e-mails, the urgent broadcast system, and the HCTRA intranet; managing employee grievances; and planning and executing employee morale events, wellness events and site visits. All the duties under this service support Department Goal #6 (Promote a diverse, collaborative, and inclusive workplace that is committed to our agency's goals).</p> <p>- Payroll processing. This service supports Department Goal #6 (Promote a diverse, collaborative, and inclusive workplace that is committed to our agency's goals) by paying all employees and temp employees in a timely manner.</p> <p>The estimated annual cost for this service includes the staffing costs of temp agency placement services for HCTRA.</p>
<p>2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?</p> <p>The customers are all HCTRA employees, temp employees, HRRM, and Auditor's Office.</p> <p>They expect we perform the services described above in a timely and professional manner; and all employees to be paid timely and accurately.</p> <p>We collect feedback through applicant acceptance, emails and phone calls with general queries on our progress or their service needs.</p>
<p>3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.</p> <p>- FMLA and workers compensation compliance are required. FMLA is required by federal law, as is taking care of employees when an on-the-job accident/incident occurs.</p> <p>- Title VII of the Civil Rights Act of 1964 and the Equal Employment Opportunity Act of 1972.</p> <p>- Required to enter time accurately so that employees and temps are paid for time worked.</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:	Information Technology
Divisions (list all):	Infrastructure Support (department ID 05007000)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$35,066,514	44

1) Describe the Service and how it supports department goals.
<p>This service supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources), and Department Goal #5 (Provide outstanding customer service). Information Technology service includes:</p> <ol style="list-style-type: none"> 1. Business Intelligence based on inaccurate or incomplete data can lead to revenue loss, improper implementation of processes, inefficient utilization of time, and can have severe negative impacts to the overall business. We work with a extensive amount of data and it is important to be able to efficiently and accurately consolidate and draw conclusions based on that data. Business intelligence applications are used to help ensure that accurate and cost effective decisions are made in a timely manner. The business intelligence applications must be maintained to increase efficiency and accuracy to drive critical HCTRA decisions and to provide validation and accuracy checks against other systems. The business intelligence applications also assist with compiling a large datasets into readable and useable subsets and summaries. 2. Toll Systems Performance Observation, Monitoring, Reporting, Recovery, and Validation - The overall tolling system is composed of a large number of sub systems that require not only maintenance but system monitoring, performance monitoring, data validation, data inquiries, and integration between the sub systems. To ensure that all data points are accurate, processed in a timely manner, and reach their intended destination, extensive monitoring, observation, testing, and validation must be performed. Each of these task require a services to monitor, report, maintain, and react to anomalies. The systems we support are critical to operation, collections of tolls, customer account management, inventory management, and support of other local tolling agencies. This is a 24/7/365 operation. 3. Agency Phone System - Provide and maintain voice system for entire agency with minimal downtime. 4. Customer Service Call Center - Provide and maintain call flow queues, call recordings, workforce scheduling, and quality assurance software integrated into voice system for requested call centers with minimal downtime. 5. Agency IT Service - Provide and maintain exemplary desktop, voice, printing, scanning, and computer service for HCTRA staff. 6. Agency Software Application Service - Provide various apps for conducting HCTRA internal business including timekeeping, employee tracking, and misc. services. 7. Network Service - To provide the infrastructure for HCTRA's Metropolitan Area Network which consists of 2 data centers, 182 remote locations, 837 servers, 826 network devices, and 27,144 Network End Points connected via dark fiber, leased fiber, copper and cellular service as well as related routers, switches, firewalls and related monitoring systems to create a fast, reliable and secure network in support of HCTRA's Tolling systems and office computing environment. 8. Remote Connectivity - To provide secure virtual private networks to HCTRA's IOP, other partners, and staff to provide secure, safe and resilient connectivity to HCTRA's computing environment. 9. Back up Service - To protect HCTRA's computing environment from catastrophic loss by insuring that all data is backed up on a regular basis and can be restored to a specific point in time. This involves backing up approximately 1/2 Petabytes of data a week. 10. Storage Service - To provide appropriate storage technologies and sufficient storage, such as Storage Area Network (SAN) and Network Attached Storage (NAS), to allow the agency's tolling applications to store the data required to capture all tolling transactions as well as to meet the storage requirements of the HCTRA staff, contractors and temporary staff. Currently this includes managing 2.61 Petabytes of storage allocated between NAS (600 TB) and SAN (2.21 PB). 11. Servers Service - To provision, maintain and patch approximately 412 windows and 425 Linux servers, most of which are virtualized, required to operate HCTRAs Tolling and Back Office Systems. Maintaining a QA, Training, UAT and Production environments, with fault tolerance and disaster recovery service for each environment. Also responsible to provide the servers required for HCTRA's office environment which includes file servers, Exchange servers, MS SQL servers along with a myriad of other Microsoft server types. 12. Security Service - To provide a safe and secure computing environment which protects the agency's computer environment from internal and external threats. This includes the use of multiple layers of firewalls, application firewalls and load balancers, antivirus software, email protection via both internal and third parties, logging, and monitoring software. The InfoSec team identifies and the appropriate IT Operations, Voice, Helpdesk, or Website team implements solutions to mitigate threats to the computing environment.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for this service are HCTRA employees, Harris County residents and visitors, and toll road users. They expect that we perform each of the tasks described above in a professional, timely, and accurate manner. They also expect that we streamline and improve our operation efficiencies where possible. Customer feedback is collected internally through employee feedbacks and externally through the community.
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 (4c).xlsx

Additional Notes:
 "Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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 Collection Systems
Divisions (list all):	Infrastructure Support (department ID 05007001)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$49,171,464	14

1) Describe the Service and how it supports department goals.
<p>This service supports Department Goal #3 (Improve mobility throughout the region and provide the community greater access to transportation options), Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources), and Department Goal #5 (Provide outstanding customer service).</p> <p>Toll Collection Systems service includes:</p> <ol style="list-style-type: none"> 1. Roadside Toll Collection System - Functionality, Maintenance, Operations, and Support for the Roadside Toll Collection System covering 363 HCTRA toll lanes averaging 2 million transactions daily. 2. RITE 2.0 Back Office Toll Collection System 3. Customer Toll Account Interoperability with Other Agencies - Associated with toll account interoperability allow customers with toll accounts from other agencies to use their toll account to pay for tolls on HCTRA operated facilities. In addition, HCTRA toll account holders are able to use their HCTRA account to pay for tolls on roadways operated by other tolling agencies. Currently all toll roads in Texas, Oklahoma, and Kansas are part of the Central US Hub. Plans to connect with other regions across the US are being developed. 4. License Plate Image Review, Audit, and Validation - Toll transactions without a match to a transponder account are tolled by license plate. Images are captured at the lane and sent through image review to find vehicle owner so that the toll can be charged to the appropriate party. This includes multiple levels of validation, reporting, image review, and auditing to ensure that the correct customer is being billed, that we have usable images to invoice the customer, and that the roadway system is performing optimally. 5. Bank Card Processing - The HCTRA toll system is a pre-paid system. As such, we charge the customers billing method and place the pre-paid funds on accounts. In order to do this we require integration with banking and credit card organizations to request payment for various items owed to HCTRA. A relationship with these organizations is required if we wish to continue to collect payment from customers. 6. Incident Management Toll Violation Applications - Incident Management assist and enforce business rules and laws surrounding the use of the HCTRA roadway. To assist them in performing their role, the system contains several subsystems that require ongoing service maintenance and enhancements such as the Rapid Alert system. These services are provide on multiple levels including the HCTRA back office and roadside. 7. Application for Toll Customer Alternative Toll Payment - As an attempt to safely serve the cash preferred toll customers, HCTRA has designed, developed, enhanced, and continues to maintain an interface that allows for third parties to develop customer account systems and interface with HCTRA to facilitate the collection of tolls. Some of these systems include the distribution of physical tags in retail locations such as HEB. These systems are modified in accordance with business needs and are monitored and analyzed to minimize revenue loss. 8. Fleet Customer Account Toll Services - Fleet accounts require a different level of support compared to a typical customer account. In order to accurately and efficiently manage these types of accounts, additional back office processes, services, and enhancements are required. 9. Customer Website - Provide fast, friendly web site for customers to manage accounts, pay tolls and violations, and easily become a HCTRA customer (24/7 self-serve). 10. Customer Phone App - Provide mobile apps in both Apple and Android for customers to manage accounts, pay tolls and violations, and easily become a HCTRA customer (24/7 self-serve). 11. Call Center Self-Service KIOSK - Provide kiosks at HCTRA facilities for customers to self serve in: manage accounts, pay tolls and violations, and easily become a HCTRA customer. 12. EZ Tag Express - Mobil Application (EZTag Express) for Toll Customer Alternative Toll Payment.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Customers for this service are HCTRA employees, Harris County residents and visitors, toll road users, and law enforcement. They expect that we perform each of the tasks described above in a professional, timely, and accurate manner. They also expect that we streamline and improve our operation efficiencies where possible. Customer feedback is collected internally through employee feedbacks and externally through the community.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>No.</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:	Toll Road Incident Management
Divisions (list all):	Incident Management (department ID 05008000)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$28,258,019	74

1) Describe the Service and how it supports department goals.
<p>- DWI & Fatality Reduction: Alcohol is a primary factor in most fatality crashes. Incident Management strongly advocates the detection and apprehension of impaired drivers through its regular toll road deputies and six toll road deputies assigned to the DWI task force. Overtime pay is for associated court time and during holiday weekends or regional enforcement initiatives. This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.).</p> <p>- Wrong-Way Crash Prevention: The wrong-way detection system alerts IMD to the possibility of a wrong-way driver that has entered or is traveling in the wrong direction on the tollway. Primarily the detection sites are on the Westpark Tollway and Katy Managed Lanes Post Oak Entrance due to higher frequency of incidents. Once detected, IMD dispatches a deputy constable to intercept the vehicle and hopefully stop the vehicle prior to a crash. Wrong-Way System contract cost is funded by ITS Group. Personnel costs are inclusive to Patrol Service (Services Detail #4). This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.).</p> <p>- Motor Vehicle Fatality Victim Recovery: The respectful and prompt removal of crash victims' remains demonstrates compassion and prudence while it also allows for traffic volumes to return to normal capacity. IMD is the only law enforcement group in the region with authorization from the Medical Examiner and Commissioners Court to recover crash victims. The 15 IMD Coordinators are certified to recover the remains and transport the body to ME Office. The average clearance time on a fatality crash is 3 hours and 13 (3:13:00) minutes. Costs are the maintenance of two body transport vehicles, cameras, PPE and training. This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.).</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The customers of this service are HCTRA customers, law enforcement, FIRE/EMS, HCTRA investors, and the community in general.</p> <p>-The community expects the respectful and prompt removal of crash victims. The community also expects safe roadways. Customer feedback is informal through the community, media and organizations.</p> <p>- The County, investors, and paying customers expect their investment to be protected from misuse and a large violation rate which endangers the financial well-being of the agency and safe roadways. Any feedback is internal from Tolling Systems and Customer Service and informal through the community, media and organizations.</p> <p>- The public expects safe operation of emergency vehicles. Feedback is received from deputies after completion of training.</p> <p>- Authorized non-revenue users are not receiving violations; internal and external feedback from authorized agencies.</p> <p>- The community expects timely investigation of criminal activities; internal feedback.</p> <p>- The community expects timely responses to emergency requests, safe roadways, and have a consistent travel time each time they use a HCTRA operated tollway.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>- Sec. 366.182. OPERATION OF TURNPIKE PROJECT. (a) An authority shall operate its turnpike projects through a force of toll-takers and other employees of the authority or through services contracted under Subsection (b) or (c).</p> <p>(b) An authority may enter into an agreement with one or more persons to provide, on terms and conditions approved by the authority, personnel and services to design, construct, operate, maintain, expand, enlarge, or extend the authority's turnpike projects.</p> <p>(c) An authority may contract with any state or local governmental entity for the services of peace officers of that agency.</p> <p>- Sec. 550.022. ACCIDENT INVOLVING DAMAGE TO VEHICLE. (a) Except as provided by Subsection (b), the operator of a vehicle involved in an accident resulting only in damage to a vehicle that is driven or attended by a person shall: (1) immediately stop the vehicle at the scene of the accident or as close as possible to the scene of the accident without obstructing traffic more than is necessary; (2) immediately return to the scene of the accident if the vehicle is not stopped at the scene of the accident; and (3) remain at the scene of the accident until the operator complies with the requirements of Section 550.023. (b) If an accident occurs on a main lane, ramp, shoulder, median, or adjacent area of a freeway in a metropolitan area and each vehicle involved can be normally and safely driven, each operator shall move the operator's vehicle as soon as possible to a designated accident investigation site, if available, a location on the frontage road, the nearest suitable cross street, or other</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:	Security Systems & Risk Management
Divisions (list all):	Incident Management (department ID 05008001)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$487,500	0

1) Describe the Service and how it supports department goals.
<p>Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to moved to this service from the TR Incident Management Service.</p> <p>- Security Systems: For occupant safety and to protect assets of the agency, IMD maintains and manages the fire and security alarms at all HCTRA facilities. Fire and security alarms go directly to the Emergency Operations Center to be dispatched to FIRE/EMS and/or Constables. IMD is close to achieving 100% code approved standardized fire alarm systems at all HCTRA facilities. Currently, the newly annexed Lynchburg Ferry facility is without a fire/security system. The two (2) FTE are the same employees who are also responsible for the fire alarm system, camera and security card infrastructure.</p> <p>A security camera system supports the overall safety of employees, protection of personal and county property. The cameras reduce the risk of fraud or theft by employees. The system also promotes customer safety at locations visited by the public and aids law enforcement in the apprehension of persons committing unlawful acts. FY21 YTD, IMD has repaired or replaced 99 cameras. The system requires on-going maintenance and upgrades to remain fully operational. The two (2) FTE are the same employees who are also responsible for the fire alarm system, camera and security card infrastructure.</p> <p>IMD administers and maintains the alarm and security card access systems, and to dispense security access cards in compliance with HCTRA policy and Payment Card Industry (PCI) standards to protect the county from a financial loss due to a security breach. Also, to protect facilities from destruction and/or loss of value due to criminal offenses. FY21YTD, 481 security cards issued and 378 were deactivated. Also 103 locks and card readers were repaired. The two (2) FTE are the same employees who are also responsible for the fire alarm system, camera and security card infrastructure.</p> <p>This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.) and Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources).</p> <p>- Risk Management: The service supports the stewardship of the agency's financial resources through the recovery of funds due to incidents that result in the damage of county property,</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The County, HCTRA, its employees, its investors, temps, customers and visitors are customers for this service. Their expectation is timely responses to emergencies, safety and security, and proper administration and maintenance of alarm and security card access systems. They also expect that HCTRA manage risk appropriately, provide a safe workplace, and timely investigation of incidents. Customer feedback is informal through the community, media and organizations, and through internal feedback</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>Harris County Commissioners Court adopted the 2018 International Fire Code, with Harris County Amendments, on April 23, 2019. The new code was adopted in an effort to safeguard the community with the latest fire and life safety codes and standards for both existing structures and new construction.</p> <p>Occupational Safety and Health (OSHA) Act.</p>

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:	Incident Response Team
Divisions (list all):	Incident Management (department ID 05008002)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$250,000	0

<p>1) Describe the Service and how it supports department goals.</p> <p>Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to moved to this service from the TR Incident Management Service.</p> <p>- Support Services: Technical and equipment support for the approximately 240 IMD vehicles and their connected on-board peripherals. Additionally, staff is responsible for installation, repair and removal of equipment from vehicles. This service allows units to stay in-service more and reduces costs associated to sending vehicles and equipment out to third party vendors or other county departments. YTD, techs have installed, repaired or replaced 1,260 technology related items on IMD vehicles being operated by IMD and the Constables. This service supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources).</p>
<p>2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?</p> <p>The County, HCTRA, Constables, its investors, and the community in general. The public's expectation is that HCTRA provide timely support services; internal feedback. The public's expectation is also to receive prompt, professional and efficient service, and safe roadways. The Incident Response Team program also fosters a sense of value to its customers. In FY21, IMD has remediated 22 hazardous material spills of less 25 gallons. Feedback from the public is through feedback cards provided by employees and subsequently mailed back, emails and telephone calls. The vast majority of customers are extremely grateful and surprised the agency provides the complimentary service and does so with very professional personnel. Feedback from public is through emails and telephone calls.</p>
<p>3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.</p> <p>Sec. 26.266. REMOVAL OF SPILL OR DISCHARGE. (a) Any owner, operator, demise charterer, or person in charge of a vessel or of any on-shore facility or off-shore</p>

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:	EZ Tag Storefronts
Divisions (list all):	Customer Service (department ID 05009001)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$13,150	0

1) Describe the Service and how it supports department goals.
<p>Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved from the Call Center service to this and other services in the Customer Service division.</p> <p>- Customer service account management for storefront (face-to-face) and call center (phone): Call Center takes frontline phone calls from new and existing customers who want to make changes or updates to their EZ TAG Account. Six (6) storefronts accept an average of 34,000 visits from new and existing customers per month (pre-COVID). Store locations are currently closed to the public but are used for minimal staffing by CSRs who assist with frontline calls, returned mails, and various projects as needed. This service supports Department Goal #5 (Provide outstanding customer service) by providing customers with various service options (i.e. call-in or go to an EZ TAG store).</p> <p>- Quality Assurance and Training: Hire and train all new and existing Customer Service Representatives including onboarding, first 90 days, and refresher (remedial) training, and training information packets. Quality Assurance & Training provides new hire and refresher training for all temporary and full time customer service representatives. Throughout the year they are responsible for tracking new hire development for the first 90 days and later provide refresher training for reps with areas of weakness. They also modify training material, as needed, based on customer feedback. We emphasize empathy and active listening with our staff. QAT provides training packets throughout the year with updates to the system or procedures, and any new system functionality. This service supports Department Goal #5 (Provide outstanding customer service) by ensuring our customer representatives are well trained to assist customers with their needs.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Customers include EZ TAG Account holders and non-account holders, and those calling in with questions. They expect to be informed about how the EZ TAG program works. All information is gathered over the phone. Stores are located strategically around the HCTRA system so they are accessible by all. They serve as a one-stop customer service center and reps there can open new accounts, make changes to existing accounts, dispense EZ TAGs (transponders), and resolve toll violations for customers. Many customers expect to be able to manage their account face to face and prefer to visit a brick-and-mortar store location as opposed to going online or calling in. We collect feedback from customers directly at store locations. Customers provide feedback to management and it is routed up and tracked annually.</p> <p>- Customers include all new hire customer service representatives and full time customer service representatives. They expect to have a full length training period with sheltered instruction so they can independently answer phone calls and emails, responding to disputes with confidence. External customers include the public, who resolve and manage their accounts with our knowledgeable customer service representatives. Feedback is provided from the management team. Feedback could be areas of weakness that are recognized from a new-hire class.</p>
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:	Call Center
Divisions (list all):	Customer Service (department ID 05009003)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$23,676,757	320

1) Describe the Service and how it supports department goals.
<p>Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to move from this service to other services in the Customer Service division.</p> <p>- Customer service account management for storefront (face-to-face) and call center (phone): Call Center takes frontline phone calls from new and existing customers who want to make changes or updates to their EZ TAG Account. Six (6) storefronts accept an average of 34,000 visits from new and existing customers per month (pre-COVID). Store locations are currently closed to the public but are used for minimal staffing by CSRs who assist with frontline calls, returned mails, and various projects as needed. This service supports Department Goal #5 (Provide outstanding customer service) by providing customers with various service options (i.e. call-in or go to an EZ TAG store).</p> <p>- Quality Assurance and Training: Hire and train all new and existing Customer Service Representatives including onboarding, first 90 days, and refresher (remedial) training, and training information packets. Quality Assurance & Training provides new hire and refresher training for all temporary and full time customer service representatives. Throughout the year they are responsible for tracking new hire development for the first 90 days and later provide refresher training for reps with areas of weakness. They also modify training material, as needed, based on customer feedback. We emphasize empathy and active listening with our staff. QAT provides training packets throughout the year with updates to the system or procedures, and any new system functionality. This service supports Department Goal #5 (Provide outstanding customer service) by ensuring our customer representatives are well trained to assist customers with their needs.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Customers include EZ TAG Account holders and non-account holders, and those calling in with questions. They expect to be informed about how the EZ TAG program works. All information is gathered over the phone. Stores are located strategically around the HCTRA system so they are accessible by all. They serve as a one-stop customer service center and reps there can open new accounts, make changes to existing accounts, dispense EZ TAGs (transponders), and resolve toll violations for customers. Many customers expect to be able to manage their account face to face and prefer to visit a brick-and-mortar store location as opposed to going online or calling in. We collect feedback from customers directly at store locations. Customers provide feedback to management and it is routed up and tracked annually.</p> <p>- Customers include all new hire customer service representatives and full time customer service representatives. They expect to have a full length training period with sheltered instruction so they can independently answer phone calls and emails, responding to disputes with confidence. External customers include the public, who resolve and manage their accounts with our knowledgeable customer service representatives. Feedback is provided from the management team. Feedback could be areas of weakness that are recognized from a new-hire class.</p>
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:	Violation Enforcement Collections Center (VECC)
Divisions (list all):	Customer Service (department ID 05009002)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$4,243,660	0

1) Describe the Service and how it supports department goals.
<p>Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved from the Call Center service to this and other services in the Customer Service division.</p> <p>Support violation enforcement collections (i.e. phone and email violations account management, supporting County Attorney collections efforts). Violations Enforcement Collections is a specialty group of customer service representatives with in-depth knowledge of the back office system in addition to collections procedures. All toll violation invoices are paid for with this budget, plus postage. This service supports Department Goal #5 (Provide outstanding customer service) and Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources) by assisting the County Attorney's Office in their collections efforts, including the adjudication process. Hearing officers are paid out of this budget as well.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>All customers, even those with violations in collections deserve to be treated with respect and empathy. Customers to VEC can be EZ TAG customers, infrequent visitors and/or residents who are new to the area. The County Attorney's Office is also a customer and a partner in this effort. All customers expect consistency and fair treatment. We collect feedback from customers directly. Customers provide feedback to management and it is routed up to management and tracked annually.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>Toll violation invoices are mailed per Texas Transportation Code 284.0701. The following language is on all toll violation invoices: "The county shall send a written notice of nonpayment to the registered owner of the vehicle at the owner's address as shown in the vehicle records of the Texas Department of Motor Vehicles." The following language is on all collections notices: "Pursuant to Texas Transportation Code, Chapter 284, if the matter is not resolved immediately, you may be subject to substantial additional fees and fines, registration of your vehicle being refused, and the use of your vehicle being restricted until the amounts due are paid."</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:	Back Office Services
Divisions (list all):	Customer Service (department ID 05009004)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$8,441,260	0

1) Describe the Service and how it supports department goals.
<p>Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved from the Call Center service to this and other services in the Customer Service division.</p> <p>Perform back office services. These services include large (fleet) account services, account management and customer service via email correspondence, payment plan set up for Violation Enforcement Collections Center (VECC) and Call Center sub-section, interoperable partner mutual customer resolutions, EZ TAG fulfillment and distribution with quality control. Back office services maintains and distributes all EZ TAG transponders, pays invoices for EZ TAG Account statements and notifications, including postage, fulfills and distributes EZ TAG transponders, answers customer correspondence and manages fleet and invoiced accounts. This service supports Department Goal #5 (Provide outstanding customer service) by providing account information in a timely manner. It also supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.) by mailing and maintaining tag (transponder) inventory.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Customers are anyone emailing in with a question about a new or existing account, all customers who order an EZ TAG whether from online or call center or in-person, our tag vendor and print vendor who interact with BOS for requests for payment, and all fleet and invoiced accounts which include County departments with non-revenue accounts. Customers expect their requests to be process accurately and timely. We collect feedback from customers directly at store locations. Customers provide feedback to management and it is routed up and tracked annually.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>No.</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:	Engineering - Capital Improvement Programs
Divisions (list all):	Engineering (department ID 05010000)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,459,529	8

1) Describe the Service and how it supports department goals.
<p>Manage the development of projects included in HCTRA's Capital Improvement Plan (CIP) (roadway, toll system infrastructure, and facility improvement projects). This includes project / facility design, managing projects within budget, and maintaining non-tolled facilities. The CIP can enable responsible and collaborative development of future projects, increased transportation accessibility for the public, and superior maintenance and improvements to the current toll road system, as well as continued funding for non-toll infrastructure projects in Harris County.</p> <p>HCTRA's ongoing system-wide improvements have contributed to the region's continued growth and economic health. To ensure the agency continues to deliver results, a combination of fiscal prudence and long-term strategic planning is necessary.</p> <p>This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition), Department Goal #3 (Improve mobility throughout the region and provide the community greater access to transportation options), and Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources).</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Customers are Harris County residents and visitors. HCTRA seeks to develop projects that respond to community's needs, with a focus on safety, aesthetics, improved storm-water drainage, pollution mitigation, and quality of life. Feedback is received through working with the community and Commissioner's Court.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>Projects are designed in accordance with FHWA specifications and TxDOT design manuals to provide consistent driver expectations for transportation facilities in our region.</p>

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:	Traffic Operations & ITS Maintenance
Divisions (list all):	Engineering (department ID 05010001)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,098,717	3

1) Describe the Service and how it supports department goals.
Coordinate with other governmental agencies and other county departments to develop projects that respond to the community's needs. Due to the size of our projects, we coordinate with other transportation agencies in our area. This includes TxDOT, as a large portion of our system is in their ROW. The streets that cross our projects require coordination with other entities, HC Engineering, Precincts, and Cities in order to provide the most beneficial design for the project. As part of the design process, community meetings are held, specifically for new location projects. These meetings are needed to not only provide information about the project to the community, but receive feedback in order to provide the best design. Communications provides support to Engineering Managers for the meetings to have successful dialogue. This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition), Department Goal #2 (Engage the community to pursue transportation projects that respond to their needs, with an emphasis on safety, equity, resiliency, aesthetics, and improvement to quality of life), and Department Goal #3 (Improve mobility throughout the region and provide the community greater access to transportation options).
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Ultimately the system users benefit from the coordination, but the adjacent communities see a secondary benefit. Expectations from the public are gathered in meetings in the early stages of design and incorporated, as applicable. We let the agencies review project designs and receive comments that are addressed before construction begins.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

FORM 4a. Department Services - DETAIL (#15)

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

Additional Notes:

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

Instructions

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

Service Name:	Non-tolled Facilities Management
Divisions (list all):	Engineering (department ID 05010002)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$8,492,910	11

1) Describe the Service and how it supports department goals.
<p>- Maintain non-tolled facilities: HCTRA staff performs daily maintenance for our non-tolled facilities, which allows division personnel to perform their responsibilities efficiently and effectively. Facility management receives the needs for a specific upgrade and develops, designs, and constructs improvements along with staff from the various divisions. This supports Department Goal #5 (Provide outstanding customer service).</p> <p>- COVID-19 related services: The Engineering Division is responsible for the implementation of the County requirements to address the COVID-19 situation at the facilities. Criteria for departments to continue operation was developed and coordinated with the County Task Force. This will continue until the County's emergency declaration is lifted. This supports Department Goal #5 (Provide outstanding customer service).</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>- HCTRA staff benefits from these services in order to perform their jobs more effectively. Customers also receive the benefit of having efficient resolution of their issues/needs. Feedback on the facility is received from the division managers, feedback is also received through a maintenance line.</p> <p>- COVID-19 - The customers for this service are mainly HCTRA employees. The public is also impacted at the TAG Store locations, which are closed at this time, but will some day return to operation and a plan will need to be developed. This process has allowed impacted division employees to be reassigned to sanitizing efforts necessary at the facilities. Feedback is received by HCTRA and County employees.</p>
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 (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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
Divisions (list all):	Communications (department ID 05004001)
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$3,303,268	6

1) Describe the Service and how it supports department goals.
<p>Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved from this service to other services in the Communications division.</p> <p>- Communicate HCTRA programs and initiatives to the public, including creating and distributing messaging specific to customers regarding EZ TAG accounts, roadway incidents, day-to-day agency operations, and policies, etc. Includes management of vendors and consultants for marketing, graphic design, translation services, paid digital media, materials printing and mailing, postage, signage, user surveys for the purpose of communicating HCTRA programs and initiatives to the public, including creating and distributing messaging specific to customers regarding EZ TAG accounts, roadway incidents, day-to-day agency operations, and policies, etc. This service supports Department Goal #5 (Providing outstanding customer service), and Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.)</p> <p>- Coordinate community outreach and public engagement on HCTRA infrastructure, projects and mobility improvements. Includes consultants to provide turnkey facilitation of community outreach and public engagement, including research, messaging, meeting logistics, materials development and reporting necessary to educate and engage identified target audiences/stakeholders, notify audiences on ongoing activities and events, and communicate consistently with an established frequency. This service supports Department Goal #2 (Engage the community to pursue transportation projects that respond to their needs, with an emphasis on safety, equity, resiliency, aesthetics, and improvement to quality of life.), and Department Goal #5 (Providing outstanding customer service).</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Toll road users and the public. Feedback is received via direct emails, via website, relayed from customer service, phone calls, and social media.</p> <p>Residents impacted by potential projects, civic and community organizations, elected officials, environmental and other special interest groups, media. Feedback reporting is a component of scope of work.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

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:	Mapping & Graphics
Divisions (list all):	Communications (department ID 05004002)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$185,300	0

1) Describe the Service and how it supports department goals.
<p>Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved to this service from the TR Public Information service.</p> <p>Provide GIS Services to support all departments with mapping, asset management, graphics and exhibits. Geographic Information Systems (GIS) includes the creation, storage and use of location-based data and technology to inventory county assets, create reports, generate maps and exhibits to help communicate projects and programs to internal and external stakeholders. GIS supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition) by providing software interfaces, mapping real-time location data for Incident Management and Construction divisions. GIS supports Department Goal #2 (Engage the community to pursue transportation projects that respond to their needs, with an emphasis on safety, equity, resiliency, aesthetics, and improvement to quality of life.) by providing graphic information that helps convey current and future project limits, related county and local government data such as HCFCD data, various county and city facilities, boundaries and right-of-way information. Finally, this service also supports Department Goal #3 (Improve mobility throughout the region and provide the community greater access to transportation options.).</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>GIS supports internal divisions in collecting and producing data, as well as external stakeholders. Expectations are measured in many different ways. 1) Projects being completed on-time. 2) Being ready to complete tasks at a moments notice due to the occasional last minute request. 3) Having a GIS system that is up and running 24/7 for HCTRA personnel to utilize. Customer feedback is measured by one-on-one verification that the project is completed to the end users satisfaction.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

FORM 4a. Department Services - DETAIL (#18)

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

Additional Notes:

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

Instructions

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

Service Name:	Administrative Support
Divisions (list all):	Administrative Services (department ID 05012000)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,562,803	13

<p>1) Describe the Service and how it supports department goals.</p> <p>Support Services – Responsible for the efficient operation and best business practices, related to the essential functions of HCTRA’s day-to-day business. This section serves internal personnel, other Harris County departments, Toll Road customers, general public, vendors, contractors and others, through the proficient management and use of HCTRA’s telecommunication system or in-person, following all appropriate protocols, rules and safety practices. These service functions are: 1) Receptionist Area (Administration Building), 2) Mailroom services, 3) Courier services and 4) Office Supply Request services (Administration Building).</p> <p>Additionally, the Records Area, a vital service function to the agency, is responsible for accurately filing and safeguarding all HCTRA documents, in one central location. This function makes certain the organization adheres to the HCTRA Data Retention and Disposal Policy (PL0055) and ensures all HCTRA documents and/or files are disposed of properly and in accordance with its life-span, as outlined in the policy (PL0055). Additionally, it is responsible for the receipt, compilation of information/data and time sensitive response of all “Public Information Requests”, in accordance with the Texas Public Information Act (PIA).</p> <p>This service supports Department Goal #5 (Provide outstanding customer service.).</p>
<p>2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?</p> <p>Internal personnel, other Harris County departments, Toll Road customers, general public, vendors, contractors and others. Their expectation is that we provide timely support services upon request. Feedback is collected internally and through response time of PIA requests.</p>
<p>3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.</p> <p>Only the associated task that requires a HCTRA response(s) to Public Information and subpoena (s) in accordance with the Texas Public Information Act (PIA); Chapter 552 of the Texas Government Code. Chapter 552 states, "The Texas Public Information Act applies to all governmental bodies, including all boards, commissions and committees created by the executive or legislative branch".</p>

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:	Toll Operations - Cash (toll) Collections & Image
Divisions (list all):	Administrative Services (department ID 05012001)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$16,051,368	174

1) Describe the Service and how it supports department goals.
<p>Cash Collections – 5% probability of resuming cash collections. Improve efficiency of fiscal operation of cash collections, which generates approximately \$70 million annually, which is about 9-10 % of HCTRA'S overall revenue each year. Responsible for servicing cash patrons with astute, efficient and accurate toll transactions, while imparting excellent customer service; 24-hours/7Days a week. Serves as HCTRA'S first point-of-contact with the public. Follow all current policies and procedures to properly and efficiently secure all cash funds at each plaza location, this includes tour funds checked out to Toll Collectors and/or Supervisors, as well as the Master Change Fund (MCF). Opportunities for operational and performance improvements, such as automate inefficient and/or time-consuming processes. This service supports Department Goal #2 (Engage the community to pursue transportation projects that respond to their needs, with an emphasis on safety, equity, resiliency, aesthetics, and improvement to quality of life.), Department Goal #3 (Improve mobility throughout the region and provide the community greater access to transportation options.), Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.), and Department Goal #5 (Provide outstanding customer service.).</p> <p>Image Review Audit and Validation Process – Responsible for the accurate and quality review of a customer's vehicle license plate image. This service advances the agency's assurance that the correct customer is charged for tolls. This minimizes revenue loss of rejected transactions, due to a more precise and efficient image review audit process. It's important to note that this internal audit work function is currently in development. This has been a work function need for over several years, but had no available resources to take on such a large scale project. Due to the COVID19 pandemic, cash collections were suspended for the safety of our employees and customers. Due to the available personnel resources, this hybrid work structure (Image Review Audit) was instituted.</p> <p>This service supports Department Goal #2 (Engage the community to pursue transportation projects that respond to their needs, with an emphasis on safety, equity, resiliency, aesthetics, and improvement to quality of life.), Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.), Department Goal #5 (Provide outstanding customer service.), and Department Goal #6 (Promote a diverse, collaborative and inclusive workplace that is committed to our agency's goals.).</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Cash Customers that drive HCTRA roadways expect an efficient and accurate toll transaction, as well excellent customer service. Internal Division expectations include: Finance - expects all policies and procedures followed related to accurate revenue counting and auditing of funds; Human Resources - expects notification of any and all employee relations incidents; IT expects to be notified of tolling system operational concerns; IMD - expects to be notified of any law enforcement issues, traffic backups, driver or employee accidents.</p> <p>Image Review Audit and Validation customers are Harris County residents and visitors, IT Division, and Finance Division. Their expectation is timely and accurate review of vehicle license plate image. Customer feedback is collected internally from the IT Division and the Finance Division, as well as customer communications.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

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 (4c).xlsx

Additional Notes:

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Instructions

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

Service Name:	Maintenance & Construction Engineering
Divisions (list all):	Maintenance & Construction Engineering (MACE) (department ID 05011000)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$25,606,110	28

1) Describe the Service and how it supports department goals.
<p>Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved from this service to other services in the MACE division.</p> <p>HCTRA roadways are monitored and maintained 24/7/365. Maintaining roadways at a high level ensures that travel lanes stay open and passable a greater percentage of the time. Failure to maintain roadways results in deterioration of the physical asset, leading to more costly repairs that require extended lane closures, thereby reducing mobility. This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County’s physical infrastructure in superior condition).</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>HCTRA customers - Expect to be able to safely travel down a well-maintained roadway.</p> <p>HCTRA bond holders - Expect the physical assets to be maintained to ensure that revenue-generating operations are not impacted.</p> <p>Customer feedback is informal through the community. In addition, feedback is received as part of the Independent Annual inspection of the HCTRA system that is required by the Toll Road Senior Lien Revenue Bond Trust Indenture. The inspection is a visual evaluation performed to (1) verify the general condition of HCTRA systems for inclusion in the annual bondholders’ report, (2) provide information to be used in a maintenance program, and (3) satisfy the inspection requirement.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>HCTRA is required to maintain the roadway as a condition of its bond covenants.</p>

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 (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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 Facility Maintenance
Divisions (list all):	MACE (department ID 05011002)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$7,768,000	0

1) Describe the Service and how it supports department goals.
<p>Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved to this service from the MACE service.</p> <p>HCTRA toll facilities are monitored and maintained 24/7/365. Maintaining toll facilities at a high level ensures that toll operations occur without interruption. Interruptions reduce throughput at the toll plazas and reduce mobility. Additionally, failure to maintain facilities results in deterioration of the physical asset and leads to more costly repairs. This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County’s physical infrastructure in superior condition).</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>HCTRA customers - Expect to be able to quickly pay their toll so they can continue down the roadway.</p> <p>HCTRA Administrative Services Personnel - Expect to have a safe, comfortable environment in which to collect and process tolls.</p> <p>HCTRA bond holders - Expect the physical assets to be maintained to ensure that revenue-generating operations are not impacted.</p> <p>Customer feedback is informal through the community and from Administrative Services personnel. In addition, feedback is received as part of the Independent Annual inspection of the HCTRA system that is required by the Toll Road Senior Lien Revenue Bond Trust Indenture. The inspection is a visual evaluation performed to (1) verify the general condition of HCTRA systems for inclusion in the annual bondholders’ report, (2) provide information to be used in a maintenance program, and (3) satisfy the inspection requirement.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>HCTRA is required to maintain the toll facilities as a condition of its bond covenants.</p>

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 (4c).xlsx

Additional Notes:

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

Instructions

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

Service Name: Washburn Tunnel & Lynchburg Ferry Operations and
Divisions (list all): MACE (department ID 05011005)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$7,500,720	39

1) Describe the Service and how it supports department goals.
The Washburn Tunnel and Lynchburg Ferry provide transportation links across the Houston Ship Channel. These links improve regional mobility by providing non-freeway options for drivers to move between I-10 and SH-225 and the surface streets in between. This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition) and Department Goal # 3 (Improve mobility throughout the region and provide the community greater access to transportation options).
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
HCTRA customers - Drivers expect the facilities to be open and accessible. Customer feedback is informal through the community.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. On June 25, 2019, Harris County Commissioners Court authorized the transfer of responsibility for current and future Operations, Maintenance, and Capital Improvements of the Washburn Tunnel & Lynchburg Ferry to HCTRA, without the imposition of tolls, effective March 1, 2020.

FORM 4a. Department Services - DETAIL (#23)

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

Additional Notes:

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

Instructions

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

Service Name:	I-10 KML (Katy Managed Lanes) Maintenance
Divisions (list all):	MACE (department ID 05011003)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,771,000	0

1) Describe the Service and how it supports department goals.
<p>Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved to this service from the MACE service. The I-10 KML (Katy Managed Lanes) are monitored and maintained 24/7/365. Maintaining the roadway and toll facilities at a high level ensures that travel lanes stay open and passable a greater percentage of the time. Failure to maintain the roadway and toll facilities results in deterioration of the physical asset, leading to more costly repairs that require extended lane closures, thereby reducing mobility. This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition).</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>HCTRA customers - Expect to be able to safely travel down a well-maintained (smooth ride) roadway HCTRA bond holders - Expect the physical assets to be maintained to ensure that revenue-generating operations are not impacted. Customer feedback is informal through the community and from Administrative Services personnel. In addition, feedback is received as part of the Independent Annual inspection of the HCTRA system that is required by the Toll Road Senior Lien Revenue Bond Trust Indenture. The inspection is a visual evaluation performed to (1) verify the general condition of HCTRA systems for inclusion in the annual bondholders' report, (2) provide information to be used in a maintenance program, and (3) satisfy the inspection requirement.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>HCTRA is required to maintain the toll facilities as a condition of its bond covenants.</p>

FORM 4a. Department Services - DETAIL (#24)

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

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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 Management
Divisions (list all):	MACE (department ID 05011004)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$543,000	0

1) Describe the Service and how it supports department goals.
<p>Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved to this service from the MACE service.</p> <p>All HCTRA divisions (excluding IMD) have varying needs when it comes to fleet vehicles. The HCTRA vehicle fleet is comprised of a range of vehicles in order to successfully address the needs of the various HCTRA departments (excluding IMD). The HCTRA fleet is maintained at a high level to ensure that all vehicles are safe and reliable. Routine vehicle maintenance ensures that the physical assets remain in good condition. Once fleet vehicles reach the threshold where the age and/or mileage begins to impact the vehicle's safety and/or reliability, the vehicles are sent to auction and replaced. Doing so ensures that HCTRA's financial resources are not spent maintaining an aging fleet that continues to depreciate while also providing reduced safety and reliability. This service supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources).</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>HCTRA employees - Reasonable access to a safe/reliable vehicle necessary to perform work duties. Feedback is collected internally.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>No.</p>

FORM 4a. Department Services - DETAIL (#25)

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

Additional Notes:

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

Instructions

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

Service Name:	Inventory Management
Divisions (list all):	MACE (department ID 05011001)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$846,000	0

1) Describe the Service and how it supports department goals.
Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved to this service from the MACE service. HCTRA Procurement and Inventory Management provides a singular point of contact for other HCTRA divisions to place orders for various materials, goods, and/or services. The singular point of contact promotes efficiency (vs. each division having their own procurement responsibilities), and provides a uniform process across all of HCTRA. By working closely with Purchasing, the Procurement group ensures that existing Harris County contracts are used properly and effectively. The efficiency of the centralized operation ensures that budget dollars are spent on needed materials, goods, and/or services instead of in duplicating rolls and processes in multiple HCTRA divisions. This service supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency’s financial resources).
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
HCTRA employees - Expect to receive the materials, goods, and/or services needed to complete their jobs in a timely manner. Feedback is collected internally.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
While the group is not statutorily mandated, they work very closely with Purchasing to ensure that the appropriate procurement procedures/laws are followed.

FORM 4b. Performance Metrics

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Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Administrative Support	Good Customer Service, Improve proper business and phone etiquette and efficiently address and direct Reception area traffic; at times handling all three simultaneously, stress management and collaborative work skills; Response time when greeting visitors	Currently in use	Receptionist Area Complaint Log, Caller wait time report, listen to calls if needed, Response time to greet visitors	ADMSV - SO4 and ADMSV - SO5	N/A - Due to COVID-19, visits to the administrative offices are minimal.	Increase the level and quality of service, to include response time by 20%. Based on following proper receptionist area protocol, procedures, best business practices,	HCTRA's Administration Building Receptionist is a visitor's first point of contact. This initial interaction area is important especially for first-time visitors. This is when a person develop their perception of HCTRA's business; it can be great or damaging.
Administrative Support	Average number of files scanned and indexed (Pre-COVID-19 monthly numbers)	Currently in use	Scan and Index Report from ApplicationXtender a program integrated with RITE 2.0	ADMSV - SO4 and ADMSV - SO5	6,085 monthly average	Soft Skill Metric - average number of documents and files scanned then indexed, based on number of documents received from HCTRA Divisions	To keep track of all records.
Back Office Services	% video tolls paid on HCTRA website	Currently in use	BI	CS - SO1, IT - SO2, and IT - SO5	54%	75%	To improve the customer experience and expedite payment of violations
Back Office Services	Maintain a 3 month emergency operating supply on hand for HCTRA's EZ TAG Program.	Currently in use	RITE	CS - SO2	\$99,500 eGo Plus Motorcycle EZ TAG; \$6,187,500 eGo Plus Sticker Tags = total \$6,287,000	\$99,500 eGo Plus Motorcycle EZ TAG; \$6,187,500 eGo Plus Sticker Tags = total \$6,287,000	To meet customer needs for EZ TAG transponders.
Back Office Services	Number of EZ Tag Accounts	Currently in use	RITE	CS - SO2, IT - SO2, and IT - SO5	4,945,160	6,000,000	Customers have more account options and free/reduced tag (or no tag required), impacting new account creation.
Back Office Services	Number of emails answered, including fleet and invoiced account groups, in 3 -5 business days.	New	Manual tracking sheet. Customer service would like a ticket system to track responses.	CS - SO3	N/A - 77,757 email responses	Monitor turnaround time in order to establish a metric.	Currently BOS email response times are not tracked. We do track the number of emails we respond to. We would like to know that emails are answered within 3-5 business days and further tune that metric to improve customer service.
Call Center	Average Call handle time for call center	Currently in use	Cisco Unified Information Center (CUIC)	CS - SO1 and CS - SO3	6 minutes 54 seconds at Call center	Average decrease of 5%	Decreasing the amount of time a customer spends on the phone with us increases the level of customer service provided.

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Call Center	Average Speed of Answer (ASA) at Call Center	Currently in use	Cisco Unified Information Center (CUIC)	CS - SO1 and CS - SO3	40 seconds at call center	Reduce ASA by 5%	Reducing the speed of answer connects customers to call takers quicker and improves overall customer service.
Call Center, and Back Office Services	Customer satisfaction surveys online and over the phone	New	Cisco Unified Information Center (CUIC) & Website	CS - SO3 and CS - SO5	N/A	TBD	Understanding the overall satisfaction of the customer service received will help us make meaningful changes to processes, procedures and policy. This will also let customers know we care about their feedback.
Engineering - Capital Improvement Programs	Adherence to the Annual CIP Funding.	Currently in use	CIP submitted to Commissioners Court, Current expenditures and current open encumbrances	ENG - SO1, ENG - SO2, ENG - SO4, and ENG - SO5	Within budget and in line with the September 2020 CIP presented to Commissioners Court.	Within budget and any overage is approved by Commissioners Court.	HCTRA tracks the funding plan and the allocation of each project.
Engineering - Capital Improvement Programs	Capital Project on Schedule	Currently in use	Project schedule	ENG - SO1, ENG - SO2, ENG - SO4, and ENG - SO5	Yes	Yes	HCTRA monitors project schedule to ensure it is completed during the timeframe presented to Commissioners Court in the CIP
EZ Tag Storefronts	Number of visitors to EZ TAG storefront locations	Currently in use	Manual tracking sheet	CS - SO1 and CS - SO3	80,814	Maintain decreased visits to store locations	Currently, stores are not open to the public. In 2019 stores had on average 34,000 visitors per month. We want to maintain these visits after a solution for COVID-19 is found and we can reopen our stores.
EZ Tag Storefronts, and Call Center	Number of new hire graduates	Currently in use	Head count	CS - SO4	31	Increase new hires by 15%	By hiring and training more staff, we also increase the chances of retaining employees. Employees with longevity typically provide better customer service.
EZ Tag Storefronts, and Call Center	Exit surveys filled out by employees upon termination, resignation or leave of absence.	New	Exit Survey	CS - SO4	N/A	TBD	Qualitative measure that will show why employees move on from HCTRA. We can use this information to retain employees.

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Finance, Budget & Accounting Services	Variance between actual vs. budgeted O&M expenses and open encumbrances	Currently in use	PeopleSoft	FIN - SO2 and FIN - SO4	25% under budget as of 10/31/2020.	This will be a multi-year target. For FY 2021-22, we aim to achieve 15% under budget. For FY 2022-23, 10% under budget.	To align planned O&M budget with actual while considering unforeseen circumstances
Finance, Budget & Accounting Services	% of revenue collected from toll road users	Currently in use	BOS Performance Requirements	FIN - SO3, CS - SO1, IT - SO2, and IT - SO5	FYTD21 - 83%	In line with historical collection rate avg. of approx. 93%	FY20 % Collected was approx 93%; the current pandemic has impacted the % of revenue collected.
Finance, Budget & Accounting Services	% Revenue from Transponder Transactions (AVI/EZ TagTransaction Type)	Currently in use	PeopleSoft / RITE	FIN - SO3, CS - SO1, IT - SO2, and IT - SO5	68%	68%	Revenue collected from Transponder transactions comprises most of the Toll Revenue during a FY.
Finance, Budget & Accounting Services	Number of deficiencies in internal controls within the Finance division	Currently in use	PeopleSoft / RITE	FIN - SO3, FIN - SO5 and FIN - SO6	No significant deficiencies or material weaknesses identified year-to-date.	No significant deficiencies or material weaknesses identified for Finance division controls by internal and external auditors during the year end audit.	To have an effective control environment.
Finance, Budget & Accounting Services	Number of audit findings or lack of audit findings reported during the annual financial audit	Currently in use	PeopleSoft / RITE	FIN - SO3, FIN - SO5 and FIN - SO6	1 Significant deficiency in internal Control over Financial reporting related to HCTRA reported in the County's FY 2020 CAFR.	No significant deficiencies or material weaknesses identified for Finance division controls by internal and external auditors during the year end audit.	To have an effective control environment and assist the Auditor's office to follow internal controls over financial reporting to ensure that financial statements presented are materially correct.
Finance, Budget & Accounting Services	Bond Rating	Currently in use	Rating Agencies	FIN - SO4	FY20: Moodys Aa1, S&P AA-, Fitch AA	Maintain stable bond ratings	Monitor liquidity and surplus revenue that might impact bond ratings
Finance, Budget & Accounting Services	Debt Service Coverage	Currently in use	PeopleSoft	FIN - SO4	In accordance with bond covenants	Remain in accordance with bond covenants	Maintain compliance with bond covenants

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Finance, Budget & Accounting Services	Percent of account reconciliations prepared and reviewed within 30 days after month-end.	Currently in use	PeopleSoft / RITE	FIN - SO5	90% of account reconciliations are prepared and reviewed within 30 days after month-end.	100% of account reconciliations are prepared and reviewed within 30 days after month-end.	To prepare all account reconciliations in a timely manner.
Finance, Budget & Accounting Services	Percent of monthly reports (e.g. revenue, transaction, cash Activity, etc.) prepared within 20 days	Currently in use	PeopleSoft / RITE	FIN - SO5	100% of monthly reports are prepared within 20 days after month-end.	100% of monthly reports are prepared within 20 days after month-end.	To prepare all monthly financial reports in a timely manner.
Finance, Budget & Accounting Services	Monitor project estimates as presented in the Capital Improvement Plan (CIP) and obtain Commissioner Court approval for any unforeseen / unanticipated project costs.	Currently in use	PeopleSoft	FIN -SO1, FIN -SO2, and FIN - SO4	Interim CIP presented to the Commissioner Court on September 2020.	100% of projects presented in the CIP are within the Project Estimates.	To monitor capital spending.
Finance, Budget & Accounting Services	Percentage of purchase requisitions entered into PeopleSoft with 10 days of obtaining HCTRA section approval	Currently in use	PeopleSoft	FIN- SO2, FIN - SO4 and FIN - SO5	Approx. 70% of purchase requisitions are entered into PeopleSoft within 10 days of obtaining HCTRA section approval.	100% of purchase requisitions are entered into PeopleSoft within 10 days of obtaining HCTRA section approval.	To process all purchase requisitions in a timely manner. With the transition to PeopleSoft, entering purchase requisitions in a timely manner was a challenge, as County personnel becomes more familiar with the system, the purchase requisitions will be entered in a timelier manner.
Finance, Budget & Accounting Services	Percent of invoice receipts entered into PeopleSoft with five days after service completion or goods receipt notification	Currently in use	PeopleSoft	FIN- SO2, FIN - SO4 and FIN - SO5	Less than 60% of invoice receipts are entered into PeopleSoft within 5 days of service completion or goods receipt notification.	100% of invoice receipts are entered into PeopleSoft within 5 days of service completion or goods receipt notification.	To initiate payment processing in a timely manner. With the transition to PeopleSoft, entering invoice receipts in a timely manner was a challenge, as County personnel becomes more familiar with the system, the invoice receipts will be entered in a timelier manner.
Fleet Management (excluding IMD)	Additional performance metrics are currently under development. Potential metrics might include: Vehicle utilization and replacement	New	New	MACE - SO4	N/A	TBD	TBD in future years
I-10 KML Maintenance	HCTRA System Rating based on the Comprehensive Annual System Report	Currently in use	Required Annual HCTRA System Inspection Report	MACE - SO1 and MACE - SO2	Roadways 4.63 of 5 Bridges 4.82 of 5	Existing +1%	The target value varies by roadway element, goal to improve the ratings by 1%

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Incident Response Team	Number of stranded vehicle calls for complimentary roadside assistance	Currently in use	IMS	IMD - SO22	29,191 stranded vehicle calls	Fill open positions to decrease wait time for services.	Number of stranded customers assisted annually.
Incident Response Team	Number of stranded vehicle calls for which assistance is provided	Currently in use	IMS	IMD - SO22	12,715 assisted vehicles	Fill open positions to decrease wait time for services.	Number of stranded customers assisted annually.
Incident Response Team	Number of roadway incidents and hazards proactively detected	Currently in use	IMS	IMD - SO4	31,732 incidents proactively detected	33K incidents proactively detected	Proactive patrols detect incidents and hazards before they can escalate into something more dangerous.
Incident Response Team	Average clearance time of stranded vehicles	Currently in use	IMS	IMD - SO7	24:30 Average Time	Under 23 mins.	Overall response and clearance time could be reduced.
Incident Response Team	Number of Hazmat incidents	Currently in use	IMS	IMD - SO8	22 Incidents	100% Remediation	Recover spillage of <25gals from entering drainage, waterway or dirt to protect the environment.
Incident Response Team	% of Hazmat incidents successfully remediated	Currently in use	IMS	IMD - SO8	22 Incidents	100% Remediation	Recover spillage of <25gals from entering drainage, waterway or dirt to protect the environment.
Incident Response Team - Customer Comments	Number of positive customer service feedback cards received from roadside assistance	Currently in use	Excel File, USPS, email	IMD - SO24	1,216 mailed in positive Comments Cards for FY20, 330 for FY21 due to COVID no contact	1,500 returned	Positive feedback from public can improve based on stats from previous years.
Incident Response Team - Customer Comments	Number of customer complaints	Currently in use	Phone, email, vehicle video system	IMD - SO24	8 complaints YTD	0 Complaints	We are striving for zero complaints.
Incident Response Team - Support Services	Number of tasks performed on IMD vehicles by Constables and Incident Response Team	Currently in use	IMS, Excel	IMD - SO20	1,260 tasks on IMD vehicles.	100% operational status of vehicles and equipment	Maintain fully operational status of IMD vehicles and their connected on-board peripherals and reduce third-party costs.
Information Technology - Agency IT Service	% of time (24/7/365) access & support is available for internal customers	Currently in use	Cherwell	IT - SO4	99%	99%	Service
Information Technology - Agency Phone System	System availability (% during scheduled hours)	Currently in use	Cherwell/BI	IT - SO4	99%	99%	Service
Information Technology - Agency Software Application Service	% of time (24/7/365) access & support is available for internal customers	Currently in use	Cherwell	IT - SO4	99%	99%	Service

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Information Technology - Back up Service	<p>Percentage of completed data backups compared to attempts.</p> <p>Percentage of lost or corrupted data</p> <p>Percent reduction in data backup size due to compression</p> <p>Percent of data recoveries completed within required time frame should be 98% for critical data and 95% for non-critical data.</p> <p>Percent of data actually recovered could be 99.95% for critical data.</p>	Currently in use	Veritas Management Console	IT - SO4	<p>> 98%</p> <p>< 1 %</p> <p>34%</p> <p>96% (avg)</p> <p>99.5%</p>	<p>> 98%</p> <p>< 1 %</p> <p>30%</p> <p>98% (critical data)/ 95% (non-critical data)</p> <p>99.5%</p>	Industry Standard for best practice
Information Technology - Network Service	<p>Availability - 99.95% network uptime for critical network infrastructure.</p> <p>Utilization - < 80%</p> <p>Latency < 10 ms local and < 20 ms across circuits</p>	Currently in use	SolarWinds	IT - SO4	<p>99.95%</p> <p>< 80%</p> <p>< 10ms</p>	<p>99.95%</p> <p>< 80%</p> <p>< 10ms</p>	Industry Standard for best practice
Information Technology - Remote Connectivity	<p>Availability - 99.95%</p> <p>Utilization - < 80%</p>	Currently in use	SolarWinds	IT - SO4	<p>99.95%</p> <p>< 80%</p>	<p>99.95%</p> <p>< 80%</p>	Industry Standard for best practice
Information Technology - Servers Service	<p>Availability - 99.95% scheduled server uptime.</p> <p>Utilization - server resources should be allocated to provided for utilization between 60% to 80%. Separate targets are to be set for CPU and Memory utilization.</p> <p>Page File Usage should be no higher than 50 to 70%.</p> <p>Server Patching - 100% of servers should be patched with 30 days of patch release.</p>	Currently in use	SolarWinds	IT - SO4	<p>> 99.95%</p> <p>68% avg</p> <p><50%</p> <p>98%</p>	<p>99.95%</p> <p><80%</p> <p><70%</p> <p>100%</p>	Industry Standard for best practice

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Information Technology - Storage Service	Processor Busy Utilization - 40% or less Queue Length - should not exceed 2 per LUN Latency - less than 4 ms Write throughput - 7000 MBPS minimum Read throughput - 14000 MBPS minimum Capacity Allocated - 100% or less Capacity Used - 75% or less	Currently in use	Hitachi Management Console	IT - SO4	< 40% < 2 per LUN < 4 ms > 7000 MBPS > 14000 MBPS < 100% < 80%	< 40% < 2 per LUN < 4 ms > 7000 MBPS >14000 MBPS 100% or less 75% or less	Industry Standard for best practice
Inventory Management	Variance between budgeted and actual expenses	New	PeopleSoft	MACE - SO5	N/A	Actual within +/- 5% of the budget	Complete FY22 within +/- 5% of annual budget

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Maintenance & Construction Engineering	HCTRA System Rating based on the Comprehensive Annual System Report	Currently in use	Required Annual HCTRA System Inspection Report	MACE - SO1 and MACE - SO2	FBP Roadways 4.41 of 5 FBP Bridges 4.86 of 5 HTR Roadways 4.60 of 5 HTR Bridges 4.82 of 5 IAH Roadways 4.65 of 5 IAH Bridges 4.85 of 5 SHT Roadways 4.54 of 5 SHT Bridges 4.68 of 5 WPT Roadways 4.62 of 5 WPT Bridges 4.79 of 5 TBT Roadways 4.87 of 5 TBT Bridges 4.92 of 5	Existing +1%	The target value varies by roadway and element, goal to improve the ratings by 1% FBP = Fort Bend Parkway HTR = Hardy Toll Road IAH = George Bush Intercontinental Airport Connector SHT = Sam Houston Tollway WPT = Westpark Tollway TBT = Tomball Tollway (2019 Comprehensive Annual System Report prepared by AECOM. For the 2019 Report, inspections occurred from April to October 2019. The visual inspection included all HCTRA toll roads, bridges, pump stations, and facilities. PGAL performed the facility, and pump station inspections, while CONSOR performed the inspections for the bridges. AECOM inspected the wrong way traffic elements for exit ramps. HDR performed the visual roadway inspections for this report. All sections were inspected including sections under maintenance/ widening construction. Transtec Group performed
Mapping & Graphics	# of interactive web map user engagements	Currently in Use	Internal Tracking	COMM - SO1, COMM - SO2, COMM - SO3, and COMM - SO4	56,830	60000+	Adding additional functionality to the online map which will increase views
Mapping & Graphics	# of GIS service requests	Currently in Use	Internal Tracking	COMM - SO1, COMM - SO2, COMM - SO3, and COMM - SO4	2019 - 507 requests	800+ requests	Based on past three year growth
Mapping & Graphics	% of GIS service requests closed, by priority (high, medium, low)	Currently in Use	Internal Tracking	COMM - SO1, COMM - SO2, COMM - SO3, and COMM - SO4	High priority: 100% Med. priority: 95% Low priority: 100%	High priority: 100% Med. priority: 100% Low priority: 100%	We strive to close 100% of GIS service requests to meet department needs

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Public Information	# of tweets (social media engagement)	Currently in Use	Social Media reporting	COMM - SO1, COMM - SO5, and COMM - SO6	Avg. 48 tweets/month	Avg. 53 tweets/month	10% increase
Public Information	# of impressions (social media engagement)	Currently in Use	Social Media reporting	COMM - SO1, COMM - SO5, and COMM - SO6	Avg. 104K/month	Avg. 114K/month	10% increase
Public Information	# of profile visits (social media engagement)	Currently in Use	Social Media reporting	COMM - SO1, COMM - SO5, and COMM - SO6	Avg. 1200/month	Avg. 1320/month	10% increase
Public Information	# total followers (social media engagement)	Currently in Use	Social Media reporting	COMM - SO1, COMM - SO5, and COMM - SO6	5,062	5,568	10% increase
Public Information	Number of virtual or in-person community meetings per project	New	Internal tracking	COMM - SO3 and COMM - SO6	N/A	1 to 6 meetings	Number of meetings is dependent on project scope, reach of impacts, stage of project
Public Information	Interactive follow-up surveys to document and report feedback	New	Digital service	COMM - SO3, COMM - SO5, and COMM - SO6	N/A	Launch survey within one week of each meeting, for a survey period of two to three weeks, produce report results/feedback within five weeks of initial meeting.	Follow up to each public meeting
Security Systems & Risk Management	Risk Management Recovery	Currently in use	IMS, Excel	IMD - SO14	43%	90% Recovery of loss.	Historically, the average recovery rate is >80-85%. Filed claims for \$118,658 and \$50,288 recovered in FYTD21, reflecting the COVID19 impact. \$1.6M filed and \$972K recovered in FY20
Security Systems & Risk Management	Number of employee first injury reports	Currently in use	Excel	IMD - SO16	75 first injury reports	0 Incidents	Achieve minimal incidents through preventative measures.
Security Systems & Risk Management	Security Card Access System Management Security Breaches	Currently in use	DNA, TRED	IMD - SO18	100% compliance and 0 sec	100% compliance and 0 sec	Metric is based on historical HCTRA data.
Toll Collection Systems - Call Center Self-Service KIOSK	System availability during scheduled hours	Currently in use	Cherwell/BI	IT - SO5	99%	99%	Service
Toll Facility Maintenance	HCTRA System Rating based on the Comprehensive Annual System Report	Currently in use	Required Annual HCTRA System Inspection Report	MACE - SO1 and MACE - SO2	4 of 5	4.04 of 5	Improve facility rating by 1%

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
Toll Operations - Cash (toll) Collections & Image Review Audit and Validation Processes	Number of seconds it takes to perform a cash toll transaction	Currently in use	Cash Collection Reports out of RITE 2.0 toll system	ADMSV - SO1, ADMSV - SO2, ADMSV - SO3, ADMSV - SO4, and ADMSV - SO5	6-seconds per transaction	4-seconds per transaction	Cash customers are appreciative when receiving welcoming and quick service. Manage vehicle traffic build-up in Manual Booth (MB) lanes, especially during morning and evening peak hours.
Toll Operations - Cash (toll) Collections & Image Review Audit and Validation Processes	Number of images reviewed daily per auditor	Currently in use	IT Oracle Employee Performance Report	ADMSV - SO1, ADMSV - SO3, ADMSV - SO4, ADMSV - SO5, and ADMSV - SO6	940 Images Reviewed Daily per/auditor	Increase 940 Images Reviewed to 1,200 Images Reviewed	Based on the last 8-months performing Image Review Audits and monitoring daily and weekly performance reports, it has been determined that 1,200 images is a good target number.
Toll Operations - Cash (toll) Collections & Image Review Audit and Validation Processes	Improve employee attendance rate to ensure adequate staffing of booths, specifically temp toll collectors.	Currently in use	Plaza call-out logs, RITE 2.0 system attendance reports, Plaza Manager weekly summary	ADMSV - SO2, ADMSV - SO3, ADMSV - SO4, and ADMSV - SO5	Average Two (2) call-outs per day; over three (3) work shifts. Approximately 14/week and 60/month	50 % decrease in call-outs; 7/week	When an employee calls out, it negatively influences a plaza staffing needs and the number one priority at all plazas is to staff all toll booths according to the posted times. When a toll booth is closed due to staffing it becomes a customer service issue and public concern.
Toll Operations - Cash (toll) Collections & Image Review Audit and Validation Processes	Monitor attrition of full-time employees, specifically retirement	Currently in use	Internal Division Retirement logs, Resignation logs, HR retirement report, Internal attrition report maintained by staff	ADMSV - SO2, ADMSV - SO4, and ADMSV - SO5	* Approx. 2/monthly retirements; 24/year * 6.5 Full-Time employee attrition rate over the last 8-months (includes retirements and resignations)	Current number of FT Toll Collector 104; could be in double digit numbers by March 2021. Decrease 6.5/month to 2/month	On chance Cash Collections resume, Toll Operations staffing will be significantly below the number of required FT Toll Collectors needed to operate adequately, the required number is 174 Toll Collectors. Based on current attrition rate of FT Toll Collectors, number of FT Toll Collectors will "98". FT Toll Collector staffing will need to increase by 44% to sufficiently staff toll booths.
Toll Road Incident Management - Criminal Investigations	Number of Criminal investigations performed	Currently in use	IMS, LE CAD	IMD - SO19	14 counterfeit and 1 credit card fraud case.	0 Criminal Offenses	Metric is based on historical HCTRA data. The one (1) case in 2020 is the first case in 10 years.
Toll Road Incident Management - Dispatch	Number of telephone calls received (Emergency Communications Center)	Currently in use	IMS, NICE, CAD	IMD - SO21	101,384 telephone calls	Fill open positions to increase quality of work environment and reduce stress and turnover.	Currently, there are eight (8) dispatch open positions.

FORM 4b. Performance Metrics

Instructions

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-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
Toll Road Incident Management - Dispatch	Number of radio transmissions received (Emergency Communications Center)	Currently in use	IMS, NICE, CAD	IMD - SO21	837,325 radio transmissions	Fill open positions to increase quality of work environment and reduce stress and turnover.	Currently, there are eight (8) dispatch open positions.
Toll Road Incident Management - Dispatch	Number of dispatched calls (Emergency Communications Center)	Currently in use	IMS, NICE, CAD	IMD - SO21	43,874 dispatched calls	Fill open positions to increase quality of work environment and reduce stress and turnover.	Currently, there are eight (8) dispatch open positions.
Toll Road Incident Management - Dispatch	# of postings of travel information to public	Currently in use	IMS, RIMS, TranStar Map, Twitter	IMD - SO23	13,429 Postings	100% of incidents resulting in impacts to other customers.	Inform public of incidents to avoid congestion and reduce travel times.
Toll Road Incident Management - Dispatch	Number of roadway CCTV system camera feeds to detect incidents	Currently in use	IMS	IMD - SO9	10,946 CCTV camera feeds	11,000 CCTV camera feeds	Proactive use of cameras to spot incidents and hazards.
Toll Road Incident Management - DWI & Fatality Reduction	Number of roadway fatalities	Currently in use	IMS	IMD - SO1	5 Deaths	0 Deaths	Achieve safest roadway for customers.
Toll Road Incident Management - Emergency Management	Number of natural and made-events resulting in impacts to traffic volumes and limiting mobility.	Currently in use	IMS, IMD Plan	IMD - SO11	5 Tropical Weather Events & 65 roadway flooding incidents.	Weather Dependent	Natural and made-events resulting in impacts to traffic volumes and limiting mobility.
Toll Road Incident Management - Emergency Vehicle Training	number of incidents of damaged county vehicles	Currently in use	IMS,	IMD - SO15	58 Incidents of damage to vehicles	0 Damage to Vehicles and/or no at-fault crashes.	Goal is to have monthly training post COVID.
Toll Road Incident Management - Emergency Vehicle Training	number of training classes for emergency vehicles	Currently in use	IMS,	IMD - SO15	7 training classes YTD	0 Damage to Vehicles and/or no at-fault crashes.	Goal is to have monthly training post COVID.
Toll Road Incident Management - Incident Response and Clearance	Number of crashes	Currently in use	IMS	IMD - SO4	3,785 Crashes FYTD	5,488 Crashes	Due to the pandemic number of crashes in FYTD21 is 33% less than FY20. Assuming normal activity, FY22 might see an increase of no more than a 45% (-5% reduction from FY21)
Toll Road Incident Management - Incident Response and Clearance	Average response time to active crash scenes	Currently in use	IMS	IMD - SO5	6:21 Average Time	Under 6 mins.	Historically, deputies have achieved a lower response time.

FORM 4b. Performance Metrics

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-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
Toll Road Incident Management - Incident Response and Clearance	Average response time to traffic hazards	Currently in use	IMS	IMD - SO5	5:30 Average Time	Under 5 mins.	Past averages indicate it is possible to achieve.
Toll Road Incident Management - Incident Response and Clearance	Average clearance time of crashes on mainline	Currently in use	IMS	IMD - SO6	20:42 Average Time	Under 20 mins.	Previously, deputies have achieved a average clearance of less than 20 minutes.
Toll Road Incident Management - Incident Response and Clearance	Average clearance time of all traffic hazard incidents	Currently in use	IMS	IMD - SO6	7:05 Average Time	Under 7 mins.	Due to hazards to the public, clearance time could be reduced.
Toll Road Incident Management - Non-Revenue Accounts	Number of Non-Revenue Accounts maintained/added in compliance with State Law and County policy	Currently in use	BOS	IMD - SO17	811 exiting accounts and 14 new accounts for FY20	100% compliance	Authorized emergency vehicles identified in Texas Transportation Code 541.201 and in compliance with County policy are permitted free passage, under a non-revenue account.
Toll Road Incident Management - Traffic, Toll & HOV Enforcement and Crash Reduction (Patrol Services)	Number of Toll and HOV citations	Currently in use	IMS, RAS	IMD - SO13	22,166 Citations (FY19)	23K Citations	Enforcement reduces violation rate, FY20 enforcement suspended due to pandemic and weather events.
Toll Road Incident Management - Traffic, Toll & HOV Enforcement and Crash Reduction (Patrol Services)	Number of miles patrolled	Currently in use	IMS	IMD - SO4	5,127,184 miles patrolled	30% increase in enforcement.	The frequency and severity of crashes are reduced through patrol visibility and consistent enforcement of speed limit and other moving violations.
Toll Road Incident Management - Traffic, Toll & HOV Enforcement and Crash Reduction (Patrol Services)	Number of traffic stops	Currently in use	IMS	IMD - SO4	50,510 traffic stops	30% increase in enforcement.	The frequency and severity of crashes are reduced through patrol visibility and consistent enforcement of speed limit and other moving violations.
Toll Road Incident Management - Work Zone Safety	Number of scheduled overtime hours of deputy constables in construction work zones	Currently in use	IMS	IMD - SO10	32,999 OT Hours	dependent on need to ensure safety at work zones.	To improve work zone safety and construction traffic mitigation to reduce risks to workers and customers.
Toll Road Incident Management - Wrong-Way Crash Prevention	Number of wrong-way drivers	Currently in use	IMS Wrong Way System	IMD - SO2	1 Death & 142 Reports, 8 incidents on Westpark	0 Deaths, 0 crashes	Reduce fatalities and crashes due to wrong way drivers.
Violation Enforcement Collections Center (VECC)	Payment plan default rate	New	Database query	CS - SO1	N/A	Monitor payment plan default rate in order to establish a metric.	When customers pay payment plans in full, they are resolving outstanding amounts owed for unpaid toll usage.

FORM 4b. Performance Metrics

Instructions

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-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
Violation Enforcement Collections Center (VECC)	Number of outstanding toll violations resolved	New	Database query	CS - SO1	N/A	Monitor number of outstanding toll violations resolved in order to establish a metric.	Increasing the number of outstanding toll violations resolved means reducing the amount of unpaid tolls to HCTRA.
Violation Enforcement Collections Center (VECC)	Average Call handle time for violations enforcement collections center (VECC)	Currently in use	Cisco Unified Information Center (CUIC)	CS - SO1 and CS - SO3	12 minutes 53 seconds at VECC	Average decrease of 5%	Decreasing the amount of time a customer spends on the phone with us increases the level of customer service provided.
Violation Enforcement Collections Center (VECC)	Average Speed of Answer (ASA) at Violation Enforcement Collections Center (VECC)	Currently in use	Cisco Unified Information Center (CUIC)	CS - SO1 and CS - SO3	52 seconds at VECC	Reduce ASA by 5%	Reducing the speed of answer connects customers to call takers quicker and improves overall customer service.
Washburn Tunnel & Lynchburg Ferry Operations and Maintenance	Washburn Tunnel & Lynchburg Ferry Inspection Ratings	New	New	MACE - SO1 and MACE - SO2	N/A	TBD	TBD in future years
Washburn Tunnel & Lynchburg Ferry Operations and Maintenance	Additional performance metrics are currently under development pending the 3rd party firm Professional Services to perform a comprehensive program to preserve, maintain, repair, and improve the Washburn Tunnel & Lynchburg Ferry. Potential metrics might include: Utilization and maintenance.	New	New	MACE - SO3	N/A	TBD	TBD in future years. On June 25, 2019 the Harris County Commissioners Court voted unanimously to authorize the transfer of responsibility for current and future Operations, Maintenance, and Capital Improvements of the Washburn Tunnel and Lynchburg Ferry to HCTRA, without the imposition of tolls for use of such facility, effective March 1, 2020.
Workforce Management & Payroll Processing Services	Number of employee morale and wellness events	Currently in use	Excel Reports	HR - SO1	8 employee morale, site visit and wellness events.	35 employee morale, site visit and wellness events.	Return to normal employee engagement.
Workforce Management & Payroll Processing Services	Number of applications received for FTE and temps	Currently in use	Toll Road Employment Database (TRED) data	HR - SO1	900 applications received	1900 applications	Return to normal recruitment activities and provide quality applicants
Workforce Management & Payroll Processing Services	Number of FTE and temps hired	Currently in use	TRED	HR - SO1	189 actual hires	450 actual hires	Return to normal hiring activities and provide quality employee placements
Workforce Management & Payroll Processing Services	Number of training classes provided onsite	Currently in use	Toll Road Employment Database (TRED) data	HR - SO1	1 onsite training class	15 onsite training classes	To provide trainings for all employees.

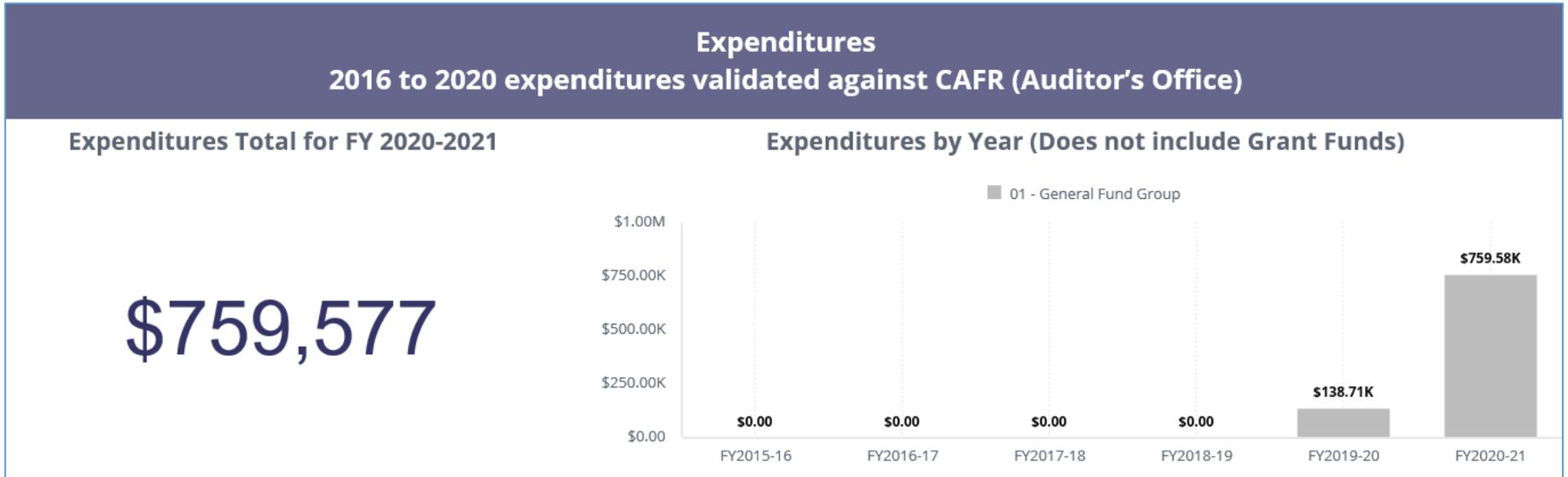
112 – Comm. Court Analyst Office

Katie Short



112 – Commissioners Court Analyst Office

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$1.36M

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

Department # (3-digit code)	Department ¹ Name
112	Commissioners Court's Analyst's Office

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The following is the mission statement as approved by Commissioners Court for the Commissioners Court's Analyst's Office:

To be the primary provider of timely and accurate reports related to the efficiency and effectiveness of various County operations, to include fiscal and policy analysis that support the strategic planning, decision making, and requests of Commissioners Court.

Additionally, at the request of Commissioners Court, the Office will conduct Operational Assessments for County departments with department heads appointed by Commissioners Court. At the authorization of Commissioners Court, Assessments may be conducted if requested by elected department heads seeking services from this office.

2. Vision

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

To serve as a nonpartisan resource for timely fiscal and policy analysis in the County for the Harris County Commissioners Court.

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

3. Department Overview

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

The Commissioners Court's Analyst's Office is the County's chief research office.

The Analyst's Office endeavors to fulfill its primary mandate: Complete Policy Analysis in a timely fashion in response to requests from members of Commissioners Court and conduct Operational Assessments on a defined schedule as required by Commissioners Court.

The Analyst's Office was also appointed as the project manager for the County's participation in the Equity Intelligence Platform, and the Office coordinates participation on the part of all current County partners as well as Court member offices.

Further, the Analyst's Office works to support County departments, at the request of those department, primarily by providing research, as needed, and collaboration on County policies and/or processes.

Finally, the Analyst's Office provides members of the public with access to the research and analysis conducted by the Office. The Analyst's Office works to expand the visibility of the Office's work, which helps to provide members of the public with insight into County function, practice, and policy priorities.

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 current structure of the Analyst's Office does not include different 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.

The Analyst's Office does not include any functions not currently funded by 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, measurable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

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

1. Grow an Office that is capable of fielding Policy Analysis and Operational Assessments requested by the Commissioners Court.

- Continue refining and updating key organization documents, e.g. the Office's Reference Guide.
- Continue providing a three-month internship opportunity to college and graduate students for both the spring and fall semesters.
- Develop and advertise for positions on the Operational Assessments Team.
- Utilize an equity hiring tool to aid with all hiring.
- Onboard for all new positions.
- Explore remote new team training options for FY2022.
- Continue to explore potential partnerships with research institutions in the community to aid with augmenting the Office's capacity, if needed.
- Contract with service provider(s) to allow for the expansion of analytical capacity, if needed.

2. Continue supporting the Court's decision-making through completed Policy Analysis.

- Receive Policy Analysis requests from all Court members, including any incoming Court members.
- Complete requested Analysis in collaboration with relevant County departments.
- Circulate the final Policy Analysis memos to Court members in a timely fashion.
- Develop an introductory document for current and any incoming Court members to succinctly describe the function of the Analyst's Office in the County.

3. Support the Court's decision-making through defined Operational Assessments.

- Develop team responsible for tackling Operational Assessments
- Complete receiving feedback on the developed framework for an Operational Assessment, both from appropriate departments and from Court member offices.
- Confirm revised Operational Assessment schedule for with Court member offices.
- Execute Operational Assessments for Fiscal Year 2021-22.

4. Continue coordinating the development of an Equity Intelligence Platform, which will aid local decision-making through publicly available data and the analysis of holistic outcomes using that data.

- Continue working with grant partners, representing the County on the project both with grant partners and with the project technical provider.
- Continue to serve to disseminate information between Court member offices, County departments, and the grant member agencies.
- Work with technical partners and County agency partners to develop beta version of the Platform.
- Explore grant opportunities for continued funding of the Equity Intelligence Platform.

5. Continue to share work of the Analyst's Office with the public.

- Update webpage for the Analyst's Office to reflect growth and add features as needed.
- Increase social media presence and engagement.
- Explore opportunities to have the Analyst's Office work shared via other public platforms (University blogs, podcasts, etc).
- Share completed reports with the public with requesting member offices.

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).

Responses to this question are provided in the text box above.

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 Analyst's Office goals and services have the potential to support all of the County's goals as approved by Commissioners Court in September 2020.

First, the Analyst's Office research and analysis, often conducted in response to requests received on a broad range of topics directly from Court member offices, aid with facilitating the Court's vision and goals for the County by clarifying, for example, best practices for conducting a service, or providing examples of a program in other jurisdictions for the Court's consideration. To date, the Analyst's Office has received requests related to all of the County's defined goal areas, often providing the Court with Policy Options for the Court's consideration, to aid with the pursuit of those goals.

Then, specifically to the Court's Governance and Customer Service goal, the Analyst's Office prioritizes providing a supportive and quality work environment for team members. Over the past year, the Office has developed and refined internal processes, such as a factchecking process, to aid with the production of quality reports along with developing strategies for effectively facilitating team collaboration on reports. The Office has also prioritized hiring a diverse workforce and successfully utilized an equity hiring tool in the latest hiring round.

Finally, also to the Court's Governance and Customer Service goal, the Analyst's Office is expanding the accessibility of the Office's research with members of the public by launching a quarterly newsletter, establishing social media presences, and expanding the Office's existing website, which features published reports.

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. **Built an Office that is capable of fielding Policy Analysis and Operational Assessments requested by the Commissioners Court.** Starting in November 2019, the Analyst's Office prioritized hiring staff, as well as other ways of expanding capacity (e.g. an internship program, partnerships with local research institutions, and solicitation of consulting services), and then built out the internal structures (e.g. an internal quality assurance process, including fact-check process) to aid with the production of requested and mandated reports.

2. **Supported the Court's decision-making through completed Policy Analysis.** Since March 2020, the Analyst's Office has released 12 Policy Analysis memos, on three of which the Court took action related to the content of the memo.
 3. **Developed a framework for the defined Operational Assessments to support for FY 2021.** The Analyst's Office has developed a framework for these Assessments and is completing the process of sharing that framework with County stakeholders for feedback (e.g. the County Auditor's Office, the County Budget Management Department, PFM, and the Court member offices).
 4. **Coordinated the County's Phase I participation in the regional Equity Intelligence Platform, which will aid local decision-making through publicly available data and the analysis of holistic outcomes using that data.** The Analyst's Office worked with the County Attorney's Office, Universal Services, and four individual County departments to execute four Business Associates Agreements to allow the County to move forward with participating in the regional platform, and the Analyst's Office commenced coordinating the initial conversations with participating departments and the project technical provider around information sharing.
 5. **Share the work of the Analyst's Office with the public.** The Analyst's Office has launched social media presences on LinkedIn and Twitter, developed a quarterly newsletter, and expanded the Office's current web presence to include circulated reports.
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 in order of importance, the key projects underway in the Analyst's Office are as follows:

- **Policy Analysis Team:**
 - **Equity Intelligence Platform:** Serve as the County's assigned project manager to aid philanthropic partners in developing a pilot for the Platform.
 - **Health Spending Comparison:** Expand on an analysis conducted by Episcopal Health Foundation (EHF), which evaluated total spending in Harris County in three areas—public safety, social services, and county services—from FY2010 – FY2018. Compare reported spending levels in Harris County in public safety, county services, and social services to spending in the same categories in the following counties in Texas: Travis, Bexar, Dallas, and Tarrant, as well as Miami – Dade County, Florida; Denver County, Colorado; Maricopa County, Arizona; Cook County, Illinois; and King County, Washington.
 - **Infrastructure Planning with Health:** Conduct a benchmarking survey of policies that facilitate the integration of local health and quality of life concerns into the planning stages of publicly funded infrastructure projects, and present a summary of characteristics across the given policies.
 - **Health Department Duplication Analysis:** In collaboration with the research team at UH Hobby School and Rice University's Kinder Institute, assess possible administrative and technical duplications between Harris County Public Health and the City of Houston Health Department, and identify opportunities for unified data, outcomes measures, and service delivery.

- **Storm Surge Protection:** Work with the Office of the County Engineer, the County Attorney's Office, a representative from each member of Court, and other stakeholders, as necessary to develop a report on the Galveston Bay Park Plan, the "Ike Dike," and any other proposed alternatives intended to protect Galveston Bay, adjoining counties, and critical assets from the increasing risks of storm surge and rising sea levels.
 - **Operational Assessments Team:** Complete the stakeholder review of the Operational Assessment framework and commence building the team and executing on the framework for the first proposed departments.
 - **Communications:** The Analyst's Office continues to execute the components of the Office's Communications Guide to improve the accessibility of the Office's work with members of the public.
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.*
Not to date.
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- County Judge's Office
 - Commissioner Precinct One
 - Commissioner Precinct Two
 - Commissioner Precinct Three
 - Commissioner Precinct Four
 - County departments with which the Analyst's Office is asked to collaborate or support on select projects (e.g. for FY2021, those departments included the Engineer's Office, Public Health, Justice Administration Department, Budget Management Department, among others)
 - County departments the Analyst's Office collaborates with or supports
6. *Who are the department's key external stakeholders? Provide a bulleted list.*
The Analyst's Office primary role is to serve members of Commissioners Court. Current specific key external stakeholders primarily relates to the Office's individual projects in response to requests from Commissioners Court. The Analyst's Office also endeavors to improve the accessibility of the Office's work with members of the general public.

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.

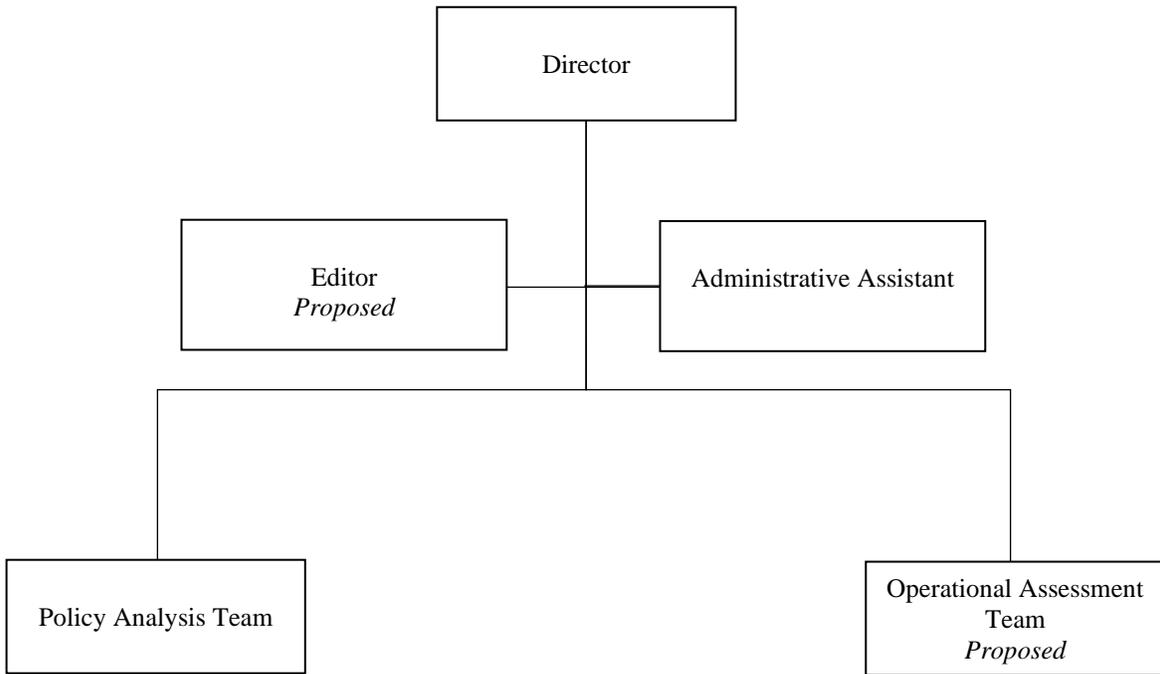
2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*
3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*

As of October 2020, the Analyst's Office is actively utilizing the City of Madison, Wisconsin's Racial Equity and Social Justice Initiative Equitable Hiring tool and the Management Center's Hiring Rubric to facilitate the current hiring process for two new analytical team members in the Office. This involved having the team collaborate to determine the top five qualities for the position, develop a scoring sheet including those qualities only, evaluating all candidates using the scoring sheet only, and inviting candidates who received top scores. This process helped to ensure the team considered each candidate equally.

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 process of utilizing the City of Madison, Wisconsin's Racial Equity and Social Justice Initiative Equitable Hiring tool and the Management Center's Hiring Rubric were itself a training exercise on an awareness of what ways the then-current job description limited the pool of candidates considered. The Analyst's Office commits to actively exploring additional opportunities for training on equity, institutional racism, unconscious bias, diversity, and inclusion.

Commissioners Court's Analyst's Office Organizational Chart



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:
Divisions (list all):

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$941,885	7

1) Describe the Service and how it supports department goals.
The Analyst's Office's Policy Analysis work, often conducted in response to requests received on a broad range of topics directly from Court member offices, aid with facilitating the Court's vision and goals for the County by clarifying, for example, best practices for conducting a service, or providing examples of a program in other jurisdictions for the Court's consideration. To date, the Analyst's Office has received requests related to all of the County's defined goal areas, often providing the Court with Policy Options for the Court's consideration, to aid with the pursuit of those goals. (Goals G1, G2, G4, and G5 on Form 3)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The primary customers for the policy analysis research are the Court members and their staff. To date, the Analyst's Office understanding of the Court member offices' expectations for the Analyst's Office reports includes factual, digestible, timely memos responding to requests made to the Office. The Analyst's Office will be conducting a satisfaction survey with Court member offices at the end of the fiscal year for feedback. Other customers include County departments related to requests received and members of the public.
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:

Operational Assessments

Divisions (list all):

Operational Assessments Team

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$67,277	0.5

1) Describe the Service and how it supports department goals.
The Analyst's Office is assigned to conduct Operational Assessments on a regular schedule. These Assessments should aid the Court member offices with maintaining an understanding of operations of County departments as well as review specific issues with County departments (e.g. report on the status of a specific program within a department). These Assessments also support the subject departments in reporting out their achievements related to programs and services to the Court. To date, the Analyst's Office has worked to develop a framework for these Assessments, which complements existing efforts underway in the County Auditor's Office and Budget Management Department. (Goals G1, G3, and G5 on Form 3)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The primary customers for the Operational Assessments are the Court members and their staff, and the subject departments. The Analyst's Office will be conducting a satisfaction survey with Court member offices and subject departments at the end of the fiscal year for feedback.
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:

Communications

Divisions (list all):

Departmentwide

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$67,277	0.5

1) Describe the Service and how it supports department goals.
The Analyst's Office seeks to improve the public's understanding of the work and the operations of the County by presenting complex matters in the County, like the County's system of emergency responders, in clear and digestible terms. The Office then endeavors to share any analysis broadly with members of the public, in addition to the County's policy-makers. The Analyst's Office has: developed a style guide to which all materials published by the Office must abide; established an internal quality assurance process including proofreading and factchecking; launched a website on which all memos and reports will be published; established social media presences to circulate memos and reports; and created a quarterly newsletter to keep members of the public abreast of the goings on of the Office.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The members of the public are the primary customers for this effort, though Court member offices are included in these communications. Customer feedback, to date, is being tracked through engagement with the communication.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

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 for new team lead and two team members
Division:	Operational Assessments
Funding Request - Next Fiscal Year:	\$509,069

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The Analyst's Office is assigned to conduct Operational Assessments on a regular schedule. These assessments should aid the Court member offices with maintaining an understanding of operations of County departments as well as review specific issues with County departments (e.g. report on the status of a specific program within a department). These Assessments also support the subject departments in reporting out their achievements related to programs and services to the Court. The Analyst's Office does not currently have capacity to execute this product with current staff, given the existing demands for Policy Analysis requests.
2) Which department-level goals does this support?
Goals G1, G3, and G5 on Form 3
3) What do you want to achieve with these additional funds?
The Analyst's Office is assigned to conduct Operational Assessments on a regular schedule, and the creation of this second team would facilitate the execution of this work product.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The Analyst's Office is in the process of confirming the framework for these Operational Assessments and would commence posting and hiring for the position as soon as budget authority was granted. The goal would be to hire Spring 2021 for the associated positions.
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
Number of Operational Assessments completed	Analyst's Office	SO3	6	Allows for all departments to be reviewed on a rolling four-year schedule
Average staff hours to complete projects	Analyst's Office	SO3	600	Based on projects of similar scale received to date
Number of positions filled	Analyst's Office	SO1 and SO3	3	Allows for six Assessments annually
Average number of Assessments per research staff member	Analyst's Office	SO3	2	Allows for six Assessments annually with two members on each project

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:	Funding for new team lead
Division:	Policy Analysis
Funding Request - Next Fiscal Year:	\$190,769

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The Analyst's Office's Policy Analysis work, often conducted in response to requests received on a broad range of topics directly from Court member offices, aid with facilitating the Court's vision and goals for the County by clarifying, for example, best practices for conducting a service, or providing examples of a program in other jurisdictions for the Court's consideration. To date, this team has been managed directly by the department Director. As the Analyst's Office grows to accomodate the addition of performing Operational Assessments, the Policy Team will require a separate team lead to aid with continuing smooth operations.
2) Which department-level goals does this support?
Goals G1, G2, G4, and G5 on Form 3
3) What do you want to achieve with these additional funds?
This position would continued management and expanded capacity for the Policy Analysis team.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The Analyst's Office would commence posting and hiring for the position as soon as budget authority was granted. The goal would be to hire Spring 2021 for the associated position.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">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
Number of requests received	Analyst's Office	SO2	25	Allowed for roughly 5 requests from each Court office
Number of memos published	Analyst's Office	SO2	20	Allowed for roughly 5 requests from each Court office
Average staff hours to complete projects	Analyst's Office	SO1 and SO2	500	Allowed for roughly 5 requests from each Court office given team size
Number of positions filled	Analyst's Office	SO1 and SO2	6	Allowed for roughly 5 requests from each Court office
Average number of policy memos completed per research staff member	Analyst's Office	SO2	5	Allowed for roughly 5 requests from each Court office
Number of Policy Options on which the Court took related action	Analyst's Office	SO2 and SO3	NA	To be developed
Number of partner agencies participating in the Equity Intelligence Platform	Analyst's Office	SO4	4	This estimate was based on cost discussions with grant partners

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:	Funding for editor
Division:	Department-wide
Funding Request - Next Fiscal Year:	\$96,775

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The Analyst's Office produces an array of written work product. An editor would both aid with standardizing the Department's voice and ensure the quality of the work produced.
2) Which department-level goals does this support?
Goals G1, G2, G3, and G5 on Form 3
3) What do you want to achieve with these additional funds?
Improved quality assurance processes for written work product.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The Analyst's Office would commence posting and hiring for the position after completing the hires for other positions approved, likely summer 2021.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">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
Number of Operational Assessments completed	Analyst's Office	SO3	6	Allows for all departments to be reviewed on a rolling four-year schedule
Average staff hours to complete projects	Analyst's Office	SO3	600	Based on projects of similar scale received to date
Average number of Assessments per research staff member	Analyst's Office	SO3	2	Allows for 6 Assessments annually with 2 members on each project
Number of requests received	Analyst's Office	SO2	30	To accomodate roughly 5 requests from each Court office
Number of memos published	Analyst's Office	SO2	20	Less than the aforementioned number of requests received to allow for ongoing memos
Average staff hours to complete projects	Analyst's Office	SO1 and SO2	500	To accomodate roughly 5 requests from each Court office given team size (The reported metric for FY21 is skewed downward because memos taking longer than the current fiscal year to complete are not included.)
Average number of policy memos completed per research staff member	Analyst's Office	SO2	5	To accomodate roughly 5 requests from each Court office
Number of Policy Options on which the Court took related action	Analyst's Office	SO2 and SO3	NA	To be developed
Email Open Rate	Analyst's Office	SO5	75%	Tracking engagement; reported metric based on one email

292 – Universal Services

Rick Noriega (Interim)

292 – Universal Services

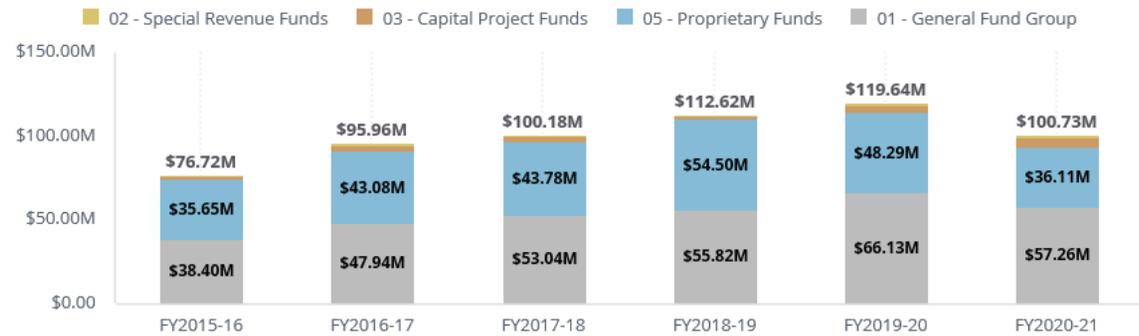
Data as of 12/14/2020

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

Expenditures Total for FY 2020-2021

\$100,728,735

Expenditures by Year



General Fund FY 2020-21 Adopted Budget: \$65,36M

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

Department # (3-digit code)	Department ¹ Name
292	Universal Services

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

Universal Services provides Information Technology and fleet support to Harris County Departments and Offices with high quality, innovative, and cost-effective solutions in order to optimize business and operating models of supported agencies.

2. Vision

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

Universal Services will exemplify high-quality, transparent, and accountable government by using data, best practices, and established processes to expend taxpayer dollars wisely. We will continually review and improve the effectiveness of our policies, programs, and services to provide Information Technology (IT), cyber, and fleet support operations throughout the County; and we will recruit and mentor a talented and diverse workforce to provide outstanding customer service to all County Departments and Offices. Our services and support will promote an inclusive, equitable, and resilient workforce capable of providing continuous and uninterrupted support.

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.*

Universal Services provides services to Harris County distributed into the following categories:

Enterprise Business Solutions. Maximizes the integration of multiple facets of a company's business from within existing business process areas and related databases. Key components of this service include Enterprise Resource Planning of People Soft, web technologies, application development; and public safety technologies to include radio, video, and custom application development.

Enterprise Managed Services. Provides oversight of software outsourcing to maintain a range of processes and functions to improve operations and maximize funds. Key components of this service include voice services, network services, enterprise information systems, and enterprise cybersecurity.

Enterprise Support Services. Simplifies the County's complex technology support ecosystems by delivering superior customer experiences. Key components of this service include customer service, IT desk support, and records maintenance.

Fleet Services. Provides in-service maintenance and fuel services. In-service maintenance consists primarily of preventative maintenance and custom law enforcement buildouts and results in safe, reliable vehicles for supported agencies throughout the entire life cycle of the vehicle. Key components of this service include parts management, fuel management, operation of nine distributed service centers, and asset management of all newly purchased vehicles.

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.

IT Infrastructure Services – Enables, connects and engages Harris County employees and residents through delivery of reliable and secure systems and services. Provides enterprise-class connectivity, infrastructure, architecture design, database support services, data center facilities and advanced telecom solutions.

Cybersecurity & IT Compliance - Protects the confidentiality, integrity and availability of Harris County information and information systems. Building a sustainable, comprehensive, and customer-friendly security program that strengthens Harris County's overall security posture is our #1 priority. We strive daily to balance the need to meet business requirement, protect against ever evolving threats, and ensure compliance requirements are understood and addressed

Business Applications – Collaborates with Harris County departments and external agencies to develop, implement and support software solutions to align with business needs. Supports a variety of tools which enable functions including coloration, web content management, document and digital asset management, spatial services, business intelligence, data warehousing and data quality.

Public Safety Technology Services – Collaborates with Harris County's Public Safety agencies to develop, implement and support software solutions that align with business needs. Provides support for access control and video management systems for Harris County facilities, body-worn cameras and in-car video systems and the Houston ship channel camera network.

Program Delivery & Analytics - Supports a variety of tools, which enable functions including collaboration, web content management, document and digital asset management, spatial services, business intelligence, data warehousing, and data quality. The team consists of Customer Success, Project Management, Business Analysis, Development, Database, Quality Assurance and Configuration Management resources among others.

Customer Service - A 24/7/365 customer service team comprised of Harris County operators, Harris County customer service, IT service desk, client technology support, change management, and training serving all Harris County departments and constituents.

Business Operations - Supports Harris County departments by processing all electric, gas, water, telecommunication, and wireless utility bills (including the purchase of wireless devices). Business Operations also supports the one-sticker (vehicle registration) process, vehicle titles, and vehicle related citations for Harris County vehicles, VCN management and vehicle financing.

Management & Administration- Includes US Executive Management and Human Resources

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.

Radio Services – supports the mission-critical technical infrastructure and applications that enable public safety communications including the regional radio network as well as the use of FirstNet (enhanced public safety network).

Fleet Services - provides maintenance and repair services for county vehicles, trailers and equipment at 11 shop facilities throughout the county. Fleet Services also maintains 19 county owned gas stations, supplying gas cards and PIN numbers. In addition, Fleet Services works with county departments on the replacement and/or addition of new county vehicles.

6. Goals

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

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

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

1. Practice Stewardship & Accountability. Careful and responsible management of our people and equipment through the consistent training and mentorship of all employees.
2. Improve Governance. Leadership and organizational structures, processes, and relationship mechanisms that promote transparency and equity throughout IT service delivery.
3. Apply Enterprise Management. Best business practices to develop and manage vital day-to-day processes to deliver IT tasks and projects on time and on budget.
4. Develop a Business Architecture. A functional business framework that creates value to beneficiaries for fleet operations, business applications, public safety technology, cybersecurity, IT infrastructure, and IT customer service.
5. Manage an Engagement Strategy. Exceptional customer relationships within all County Departments and Offices that can improve customer service.

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

Universal Services has established Strategic Priorities to accomplish our Goals. Each Strategic Priority is aligned with the corresponding Goal.

1. Establish policies and procedures to provide mechanisms to properly account for personnel development, assignments, and property. Allocate resources across the County responsibly.
2. Strengthen and promote cross functional teaming and steering committee processes by establishing charters for accountability to ensure both routine and contingency projects are managed.
3. Determine and design the end-to-end value delivery required to meet beneficiary business and operating needs while simultaneously conforming to the leadership's vision, mission, and goals.
4. Implement Process Mapping to identify core functional units and design a process-related organizational structure consisting of multi-functional teams that can implement best business practices.
5. Integrate a Communication Plan with our Stakeholders to build and improve customer service by having more positive interactions and sharing relevant information to their benefit.

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

Universal Services is a “Force Multiplier” that enables other Departments and Offices to meet the County’s vision and goals. Each of the eight (8) goal statements is enhanced by network and software applications per the design and function needs of our clients.

We utilize a system designed to analyze and validate information technology needs and determine vetted requirements. These requirements are always measured to ensure the County’s vision is met. In addition, several executive steering and process committees have been established in order to solicit relevant informational needs in moving forward with application development.

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.*

New leadership was installed in September after the ouster of the former CIO and Executive Director. The organization has been reorganized to create a better governance structure and the prioritization of initiatives.

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.*

- Peoplesoft was implemented but with serious flaws to be corrected over the next 12 months.
- Elections protected from an attack from hackers using Cybersecurity and a Gartner Assessment.
- Cite and Release was implemented to reduce the inmate population during the Coved pandemic.
- Data Center Network expansion to support Judge’s orders allowing Work from home employees.
- Sheriff’s Detention centers controls, cameras and network were upgrade to the latest technology.
- Infrastructure replacement \$3.5m
- Gartner Forensic Audit and IT assessment

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) Peoplesoft stabilization and integration with other departments
- b) Fingerprint replacement system for all law enforcement. \$2.5m
- c) New Fleet Director appointed upgrading operations to a more effective and efficient system
- d) Houston Police Department add to Cite and Release \$TBD
- e) Radio replacement for law enforcement \$8m
- f) Scanning Service \$.7m
- g) Infrastructure replacement \$3.7
- h) Network upgrade \$3.2m

- i) Comprehensive communication plan development
- j) Implementation of an IT requirements and validation board
- k) Telephone upgrade \$1m

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.*

County Auditors complete asset and petty cash audit due to change in leadership
Forensic Audit to be completed by Gartner
Election Cybersecurity audit completed by Gartner
County Auditor will do Odyssey audit
County Auditor will do PeopleSoft Post Implementation Security Review
County Auditor will do Domestic Relations JWEB Audit

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

Sheriff Office
Flood Control
Constables
Precinct 3
Protective services
Courts
Juvenile
Multiple counties
Etc.

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

Residents of Harris County
External Law Enforcement Agencies
Radio needs in Multiple counties

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.*

- a) Sexual Harassment and Diversity training is not being conducted.

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.*
 - a) Sexual Harassment and Diversity training will be scheduled for 2021.

- 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) Yes, we are hiring a talent manager to help increase the level of diversity. We have a PFM report which highlights the need for 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.*
 - a) We do not currently have these programs in place. Leadership is new and has a little more than a month on duty. It is part of our plan to implement a 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)
IT Infrastructure	Information System Services	\$6,613,910	\$7,468,782	29
IT Infrastructure	Network Services	\$9,816,539	\$6,163,477	21
IT Infrastructure	Facilities Project Services		\$695,357	5
IT Infrastructure	Voice Services	\$1,121,000	\$3,368,654	10
Cybersecurity & IT Compliance	Cybersecurity & IT Compliance	\$2,659,325	\$2,805,945	9
Business Applications	Business Applications	\$6,956,685	\$11,456,658	25
Program Delivery & Analytics	Program Delivery & Analytics	\$1,586,119	\$7,230,139	35
Program Delivery & Analytics	Quality Assurance		\$2,245,214	18
Program Delivery & Analytics	Business System Analysis		\$1,499,340	9
Program Delivery & Analytics	Project Management Office		\$1,862,893	11
Program Delivery & Analytics	Business Alignment	\$4,626,424	\$2,424,666	7
Customer Service	Customer Service and Call Center	\$5,083,196	\$2,303,701	25
Customer Service	Desktop and Service Desk Support		\$2,418,301	26
Customer Service	Record Management	\$577,814	\$605,322	6
Public Safety Technology	Applications Services	\$9,021,729	\$3,157,625	17
Public Safety Technology	Public Safety & Justice App	\$4,779,762	\$5,499,385	31

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Public Safety Technology	Public Safety Liaisons	\$1,096,785	\$1,002,453	6
Public Safety Technology	Security Technology Services	\$2,450,203	\$2,505,099	21
Public Safety Technology	Emergency Preparedness & Response	\$630,711	\$652,415	4
Business Operations	Business Operations	\$2,354,040	\$2,354,040	18
Management & Administration	Human Resources/Management & Administration	\$3,081,758	\$5,862,509	12
Management & Administration	Transfer Out to Fleet Services	\$2,900,000	\$2,900,000	



Harris County Universal Services

Harris County Universal Services "The Services"
 Enterprise Managed Services: Provides oversight of software outsourcing to maintain a range of processes and functions to improve operations and maximize funds. Includes IT Infrastructure and Cybersecurity.
 Enterprise Support Services: Simplifies the County's complex technology support ecosystems by delivering superior customer experiences; and provides end-to-end support of internal fiscal processes. Includes Customer Service, General Administration, and Business Operations.
 Enterprise Business Solutions: Maximizes the integration of a company's business processes from within existing business software applications and related databases. Includes Business Applications and Public Safety Technology.
 Fleet Service: Provides in-service maintenance and fuel services. Consists primarily of preventative maintenance and custom law enforcement build-outs resulting in safe, reliable vehicles for supported agencies throughout the entire life cycle of the vehicle.

SIG
 Strategic Initiatives Group
 Future Planning

OPCON
 Provides strategic planning and future concepts direction in order to translate the Executive Director's goals, visions, and initiatives into practice.
 Catalog Portfolio
 Cost Recovery Models
 Long Range County Road Map

ADCON
 CoS provides direction and oversight

Executive Director & Chief Information Officer

SIG
 Strategic Initiatives Group
 Court Agenda

OPCON
 Provides strategic direction to the Executive Director on all matters of the court agenda and coordinates court agenda literacy.
 General & CIP Budget
 Contractual Extensions
 Cyber Security / CISO

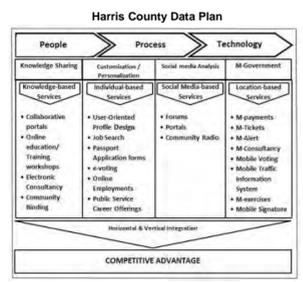
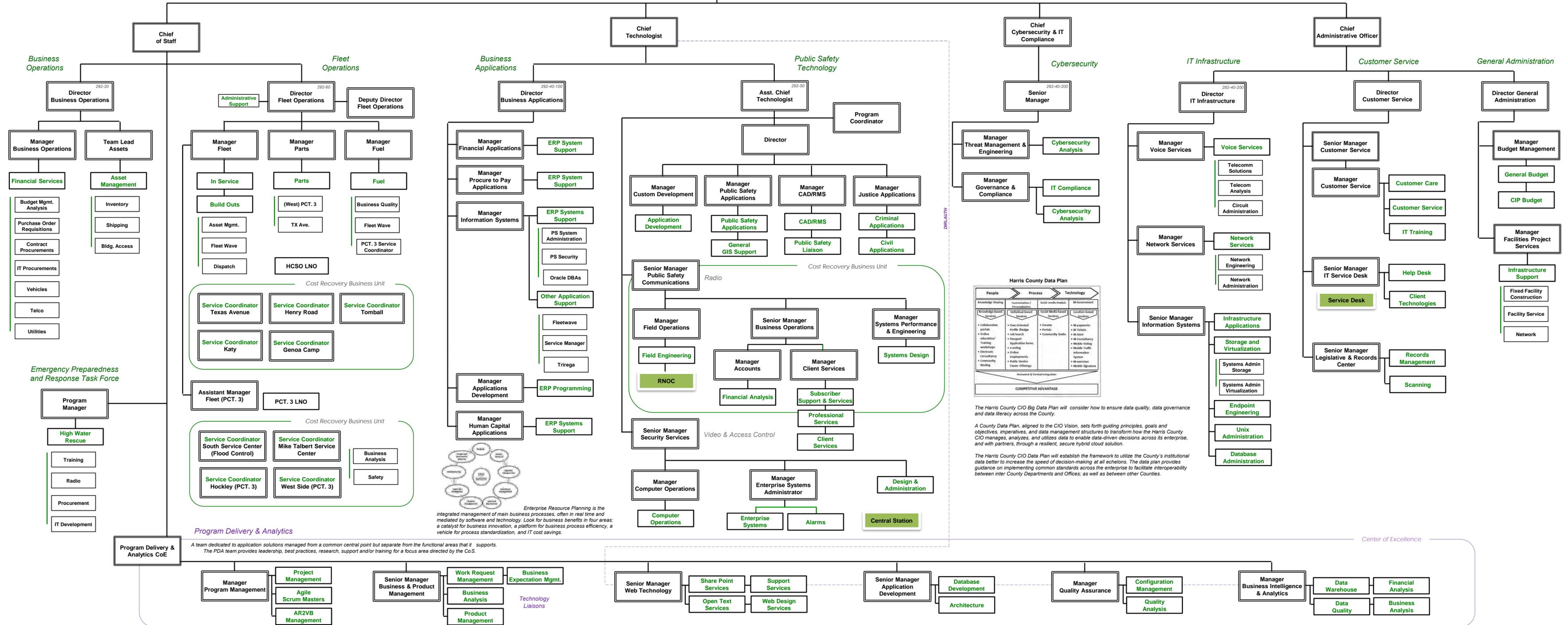
ADCON
 CoA provides direction and oversight

Harris County Universal Services "The CIO Enterprise"

Enterprise solutions are designed to integrate multiple facets of a company's business through the interchange of information from various business process areas and related databases. These solutions enable companies to retrieve and disseminate mission-critical data throughout the organization, providing managers with real-time operating information.

Gartner Priorities Navigator

- Enterprise Strategy, Business Model & Operating Model
- Stakeholder Engagement & Communications
- Performance Mgmt. & KPIs
- IT Financial & Value Mgmt.
- Security, Vendor Mgmt. & Contracting
- Product, Services & Product Mgmt.
- Customer/Client
- Operations & Assets
- Enterprise Talent & Work Mgmt.
- Innovation & Disruption
- Strategic Risk Mgmt.
- IT Execution & Operating Model
- Adaptive Governance
- IT Talent, Culture & Change
- CIO & IT Leadership



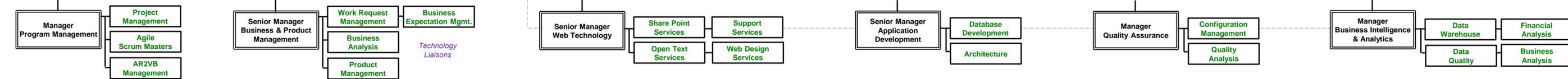
The Harris County CIO Big Data Plan will consider how to ensure data quality, data governance and data literacy across the County.

A County Data Plan, aligned to the CIO Vision, sets forth guiding principles, goals and objectives, imperatives, and data management structures to transform how the Harris County CIO manages, analyzes, and utilizes data to enable data-driven decisions across its enterprise, and with partners, through a resilient, secure hybrid cloud solution.

The Harris County CIO Data Plan will establish the framework to utilize the County's institutional data better to increase the speed of decision-making at all echelons. The data plan provides guidance on implementing common standards across the enterprise to facilitate interoperability between inter County Departments and Offices, as well as between other Counties.

Program Delivery & Analytics
 A team dedicated to application solutions managed from a common central point but separate from the functional areas that it supports. The PDA team provides leadership, best practices, research, support and/or training for a focus area directed by the CoS.

Center of Excellence



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:	Program Delivery & Analytics
Divisions (list all):	Program Delivery & Analytics

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$7,230,139	35

1) Describe the Service and how it supports department goals.
<p>This particular service primarily covers the resources that supply:</p> <ul style="list-style-type: none"> * Website delivery, enhancements, & maintenance. * Data Analytics reporting including data warehouse storage & business intelligence. * Digital Documentation management utilizing the OpenText software platform. <p>All of these provide the County departments with critical content delivery capabilities, as well as reporting utilizing latest/greatest technology platforms.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>These services are provided to 20+ departments in Harris County.</p> <p>The customer feedback is often gathered real-time as enhancement requests & projects are completed. Given this is an ad-hoc approach, the team is looking to leverage the future state approach driven by new US leadership. And hope more formalize how we get feedback on our services from our customers.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

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

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

Additional Notes:

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

Instructions

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

Service Name:	Application Services
Divisions (list all):	Public Safety Technology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$3,157,625	17

1) Describe the Service and how it supports department goals.
Application Services collaborates with many Harris County departments and external agencies to develop, implement and support software solutions to align with their business needs. The service provide custom application development from web applications to mobile applications. The service utilizes industry standards and practices in solutions development to help improve efficiencies and accountability.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for the service is potentially all departments in the County. Department expectations vary depending on their needs. Most expect a complete solutions to be developed and implemented, while other many only need partial implementation or require improvements to existing solutions. Custome feedback is generally through direct conversations with each department/customer.
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:	Public Safety and Justice App
Divisions (list all):	Public Safety Technology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$5,499,385	31

1) Describe the Service and how it supports department goals.
Public Safety and Justice Application service collaborates with Harris County departments focused on Justice and Law Enforcements. The service provides application development and implementation services for these department. The service utilizes industry standards and practices in solutions development to help improve efficiencies and accountability.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Customers for the service are primarily departments related to justice and law enforcements for Harris County. Departments expectations vary depending on their department capabilities. Many of the support departments have their own IT functions so their needs would be different than a department without IT function. Feedback for this service generally come from two different avenues. First is direct feedback from support departments. Second is through the two main committees that help provide direction for this service: Law Enforcement Technology Committee and Justice Technology Committee.
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:	Public Safety Liaisons
Divisions (list all):	Public Safety Technology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,002,453	6

1) Describe the Service and how it supports department goals.
Public Safety Liaison work with Law Enforcement agencies within and surrounding Harris County to ensure technology requests/requirements and technology implementations meet the user community needs. The team helps improve governance through its leadership of the Law Enforcement Technology Working committee and it helps with Engagement Strategy by providing exceptional customer service to the law enforcement community.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Customers for the service are primarily the law enforcements for Harris County. Departments expectations vary depending on their department capabilities. Feedback for this service generally come from two different avenues. First is direct feedback from support departments. Second is through the main committee that help provide direction for this service: Law Enforcement Technology Committee .
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:	Security Technology Services
Divisions (list all):	Public Safety Technology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,505,099	21

1) Describe the Service and how it supports department goals.
Security Technology Service provides security camera, building access control, and intrusion alarm design, implementation, and monitoring service for County owned facilities. Through industry best practices and competitive bid processes, the service help ensure Accountability and improves governance. With the "Central Station" monitoring service, the service help manage and Engagement Strategy, working with stakeholders to build customer service and satisfaction.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Customers for the service are various departments across the county that have office space in County owned facilities. Departments expectations vary depending on their department capabilities. Some departments will expect complete design, implementation, and monitoring, while others may only request installation services. Feedback for this service generally come direct customer feedback. The department does work with the County Law Enforcement agencies to insure their considerations and needs are met to best provide security to the facilities.
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:	Emergency Preparedness & Response
Divisions (list all):	Public Safety Technology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$652,415	4

1) Describe the Service and how it supports department goals.
Emergency Preparedness & Response maintains standards for equipment, purchases equipment, provides maintenance for equipment and coordinates training in the use of equipment deployed in water rescue situations.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
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:	Business Operations
Divisions (list all):	Business Operations

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,354,040	18

1) Describe the Service and how it supports department goals.
Business Operations supports Universal Services' internal procurement, contract and asset management processes. It is our commitment to ensure compliance of all policies and procedures established by the Harris County Auditor, Harris County Purchasing and Universal Services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Universal Services is the primary customer for the services provided by Business Operations. All County departments are customers of the utility processing and payments.
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 (4a).xlsx

Additional Notes:

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

Instructions

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

Service Name:	Human Resources/Administration
Divisions (list all):	Human Resources/Management & Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$5,862,509	12

1) Describe the Service and how it supports department goals.
The human resources division handles a range of different talent management functions within Universal Services. The division is responsible for hiring and firing employees, facilitating county level trainings for all employees, processing payroll and benefits, maintaining interoffice relationships, administering and overseeing the pay for performance employee evaluation process and interpreting employment laws. The division support US strategic priorities by being the driver for practicing stewardship and accountability by establishing policies and procedures to provide mechanisms to properly account for personnel development and assignments.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Over 400 employees are the customers for this service. Employees expect for the Human Resources division to be as unbiased and impartial as possible when making decisions related to personnel. Employee feedback is collected through a yearly employee climate survey.
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 (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:	Fleet Services
Divisions (list all):	Management & Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,900,000	

1) Describe the Service and how it supports department goals.
Fleet Services supports the procurement, maintenance and disposal of vehicles and equipment for Harris County departments including over 8,300 vehicles, trailers, and pieces of equipment (mowers, wee eaters, chain saws, etc.) Ten (10) shop facilities provide maintenance and repair services throughout the county. Also, Fleets Services manages 20 county-owned gas stations as well as managing the fuel cards for all commercial Feulman stations.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
All Harris County departments with county-owned vehicles
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:	Customer Service
Divisions (list all):	Record Management

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$605,322	6

1) Describe the Service and how it supports department goals.
Customer Service -Records Management provides customers a single point of contact for information, support, training, for records management and information governance. We coordinate the destruction of county records where Universal Services is the custodian as well as assist departments and agencies in the destruction of records under their care and control.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County constituents as well as constituents in surrounding counties and employees. Customers expect to receive the highest standard of support, training, and delivery of services in a knowledgeable and professional manner. We currently do not collect feedback on services.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>Records Management -Texas Local Government Code - 203.203 DUTIES OF RECORDS MANAGEMENT OFFICER. The records management officer in each local government shall:</p> <p>(1) assist in establishing and developing policies and procedures for a records management program for the local government;</p> <p>(2) administer the records management program and provide assistance to custodians for the purposes of reducing the costs and improving the efficiency of recordkeeping;</p> <p>(3) in cooperation with the custodians of the records, prepare the records control schedules and amended schedules required by Section 203.041 and the list of obsolete records as provided by Section 203.044;</p> <p>(4) in cooperation with custodians, identify and take adequate steps to preserve local government records that are of permanent value;</p> <p>(5) in cooperation with custodians, identify and take adequate steps to protect essential local government records;</p> <p>(6) in cooperation with custodians, ensure that the maintenance, preservation, microfilming, destruction, or other disposition of records is carried out in accordance with the policies and procedures of the local government's records management program and the requirements of this subtitle and rules adopted under it;</p> <p>(7) disseminate to the governing body and custodians information concerning state laws, administrative rules, and the policies of the government relating to local government records; and</p> <p>(8) in cooperation with custodians, establish procedures to ensure that the handling of records in any context of the records management program by the records management officer or those under the officer's authority is carried out with due regard for:</p> <p>(A) the duties and responsibilities of custodians that may be imposed by law; and</p> <p>(B) the confidentiality of information in records to which access is restricted by law.</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 (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:	Information System Services
Divisions (list all):	IT Infrastructure

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$7,468,782	29

1) Describe the Service and how it supports department goals.
Information Systems provides the servers, storage, email and Active directory logins that all users use throughout the course of their day. This function is required for an IT organization such as Universal Services to be able to meet ANY goals.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
All county employees are potential customers as all employees have email, and access multiple servers through out their work day.
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:	Network Services
Divisions (list all):	IT Infrastructure

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$6,163,477	21

1) Describe the Service and how it supports department goals.
The Network Services subdivision designs, implements, operates, supports, and refreshes the wired and wireless network services across 200+ branch offices, Azure cloud and 2 data centers on the Harris County Enterprise network including switches, access-points, routers, network firewalls, intrusion prevention, Internet access, tenant networks, web filtering, and network load-balancing as well as some infrastructure services including name resolution, IP address management, and dynamic host configuration. This subdivision consults with other units within Universal Services its customers to deliver Information Technology services. The Network Services subdivision provides network architecture assistance to the Public Safety Technology Services team, but does not otherwise support network solutions managed by them (Radio Network, Port Security Network, Mobile Command Points, etc.) The Harris County Enterprise Network underlays nearly all IT services provided by and used by the Universal Services department that are necessary to accomplishing all strategic goals.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers of the Network Services sub-division are other units within Universal Services, other Harris County organizations as directed by Commissioners Court, and in some cases the public.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Although the Enterprise network is not statutorily mandated, the business units served by Network Services often define compliance controls required of the network including CJIS, PCI, etc.

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:	Facilities Project Services
Divisions (list all):	IT Infrastructure

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$695,357	5

1) Describe the Service and how it supports department goals.
Facilities Project Services supports department goals by providing a single point of contact for any and all County Agencies and Departments to receive technical and manpower resources to assess, design, procure, implement, test and maintain County-wide network services. The specific County network services may include but not be limited to; network data circuits, analog and SIP voice circuits, network routers and LAN/edge switches, Wi-Fi or wireless LAN access points and switches, audio/visual presentation and conferencing systems and structured cabling systems and related overhead or underground construction. The scope of these projects may be as simple as 10 network cables for fuel island dispenser network connectivity up and including construction from the ground up of new County buildings. Complex projects such as new buildings also require efforts to insure the construction specifications are met in the cases where outside contractors are employed by other County departments.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service include not only each and every individual County department for small to medium projects, but also County Engineering and Construction Programs for larger more complex projects. The expectations from these customers include; (A) assurances that our service will meet or exceed County standards for ethical business practices, County network Cybersecurity standards, and County network technology standards. And (B) that we will work closely with each department from inception to understand their specific needs and project objectives so that we can deliver expected results within the project timeframe and within project budgets. Not surprisingly, they also expect us to come in under budget when possible, which is not unusual for this team. We have implemented a new customer satisfaction survey which is delivered and collected via email.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
We are not presently aware of any specific statutory mandate for this service.

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:	Voice Services
Divisions (list all):	IT Infrastructure

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$3,368,654	10

1) Describe the Service and how it supports department goals.
The Universal Services Voice Team provides repair, replacement, and refresh of business telephone systems including voice mail, E-Fax, call center and IVR functions throughout the county and the core telephony infrastructure and services that support them. Voice Services supports the department goals by providing services to all county departments (except Toll Road Authority) and provides innovative products and solutions that help serve county departments and the citizens they service.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Voice Services Team services all county departments and courts except for the Toll Road Authority. The Voice Team is expected to install and repair and reliable business telephone system for these county departments and court. The Voice Team also provides training, adds, moves and changes of department telephone systems as their business needs change and provide consulting services to address specific needs that require innovative solutions. Currently telephone calls or emails are sent after large installs and/or changes to make sure expectations have been met but in the future customer service surveys will be sent to help formalize and track the services provided.
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:	Cybersecurity & IT Compliance
Divisions (list all):	Cybersecurity & IT Compliance

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,805,945	9

1) Describe the Service and how it supports department goals.
The purpose of this service is to protect the confidentiality, integrity and availability of Harris County information and information systems. Cybersecurity & IT Compliance supports the department goals by: Allocating resources responsibly and leveraging managed services to augment the team where possible; Driving accountability for cybersecurity throughout the county; Implementing tools and technologies to effectively measure, govern and improve cybersecurity controls to reduce cybersecurity risk and provide transparency; Improving existing cybersecurity services and implementing new capabilities that meet business needs while balancing security objectives; Developing and implementing cybersecurity policies, standards and architectures; Consulting the business on technology implementations to ensure secure solutions and mitigate risk; Developing engaging training and awareness programs and designing services that improve customer service and productivity.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our internal customers are all employees who participate in our cybersecurity training and awareness program and/or have a role to play in securing Harris County, and all county department leaders and technical liaisons. Our internal customers expect that we provide quality enterprise cybersecurity services that protect the county's information and technology resources, and they also expect us to be available to consult on their individual or departmental cybersecurity needs. Our external customers include the citizens of Harris County and other external organizations and third-parties who expect the on-going protection of their data and availability of our IT services. Customer feedback is primarily collected through responses to our cybersecurity awareness campaigns and interactions with various departments. We will work to formalize customer surveys in 2021.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, these cybersecurity and IT compliance services provided are required by multiple laws and regulations. Specifically, the CJIS policy, PCI DSS, HIPAA and Texas Statutes all contain requirements that must be met by the cybersecurity and IT compliance program. For example, Texas house bill 3834 requires that all government employees complete a certified cybersecurity training course annually, which is one specific service provided under this broad cybersecurity and IT compliance service umbrella.

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:	Enterprise Business Solutions
Divisions (list all):	Business Applications

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$11,456,658	25

1) Describe the Service and how it supports department goals.
The Business Applications service collaborates with Harris County departments and to develop, implement and support business applications/solutions to align with business needs. The primary solutions provided is the Enterprise Resource Planning solution. Through careful planning and execution, the service helps to improve accountability and efficiencies across US and other County departments.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customer for this service includes all County departments as all County departments are required to use the same ERP solution. The department expectation can vary greatly as different departments can have different process for a similar task (for example payroll). This places great challenges to the team as it aims to find solutions that can meet everyone's needs. Feedback is generally collected through direct conversations with the department liasons.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

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:	Quality Assurance
Divisions (list all):	Program Delivery & Analytics

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,245,214	18

1) Describe the Service and how it supports department goals.
<p>This particular service primarily covers the resources that supply:</p> <ul style="list-style-type: none"> * Testing of all applications/product enhancements that are delivered through our Agile sprint methodology. * Performance testing of applications/products supported by US. * System Administration for most applications/products supported by US. * Deployments/releases of applications/products supported by US. <p>All of these provide the County departments with critical content delivery capabilities, as well as reporting utilizing latest/greatest technology platforms.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>These services are provided to 10+ departments in Harris County.</p> <p>The customer feedback is often gathered real-time as enhancement requests & projects are completed. Given this is an ad-hoc approach, the team is looking to leverage the future state approach driven by new US leadership. And hope more formalize how we get feedback on our services from our customers.</p>
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 (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:	Business System Analysis
Divisions (list all):	Program Delivery & Analytics

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,499,340	9

1) Describe the Service and how it supports department goals.
<p>This particular service primarily covers the resources that supply:</p> <ul style="list-style-type: none"> * Requirements documentation for all of the waterfall projects supported by US. * Grooming of the product backlog of work before our Agile products are moved through the Sprint process. * Coordination between the Business, Development, & quality assurance to ensure what is documented is what is delivered. * Coordinate prioritization discussions amongst departments to determine which enhancements/bugs are to be worked on next. <p>All of these provide the County departments with critical content delivery capabilities, as well as reporting utilizing latest/greatest technology platforms.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>These services are provided to 15+ departments in Harris County.</p> <p>The customer feedback is often gathered real-time as enhancement requests & projects are completed. Given this is an ad-hoc approach, the team is looking to leverage the future state approach driven by new US leadership. And hope more formalize how we get feedback on our services from our customers.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

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:	Project Management
Divisions (list all):	Program Delivery & Analytics

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,862,893	11

<p>1) Describe the Service and how it supports department goals.</p> <p>This particular service primarily covers the resources that supply:</p> <ul style="list-style-type: none"> * Program Management for efforts that require many projects to be delivered. * Classic project management for our Waterfall projects. * Scrum management for products that are deployed via an Agile project methodology. <p>All of these provide the County departments with critical content delivery capabilities, as well as reporting utilizing latest/greatest technology platforms.</p>
<p>2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?</p> <p>These services are provided to 20+ departments in Harris County.</p> <p>The customer feedback is often gathered real-time as enhancement requests & projects are completed. Given this is an ad-hoc approach, the team is looking to leverage the future state approach driven by new US leadership. And hope more formalize how we get feedback on our services from our customers.</p>
<p>3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.</p>

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:

Business Alignment

Divisions (list all):

Program Delivery & Analytics

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,424,666	7

1) Describe the Service and how it supports department goals.
<p>This particular service primarily covers the resources that supply:</p> <ul style="list-style-type: none"> * In the new AR2BV process, these resources will be responsible for collecting work requests from departments and getting them ready for the approval process. * Technical liaisons for departments to get questions answered about potential software/hardware solutions. * Application portfolio management. * Business Continuity management. <p>All of these provide the County departments with critical content delivery capabilities, as well as reporting utilizing latest/greatest technology platforms.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>These services are provided to 10+ departments in Harris County.</p> <p>The customer feedback is often gathered real-time as enhancement requests & projects are completed. Given this is an ad-hoc approach, the team is looking to leverage the future state approach driven by new US leadership. And hope more formalize how we get feedback on our services from our customers.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.

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:	Customer Service and Call Center
Divisions (list all):	Customer Service

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,303,701	25

1) Describe the Service and how it supports department goals.
Customer Service provides customers a single point of contact for information 24/7/365, training, and supporting services provided by Harris County and Universal Services. Service and support includes the Frequent Courthouse Visitor Program, facility and security access requests, and STARS/IT Training.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County constituents as well as constituents in surrounding counties and Harris County employees. Customers expect to receive the highest standard of support in a knowledgeable and professional manner when requesting assistance, support and direction of services. We currently only perform customer feedback on STARS training.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

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:	Service Desk
Divisions (list all):	Customer Service

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,418,301	26

1) Describe the Service and how it supports department goals.
The US Service Desk includes the Help Desk and Desktop Support and provides 24/7 technical support for County and non-County users. The Service Desk team troubleshoot and resolve or escalate all Enterprise technical issues, including application support, endpoint support (desktops, laptops, smart phones, tables, etc.), networking, telecommunications, Radio support security technologies, user training, and all other services provided by Universal Services. The Service Desk also provides support for the Office of Emergency Management (OEM) during activations from hurricanes to sporting events.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers include all Harris County employees, external agencies who utilize US Regional Radio system, justice application users, and other constituents who use County technical resources. Customers expect to receive the highest standard of support , training, and governance of services in a knowledgeable and professional manner. The US Service Desk is currently developing an automated user survey via the Service Manager ticketing system.
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 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
Information Systems Services	Average number of Mailboxes supported by admin	Currently in use	Mailbox count vs admins	SO4	5469.2	6000	Need more Exchange online administrators to provide faster response times.
Information Systems Services	Number of mailboxes managed	Currently in use	Exchange/O365 console	SO4	27746	30000	Expected normal growth due to people requesting more "Shared Mailboxes"
Information Systems Services	Office 365 Migration Satisfaction survey	Currently in use	Microsoft Forms Survey	SO4	80% satisfied	95% satisfied	Show improved migration with reduced outage and user issues. (Survey only implemented in last 6 mo.)
Information Systems Services	Total Closed tickets for budget year	Currently in use	PowerBI dashboard	SO4	3234	3500	Expect minimal increase in tickets.
Information Systems Services	Average of SQL Databases supported by DBA	Currently in use	Microsoft Assessment (MAPS)	SO4	982	1000	Normal growth
Information Systems Services	MS SQL Databases Managed	Currently in use	Microsoft Assessment (MAPS)	SO4	2946	3000	Normal growth
Information Systems Services	Average of servers supported by Admin	Currently in use	Vcenter and UCS console	SO4	333	300	Need more admins, or fewer servers to manage to provide better service response.
Information Systems Services	Total Physical and Virtual servers managed	Currently in use	Vcenter and UCS console	SO4	3000	3000	Growth minus decommissioning of old equip/vm should hold steady.
Information Systems Services	Petabytes of Storage Area Network (SAN) managed	Currently in use	Dell Storage Manager	SO4	6PB	6PB	Use of newer technology and Deduplication algorithms should keep the physical storage steady, while actual capacity will increase
Information Systems Services	Petabytes of Network Attached Storage (NAS)	Currently in use	EMC Insight IQ	SO4	14PB	14PB	Don't expect significant growth in NAS storage.
Information Systems Services	Petabytes of Physical Backup to Disk storage (Data-Domain)	Currently in use	EMC Data-Domain console	SO4	1.4PB	1.4PB	Use of newer technology and Deduplication algorithms should keep the physical storage steady, while actual capacity will increase
Information Systems Services	# Storage admins	Currently in use	HR	SO4	3	3	Not expecting change in personnel count for Storage Admin
Information Systems Services	# HelpDesk tickets closed	Currently in use	Service Manager/PowerBI	SO4	3729	4100	Ticket numbers vary from year to year, this covers all server/storage/DBA and Endpoint admins.
Information Systems Services	# Endpoint assets managed in MECM	Currently in use	MECM	SO4	19465	20000	As more laptops get added to support increased WfH the total asset count will increase.
Enterprise Managed Services	Network Administrators: Average number of service instances requiring physical site visits / team member / month relative to target	New	Proposing new fields in ticket system / task lists	SO5	TBD	TBD	With a new metric, will capture performance over the first year and after first year put a target metric for year 2
Enterprise Managed Services	Network Services: Average number of remote site circuits that average higher utilization than the circuit commit rate each month.	New	Calculate business hours utilization average from SolarWinds	SO1	TBD	0	Circuits averaging higher than the commit rate should be upgraded to higher commit.
Enterprise Managed Services	Network Services: Average number of remote site circuits that average lower utilization than 10% of the circuit commit rate each month.	New	Calculate business hours utilization average from SolarWinds	SO1	TBD	0	Circuits averaging lower than 10% of the the commit rate should be considered for downgrade unless they are already at minimum commit available.
Enterprise Managed Services	Network Administrators: Average # of tickets resolved per team member per month relative to target	New	ticket system	SO2	TBD	TBD	With a new metric, will capture performance over the first year and after first year put a target metric for year 2
Enterprise Managed Services	Network Administrators: Average # of tasks completed per team member per month relative to target	New	tasks lists	SO3	TBD	TBD	With a new metric, will capture performance over the first year and after first year put a target metric for year 2

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
Enterprise Managed Services	Network Services: Ration of support instances provided by Network Administrators and Network Engineers relative to target	New	ticket system	SO1	TBD	TBD	With a new metric, will capture performance over the first year and after first year put a target metric for year 2
Enterprise Managed Services	Network Services Average ticket assignment lag relative to target by priority	New	ticket system	SO1	TBD	TBD	With a new metric, will capture performance over the first year and after first year put a target metric for year 2
Enterprise Managed Services	Network Administrators: Average ticket resolution time relative to target by type	New	ticket system	SO1	TBD	TBD	With a new metric, will capture performance over the first year and after first year put a target metric for year 2
Enterprise Managed Services	Number of managed devices refreshed each year relative to target	New	Project tracking system	SO1	TBD	TBD	With a new metric, will capture performance over the first year and after first year put a target metric for year 2
Enterprise Managed Services	Network Services: Average monthly availability of remote site networks relative to target	New	Branch site availability report	SO6	TBD	TBD	With a new metric, will capture performance over the first year and after first year put a target metric for year 2
Facilities Project Services work. IT Infrastructure Services implementation projects.	Satisfaction survey report card for inter-departmental projects. Ratings 1-5, 5 being EXCELLENT	New	Survey tool or app sent to staff from other County departments.	SO5	New	5	To provide the highest possible level of service.
Enterprise data circuit delivery and management.	Cost per Mbps of network circuits.	Current	Database application tracking data circuit inventory, orders, and capacity details.	SO3	Total US bandwidth 75Mbps Cost per Mbps = \$1.07	Total US bandwidth 95Mbps Cost per Mbps = \$1.07	Assuming no major network changes in design and carrier choice, we expect cost control negotiating with providers
Data circuit cost per US employee tracking.	Cost per US employee of total spend on data circuits.	New	Service provider inventory and billing detail, and internal database application tracking tool.	SO4	1320.51 per US employee	1320.51 per US employee	Currently US funds 44% of all County network circuit costs, to reduce cost per US employee, the circuits for sites supporting individual departments being funded by US could change and have the individual departments fund themselves
Avaya Stations	Number of Avaya telephone stations configured and supported	Currently in use	Avaya Systemwide Features	SO3	16782	17282	Reduction in numbers as migration to Cisco continues - Increases as needed by departments currently on Avaya - Station cleanup efforts and housekeeping may cancel out new additions
Avaya Call Center Agents	Number of Avaya VoIP call center agents	Currently in use	Avaya export agents	SO3	2176	2241	Reduction in numbers as migration to Cisco continues - Increases as needed by departments currently on Avaya - Station cleanup efforts and housekeeping may cancel out new additions
Supported stations	Number of supported stations per field service techs	Currently in use	Stations vs field service techs	SO3	3771	3000	Currently understaffed - Need to add 1 FTE (field service techs) to meet target goal
Supported field service techs	Number of supported field service techs per engineer	Currently in use	Field service techs vs engineers	SO3	1:5	1:3	Currently understaffed - Need to add 1 FTE (engineer) to meet target goal
Cisco Stations	Number of Cisco telephone stations configured and supported	Currently in use	Cisco device report SEP+CSF+ATA	SO3	2072	3572	Normal growth - Engineer supported
Cisco Call Center Agents	Number of Cisco VoIP call center agents	New	Cisco Finesse	SO3	0	25	Deployment of 311 - Need more Engineers (training for Cisco contact center requested)
Legacy voice platforms	Number of legacy systems including Plexar and Mitel station	Currently in use	LNA Table+Systems inventory	SO3	3000	1500	Plexar elimination by 2021Q3
Virtual Servers	Servers supported running on Virtual Machines	Currently in use	vSphere	SO3	69	90	Normal growth Engineer supported - Cisco PCCE, Cisco IM&P, Avaya Presence, Monitoring, CDR - Need more Engineers
Media-Gateways	Supported Avaya Media-Gateways	Currently in use	Avaya List Media-Gateway	SO3	170	170	Normal growth Engineer supported - Need more Engineers
SRST	Supported Cisco Survivable Remote Site Telephony	Currently in use	Cisco SRST	SO3	15	25	Normal growth Engineer supported - Need more Engineers
SBCs	Supported Session Border Controllers	Currently in use	EOM	SO3	7	10	Replacement of Cisco CUBEs and new SIP services in remote sites
Voice4Net IVR applications	Supported IVR applications	Currently in use	Voice4Net applications	SO3	6	6	Reduction in numbers as migration to Cisco continues
Cisco IVR applications	Supported IVR applications	New	Cisco CVP applications	SO3	2	4	Deployment of 311, migration of call center applications, expansion of current call center capabilities, migration of current IVR applications - Need more Engineers since currently no Cisco contact center engineers

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
Voicemail	Number of voice mailboxes supported	Currently in use	AVST Avaya CM Messaging Cisco Unity Connection MS Cloud Voicemail MS Exchange Unified Messaging	SO3	11338	12328	Increase in voicemail usage in relation growth in stations/extensions.
Fax	Number of eFax accounts	Currently in use	RightFax	SO3	2404	2554	Normal growth
Call accounting	Stations included in Call Detail Reporting	New	Verasmart	SO3	0	20354	New system for Call Detail Reporting
Call recording	Stations included in call recording	Currently in use	Verint+Avaya ACR	SO3	169	200	Increase call recording to include the CIS Operators and US Help Desk - Need to migrate from Avaya ACR to Verint
Project Satisfaction Survey	Customer Satisfaction Survey	New	Surveys	SO1	0	95%	Survey key stake holders after project completion
Service tickets total handled	Number of service tickets handled	New	Service Manager	SO1	0	TBD	Average tickets handled per technician - need more technicians or less tickets
Service tickets Avg handle time	Average handle time for tickets handled	New	Service Manager	SO1	0	TBD	Reduce the average handle time of the tickets (training for technicians requested)
Cybersecurity & IT Compliance	Total number of Cybersecurity Incident Response Team (CIRT) activations per year	Currently in use	CIRT Reports	SO3	12	>12	The deployment of new cybersecurity tools, services and staff will increase detection capabilities and increase the demand for CIRT. While the estimated target for this year is > 12, the goal as a team is to increase protection mechanisms over time and decrease total activations.
Cybersecurity & IT Compliance	Total number of critical cybersecurity incidents per year	Currently in use	CIRT Reports	SO3	1	0 - 2	The severity and potential impact of cybersecurity incidents is expected to be maintained.
Cybersecurity & IT Compliance	Mean Time to Acknowledge (MTTA) reported cybersecurity incidents (Total minutes between notification & CIRT activation divided by total number of incidents)	New	CIRT Reports	SO3	N/A	<4 hours	Current processes are manual. New cybersecurity tools, services and staff are required to decrease response times during all times.
Cybersecurity & IT Compliance	Mean Time to Resolve (MTTR) cybersecurity incidents (Total hours of incident duration divided by total number of incidents)	New	CIRT Reports	SO3	N/A	<48 hours for Level 2 & 3, <7 days for Level 4	Current processes are manual. New cybersecurity tools, services and staff are required to decrease response times.
Cybersecurity & IT Compliance	The number of employee downtime minutes caused by cybersecurity incidents necessitating CIRT activation per year, per employee	New	CIRT Reports, Service Manager, Network Availability Metrics	SO5	N/A	<1 hour per employee	This is based on a 99.95 employee uptime goal and will measure network downtime and select services downtime caused by cyber incidents.
Cybersecurity & IT Compliance	Total number of staff hours consumed to address cybersecurity incidents (i.e. CIRT activations)	New	CIRT Reports	SO1	N/A	<12,000 hours per year	This is based on up to 25 CIRT members working an average of 12 incidents per year for 2 - 5 days each incident.
Cybersecurity & IT Compliance	Total money spent on legal fees, consultants, consumer monitoring, regulatory fines, and other incident costs	Currently in use	CIRT Reports	SO3	\$0 per year	\$0 per year	Continued investment in IT compliance and risk management functions and incident response retainer services is recommended to mitigate potential financial impacts of cyber incidents.
Cybersecurity & IT Compliance	Total number of known and potential security threats blocked on the county's network perimeter each year	Currently in use	Palo Alto firewall application block and intrusion prevention system (IPS) logs	SO3	7.5 Billion	8 Billion	The number of security threats blocked on our network perimeter is expected to continue to rise as global threats increase and we also fine-tune our IPS and firewall policies.
Cybersecurity & IT Compliance	Total number of malicious and suspicious emails blocked per year	Currently in use	IronPort email gateway and O365 Advanced Threat Protection	SO3	146 Million	160 Million	The number of blocked emails is expected to increase as email based threats continue to rise and our email threat detection capabilities also continue to improve.
Cybersecurity & IT Compliance	Total number of URL's that were blocked by the county's web filtering policies per year	Currently in use	Palo Alto URL block logs	SO3	892 Million	1 Billion	The number of URLs blocked is expected to increase as many departments choose to tighten their web filtering policies.
Cybersecurity & IT Compliance	Total number of malicious security threats automatically blocked by antivirus and advanced threat protection endpoint security tools	Currently in use	Symantec Endpoint Protection (SEP) and SentinelOne	SO3	3,000	3,500	The number of security threats blocked is expected to increase as we extend these capabilities to additional assets and also fine-tune and increase the protection policies within our tools.
Cybersecurity & IT Compliance	Number of quarantined endpoint protection security alerts requiring manual review and analysis by cybersecurity staff	Currently in use	Symantec Endpoint Protection (SEP) and SentinelOne	SO3	65,000	75,000	The number of security alerts that require manual review is expected to increase as we extend these capabilities to additional assets and also fine-tune and increase the protection policies within our tools.

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
Cybersecurity & IT Compliance	Percent of US-managed endpoints with all enterprise endpoint security solutions and patch tools installed and up-to-date	Currently in use	Microsoft SCCM, Rapid7 InsightVM, SEP & SentinelOne	SO3	90%	95%	We have established procedures and resources to govern and enforce the installation and maintenance of endpoint security tools and expect our coverage of these tools to increase.
Cybersecurity & IT Compliance	Average number of open and aged critical vulnerabilities on external assets	Currently in use	Rapid7 InsightVM	SO3	<5	<5	It is our goal to have zero critical vulnerabilities on our network perimeter; however, many external services are managed across county departments and therefore it is difficult to obtain our goal due to the division of responsibilities.
Cybersecurity & IT Compliance	Average number of open and aged critical vulnerabilities on internal US-managed assets	Currently in use	Rapid7 InsightVM	SO3	30,000	25,000	We expect this number to decrease based on process improvements; however, accountability for patch and vulnerability management will need to be increased throughout the county to see significant improvements.
Cybersecurity & IT Compliance	Total number of user accounts automatically deprovisioned using Harris County Access Manager.	New	Active Directory & Harris County Access Manager	SO3	150	450	Not all managed employees are managed by IAM. The automatic deprovisioning will increase as IAM services are extended to all departments.
Cybersecurity & IT Compliance	Number of new employee and contractor accounts auto-provisioned using Harris County Access Manager	New	Active Directory & Harris County Access Manager	SO5	240	750	All managed departments will be brought on-board for user creation.
Cybersecurity & IT Compliance	Number of passwords changes and accounts unlocks performed through Password Manger self-service portal	Currently in use	Active Directory & Harris County Access Manager	SO5	Changes = 17,347 Unlocks = 3,315	Changes = 22,551 Unlocks = 4,310	Enrollment is currently at 70% of the user population. Efforts to make it 100% will increase the password management and unlocks by 30%.
Cybersecurity & IT Compliance	Percent of employees in participating departments who complete US-provided cybersecurity awareness training each year	Currently in use	Cybersecurity Training Metrics	SO5	June 2020 completion rate: 93.8%	95%	Employees who join, move or leave in close proximity to the legal cut off each year (mid-June) will likely impact metric due to the manual processes of the LMS. Several departments elect to do their own training separately. Thus, the overall County metric may be different and is determined by the Auditor's Office annually.
Cybersecurity & IT Compliance	Number of potential cybersecurity incidents reported by employees/workers to Cybersecurity	New	Report Cyber Incident & Report Suspicious Email Mailboxes and HelpDesk Tickets	SO5	N/A	1000	Incident reporting methods have recently been revamped and communicated via awareness messages. We expect at least 1,000 potential incidents to be reported based on an informal assessment of our current state.
Cybersecurity & IT Compliance	Number of approved policy exceptions currently in-effect	Currently in use	Policy Exception Reports	SO3	27	>20	Policy exceptions vary depending on departmental needs. Our goal is to have as few policy exceptions as possible; however, we anticipate this number could increase in 2021 as we continue to formalize and implement new enterprise cybersecurity policies and improve governance processes.
Cybersecurity & IT Compliance	NIST framework self-assessment rating	Currently in use	NCSR Annual Assessment	SO4	3.7	≥3.6	The metric target is based on the reported 2019 NCSR peer profile average scores across all 5 NIST control categories.
Cybersecurity & IT Compliance	Total open compliance gaps for assessed regulatory frameworks	Currently in use	CJIS Compliance Tracker	SO3	16%	5%	IT Compliance continues to proactively identify and manage actions plans to resolve outstanding CJIS compliance gaps and looks to drive additional remediation in 2021.
Enterprise Business Solutions/Public Safety Technology/PBA	Replace/reduce outdated/end of life development methodology/applications/solutions with current technology (Reduce Technical Debt)	New	DevOps	SO1	N/A	4	End of life/End of support application requires higher maintenance/operational costs to the County. Reduction in the number of solutions will help improve efficiencies.
Enterprise Business Solutions/Public Safety Technology	General Customer Service Satisfaction	New	Survey Tool, end user	SO5	N/A	75%	Measure of general customer satisfaction. New Metric for team, will need to set baseline.
Enterprise Business Solutions/Public Safety Technology	Number of business flow processes documented	New	SharePoint, Teams	SO4	N/A	3	Documentation of critical County business flow will serve to provide good project documentation, but also to improve accuracy of solution development. Many of the process flows are very complex and having good baseline documentation will help improve future improvements.

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
Enterprise Business Solutions/Public Safety Technology	Number of Support/Procedural processes documents	New	SharePoint, Teams	S03	N/A	10	Support procedures are critical to customer success and satisfaction.
Enterprise Business Solutions/Public Safety Technology	Number of projects completed	Currently in use	PPM Pro	S05	31		Metric to measure number of completed projects.
Enterprise Business Solutions/Public Safety Technology	Number of Enhancement completed	Currently in use		S01	N/A	Increase output by 10%	
Program Delivery and Analytics	Number of documents digitized	Currently in use	OpenText	S01	599,000	increase output by 10%	Digitization of documents will allow the County to move off of paper based process.
Enterprise Business Solutions/Public Safety Technology	% of CIP project completed under budget	Currently in use		S01	N/A	100%	
Enterprise Business Solutions	Amount of time spent on production support vs Development efforts	New	Service Manager, DevOps	S01	80%	Reduce by 10%	Reduction of time spent on production support will directly impact the efficiency of development output. It is also an indirect measure of quality of solutions implemented and/or indication of quality of training.
Public Safety Technology	Number of Support and Repair of Security and surveillance system throughout Harris County	Currently in use	Service Manager	S05	2607	2000	Lower target number indicates better quality
Public Safety Technology	Number of security/surveillance systems/devices upgraded/refresh	Currently in use	Quickbase	S05	656	500	Lower target number should typically indicate less outdated
Public Safety Technology	End user support monitoring	Currently in use	Triega/Service Manager/Phone Logs	S05	89,936	100,000	Number of alarms / calls for service / alarms cleared average
Enterprise Business Solutions/Public Safety Technology/PDA	Number of Tickets Created by Month	Currently in use	Service Manager, Power BI	S05	2100	TBD	Metric to measure output. No specific target identified as the target does not directly measure any strategic objectives.
Enterprise Business Solutions/Public Safety Technology/PDA	Number of Tickets Counts by Requestor or Agency	New	Service Manager, Power BI	S05	N/A	TBD	Metric to measure output. No specific target identified as the target does not directly measure any strategic objectives.
Enterprise Business Solutions/Public Safety Technology/PDA	Average Resolution Time (Days)	Currently in use	Service Manager, Power BI	S05	6.4	Reduce by 10%	Lowering the average resolution time can impact customer satisfaction.
Enterprise Business Solutions/Public Safety Technology/PDA	Average Resolution Time (Days) by Priority	New	Service Manager, Power BI	S05	N/A	TBD	Lowering the average resolution time can impact customer satisfaction.
Enterprise Business Solutions/Public Safety Technology/PDA	Average Resolution Time (Days) by Classification	New	Service Manager, Power BI	S05	N/A	TBD	Lowering the average resolution time can impact customer satisfaction.
Enterprise Business Solutions/Public Safety Technology/PDA	Average Resolution Time (Days) by Agency	New	Service Manager, Power BI	S05	N/A	TBD	Lowering the average resolution time can impact customer satisfaction.
Enterprise Business Solutions/Public Safety Technology/PDA	% of Incidents resolved under 4 hours (non bugs, non enhancements, non process related issues.)	New	Service Manager, Power BI	S05	37.66%	40%	Increasing numbers of resolved issue under 4 hours will improve customer satisfaction
Enterprise Business Solutions/Public Safety Technology	Average age of unresolved tickets	New	Service Manager, Power BI	S05	N/A	TBD	Lowering the average average age of unresolved ticket (days open) can be an indirect measure of customer satisfaction.
Customer Care/Call Center	Calls Delivered	Currently in use	CMS	S03	377,248	400,000	implementation of 311
Customer Care/Call Center	Meet Service Levels English Queue	Currently in use	CMS	S03	84%	>=80%	service level threshold
Customer Care/Call Center	Meet Service Levels Spanish Queue	Currently in use	CMS	S03	57%	>=65%	hire additional bilingual staff and schedule adjustments
Customer Care/Call Center	Meet Service Levels Forward Queue	Currently in use	CMS	S03	84%	>=80%	service level threshold
Customer Care/Call Center	Unanswered Calls	Currently in use	CMS	S03	8%	<=8%	hire additional bilingual staff and schedule adjustments
Help Desk	Tickets Created	Currently in use	Service Manager	S03	104,282	100,000	enhancement of self-service resources and provide more automation
Help Desk	Tickets Closed	Currently in use	Service Manager	S03	34,909	35,000	staff training and adding additional staff
Help Desk	Tickets Closed Within 4 Hours	Currently in use	Service Manager	S03	73%	80%	add staff
Help Desk	Average Ticket Resolution Time	Currently in use	Service Manager	S03	9 hours	<=8 hours	cross-training, add additional staff

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 Management	Records Destructions	Currently in use	Total Recall	SO3	9,054	18000 boxes	Approximatly 20,000 boxes will be available for destruction as of 12/31/2020. Assuming ~2000 will be required to hold longer due to historicial value or other studies.
Customer Service	Security Access Cards Processed	Currently in use	Tririga	SO3	8259	10,000	Security access card replacement project
Review and Processing County-wide building and telco Utilities	Efficiency and Accuracy	Currently in use	Quickbase/PeopleSoft	SO1	99%	100%	Working with service providers to provide electronic billing vs. paper billing will assit with time spent manually keying in billing.
Recruitment	Average time to fill a position- Time to Fill is an essential recruitment metric to measure the exact number of days it takes from a new job requisition being created and posted to when the offer was made and accepted by the candidate	New	SHRM Best Practices	SO1	N/A	No longer than 45 days	The fact that there were over 26 open PCNs by the end of the 2020 calendar year and high number of contract positions.
Classification	Number of job specifications reviewed	New	Internal documents	SO1	N/A	100% of job specifications	There is not a process or expectation to review job descriptions on a recurring basis. The job marketplace is rapidly evolving and job specifications must be current with the time.
Classification	Number of job specifications updated- including required trainings such as Title VII and a nepotism policy	New	Internal documents	SO1	N/A	75% of job specifications	Job descriptions are outdated and some of them are missing the necessary credentials for the required duties/functions.

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 #

BR3

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	Facilities Project Services	NOTE: this request is based on expected increases due to network growth overall. (Generally this increase includes circuits from Comcast, Phonoscope, ICTX, CrownCastle, FiberTown, or other providers.) (This does NOT include voice services per se)	IT Infrastructure	SO3			
BR2	Facilities Project Services	NOTE: this request is tied specifically to a move toward Comcast EVPL network services to support network architecture team initiatives.	IT Infrastructure	SO3			
BR3	Voice Services	Increased licensing and support for county wide voice services	IT Infrastructure	SO3			
BR4	Information Systems Services	Positions to improve coverage and response times	IT Infrastructure	SO4			3
BR5	Information Systems Services	Based on Projected on Contract Increase	IT Infrastructure	SO4			
BR6	Network Services	Enterprise Network Administration Personnel	IT Infrastructure	SO5			3
BR7	Network Services	Enterprise Network Engineering Personnel	IT Infrastructure	SO5			1
BR8	Network Services	40 hours technical training per team member	IT Infrastructure	SO5			
BR9	Network Services	Increased licensing and maintenance associated with CIP and business projects	IT Infrastructure	SO3			
BR10	Cybersecurity & IT Compliance	System Analyst II Personnel	Cybersecurity & IT Compliance	SO3			1
BR11	Cybersecurity & IT Compliance	Manager VI Personnel	Cybersecurity & IT Compliance	SO3			1
BR12	Cybersecurity & IT Compliance	Systems Architect I Personnel	Cybersecurity & IT Compliance	SO4			1
BR13	Cybersecurity & IT Compliance	Systems Analyst IV Personnel	Cybersecurity & IT Compliance	SO3			1
BR14	Cybersecurity & IT Compliance	System Analyst III Personnel	Cybersecurity & IT Compliance	SO4 & SO4			2
BR15	Cybersecurity & IT Compliance	SentinelOne Advanced Threat Protection License Increase	Cybersecurity & IT Compliance	SO3			
BR16	Cybersecurity & IT Compliance	SentinelOne Vigilance Threat Monitoring Service - License Increase	Cybersecurity & IT Compliance	SO3			
BR17	Cybersecurity & IT Compliance	Rapid7 InsignVM Vulnerability Scanner - License Increase	Cybersecurity & IT Compliance	SO3			
BR18	Cybersecurity & IT Compliance	Cybersecurity Awareness Training - Service Improvement	Cybersecurity & IT Compliance	SO5			
BR19	Cybersecurity & IT Compliance	AutoFocus Threat Intelligence Service	Cybersecurity & IT Compliance	SO3			
BR20	Customer Care/Call Center	Customer Service Reps IV	Customer Service	SO3			2
BR21	Desktop Support	Client Technology Analyst II	Customer Service	SO3			2

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
	\$68,400		\$68,400
	\$216,984		\$216,984
	\$881,407		\$881,407
		\$434,292	\$434,292
	\$456,909		\$456,909
		\$229,686	\$229,686
		\$149,988	\$149,988
	\$48,000		\$48,000
	\$212,000		\$212,000
		\$95,292	\$95,292
		\$200,420	\$200,420
		\$188,052	\$188,052
		\$163,316	\$163,316
		\$227,688	\$227,688
	\$92,750		\$92,750
	\$23,500		\$23,500
	\$104,000		\$104,000
	\$24,500		\$24,500
	\$42,884		\$42,884
		138,638	138,638
		216,804	216,804

Ongoing Annual Cost - Future Years (if applicable)			5-Year Total Cost
Materials, Supplies and Other Non-Labor	Salary & Benefits	Annual Ongoing Cost	
\$68,400		\$68,400	\$342,000
\$216,984		\$216,984	\$1,084,920
\$881,407		\$881,407	\$4,407,035
	\$434,292	\$434,292	\$2,171,460
\$456,909		\$456,909	\$2,284,545
	\$229,686	\$229,686	\$1,148,430
	\$149,988	\$149,988	\$749,940
\$48,000		\$48,000	\$240,000
\$212,000		\$212,000	\$1,060,000
	\$95,292	\$95,292	\$476,460
	\$200,420	\$200,420	\$1,002,100
	\$188,052	\$188,052	\$940,260
	\$163,316	\$163,316	\$816,580
	\$113,844	\$113,844	\$683,064
\$92,750		\$92,750	\$463,750
\$23,500		\$23,500	\$117,500
\$104,000		\$104,000	\$520,000
\$24,500		\$24,500	\$122,500
\$42,884		\$42,884	\$214,420
	\$138,638	\$138,638	\$693,190
	\$216,804	\$216,804	\$1,084,020

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested *
BR22	Desktop Support	Client Technology Analyst I	Customer Service	SO3			2
BR23	Help Desk	Help Desk Representative II	Customer Service	SO3			2
BR24	Help Desk	Help Desk Representative I	Customer Service	SO3			2
BR25	Records Management	Records Analyst III Personnel	Customer Service	SO3			1
BR26	Desktop Support	Hardware Expenses	Customer Service	SO3			
BR27	Customer Service	Badging Supplies & Printer Maintenance	Customer Service	SO3			
BR28	Business Applications	Increase Software Maintenance	Business Applications	SO1			
BR29	Business Applications	Increase Consultants & Temp Staff	Business Applications	SO1			
BR30	Justice Technology	Bail Reform - Move from PIC to General Fund	Public Safety Technology	SO2			
BR31	Public Safety Apps	Elastic Search Licenses	Public Safety Technology	SO3			
BR32	Security Services	Licenses for additional hardware added	Public Safety Technology	SO4			
BR33	Public Safety Apps	CAD/RMS Administrator - Intermediate	Public Safety Technology	SO4			2
BR34	Justice Technology	Applications Systems Analyst/Programmer - Intermediate	Public Safety Technology	SO3			5
BR35	Justice Technology	Applications Systems Analyst/Programmer - Senior	Public Safety Technology	SO3			4
BR36	Justice Technology	Applications Systems Analyst/Programmer - Lead	Public Safety Technology	SO3			1
BR37	Business Alignment	Technology Liasons	Program Delivery & Analytics	SO2			4
BR38	Project Management	Project Managers	Program Delivery & Analytics	SO2			3
BR39	Project Management	Project Coordinators	Program Delivery & Analytics	SO2			2
BR40	Program Delivery & Analytics	Data Engineers	Program Delivery & Analytics	SO4			3
BR41	Quality Assurance	Quality Assurance Analysts	Program Delivery & Analytics	SO3			1
BR42	Quality Assurance	Quality Assurance Analysts - O'Donnell	Program Delivery & Analytics	SO1			1
BR43	Program Delivery & Analytics	New Enterprise Architects	Program Delivery & Analytics	SO1			2
BR44	Quality Assurance	Annual software & hardware maintenance increase. 10% based on assumed \$500k previous year spend.	Program Delivery & Analytics	SO1			
BR45	Fleet Services	Fleet Service (Transfer Out) Increased	Management & Administration	SO4			
BR46	Communications and Marketing	Management and Administration	Digital Communications Specialist	SO5			1

Vehicles, Equipment > \$5,000, Other Capital	Materials, Supplies and Other Non-Labor	Salary & Benefits	Total First Year Funding Request
		187,863	187,863
		197,015	197,015
		172,316	172,316
		107,660	107,660
	\$110,000		\$110,000
	\$103,000		\$103,000
	\$383,000		\$383,000
	\$50,000		\$50,000
	\$340,000		\$340,000
	\$89,000		\$89,000
	\$132,000		\$132,000
		\$227,688	\$227,688
		\$631,060	\$631,060
		\$603,792	\$603,792
		\$169,500	\$169,500
		\$624,000	\$624,000
		\$468,000	\$468,000
		\$260,000	\$260,000
		\$468,000	\$468,000
		\$130,000	\$130,000
		\$130,000	\$130,000
		\$338,000	\$338,000
	\$150,000		\$150,000
	\$300,000		\$300,000
		\$86,634	\$86,634

Materials, Supplies and Other Non-Labor	Salary & Benefits	Annual Ongoing Cost	5-Year Total Cost
	\$187,863	\$187,863	\$939,315
	\$197,015	\$197,015	\$985,075
	\$172,316	\$172,316	\$861,580
	\$107,660	\$107,660	\$538,300
	\$110,000	\$110,000	\$550,000
	\$103,000	\$103,000	\$515,000
	\$383,000	\$383,000	\$1,915,000
			\$50,000
			\$340,000
	\$89,000	\$89,000	\$445,000
	\$132,000	\$132,000	\$660,000
	\$227,688	\$227,688	\$1,138,440
	\$631,060	\$631,060	\$3,155,300
	\$603,792	\$603,792	\$3,018,960
	\$169,500	\$169,500	\$847,500
	\$624,000	\$624,000	\$3,120,000
	\$468,000	\$468,000	\$2,340,000
	\$260,000	\$260,000	\$1,300,000
	\$468,000	\$468,000	\$2,340,000
	\$390,000	\$390,000	\$1,690,000
	\$130,000		\$130,000
	\$338,000	\$338,000	\$1,690,000
			\$150,000
			\$300,000
	\$86,634	\$86,634	\$433,170

FORM 5b. List of All New Positions Needed for Additional Funds Requests

Note: 3441 forms will still be needed in the new year based on projects that get funded.

Instructions

Enter responses in each of the fields in the table below

Budget Request Priority ID, Name of Service, and Division (first three columns) should all match Form 5a

Budget Request Priority ID (From Form 5a)	Name of Service (From Form 5a)	Division (From Form 5a)	Position Title	Full-time, Part-time or Temp	Annual Hours (2080 = Full-Time)	Number of Positions	Annual Actual Base Salary (Per Position)	Annual Benefits (Per Position)	Annual Total Cost Per Position	Annual Total Cost - All Positions	Projected Hire Date	Number of Pay Periods to Fund	Pro-Rated Cost Per Position	Pro-Rated Cost - All Positions	Is Additional Office Space Required? (Y/N)	Is Downtown Parking Required? (Y/N)
BR4	Server Administration	IT Infrastructure	Systsem Administrator III	Full	2080	3	105,000	39,764	144,764	434,292	4/1/2021	24	\$133,628	\$400,885	N	Y
BR6	Network Services	IT Infrastructure	Enterprise Network Administrator Intermediate (Techician IV)	Full	2080	2	80,808	34,035	114,843	229,686	3/1/2021	26	\$114,843	\$229,686	Y	Y
BR7	Network Services	IT Infrastructure	Enterprise Network Engineer - Senior (System Engineer I)	Full	2080	1	109,224	40,764	149,988	149,988	3/1/2021	26	\$149,988	\$149,988	Y	Y
BR10	Cybersecurity & IT Compliance	Cybersecurity & IT Compliance	Systems Analyst II	Full	2080	1	65,000	30,292	95,292	95,292	3/1/2021	26	\$95,292	\$95,292	N	N
BR11	Cybersecurity & IT Compliance	Cybersecurity & IT Compliance	Manager VI	Full	2080	1	150,000	50,420	200,420	200,420	3/1/2021	26	\$200,420	\$200,420	N	N
BR12	Cybersecurity & IT Compliance	Cybersecurity & IT Compliance	Systems Architect I	Full	2080	1	140,000	48,052	188,052	188,052	3/1/2021	26	\$188,052	\$188,052	N	N
BR13	Cybersecurity & IT Compliance	Cybersecurity & IT Compliance	Systems Analyst IV	Full	2080	1	120,000	43,316	163,316	163,316	3/1/2021	26	\$163,316	\$163,316	N	N
BR14	Cybersecurity & IT Compliance	Cybersecurity & IT Compliance	Systems Analyst III	Full	2080	2	80,000	33,844	113,844	227,688	3/1/2021	26	\$113,844	\$227,688	N	N
BR20	Customer Care/Call Center	Customer Service	Customer Service Reps IV	Full	2080	2	44,000	25,319	69,319	138,638	3/1/2021	26	\$69,319	\$138,638	N	Y
BR21	Desktop Support	Customer Service	Client Technology Analyst II	Full	2080	2	75,600	32,802	108,402	216,804	3/1/2021	26	\$108,402	\$216,804	N	Y
BR22	Desktop Support	Customer Service	Client Tech Analyst I	Full	2080	2	63,900	30,032	93,932	187,863	3/1/2021	26	\$93,932	\$187,863	N	Y
BR23	Help Desk	Customer Service	Help Desk Rep II	Full	2080	2	67,600	30,908	98,508	197,015	3/1/2021	26	\$98,508	\$197,015	N	N
BR24	Help Desk	Customer Service	Help Desk Rep I	Full	2080	2	57,615	28,543	86,158	172,316	3/1/2021	26	\$86,158	\$172,316	N	Y
BR25	Records Management	Customer Service	Records Center Analyst III	Full	2080	1	75,000	32,660	107,660	107,660	3/1/2021	26	\$107,660	\$107,660	N	N
BR33	Public Safety Apps	Public Safety Technology	CAD/RMS Administrator - Intermediate	Full	2080	2	80,000	33,844	113,844	227,688	3/1/2021	26	\$113,844	\$227,688	Y	Y
BR34	Justice Technology	Public Safety Technology	Applications Systems Analyst/Programmer - Intermediate	Full	2080	5	90,000	36,212	126,212	631,060	3/1/2021	26	\$126,212	\$631,060	Y	Y
BR35	Justice Technology	Public Safety Technology	Applications Systems Analyst/Programmer - Senior	Full	2080	4	110,000	40,948	150,948	603,792	3/1/2021	26	\$150,948	\$603,792	Y	Y
BR36	Justice Technology	Public Safety Technology	Applications Systems Analyst/Programmer - Lead	Full	2080	1	125,000	44,500	169,500	169,500	3/1/2021	26	\$169,500	\$169,500	Y	Y
BR37	Business Alignment	Program Delivery & Analytics	Technology Liason	Full	2080	4	120,000	36,000	156,000	624,000	3/1/2021	26	\$156,000	\$624,000	Y	Y
BR38	Project Management	Program Delivery & Analytics	Project Managers	Full	2080	3	120,000	36,000	156,000	468,000	3/1/2021	26	\$156,000	\$468,000	Y	Y
BR39	Project Management	Program Delivery & Analytics	Project Coordinators	Full	2080	2	100,000	30,000	130,000	260,000	3/1/2021	26	\$130,000	\$260,000	Y	Y
BR40	Program Delivery & Analytics	Program Delivery & Analytics	Data Engineers	Full	2080	3	120,000	36,000	156,000	468,000	3/1/2021	26	\$156,000	\$468,000	Y	Y
BR41	Quality Assurance	Program Delivery & Analytics	Quality Assurance Analyst	Full	2080	1	100,000	30,000	130,000	130,000	3/1/2021	26	\$130,000	\$130,000	Y	Y
BR42	Quality Assurance	Program Delivery & Analytics	Quality Assurance Analyst-O'Donnell	Full	2080	1	100,000	30,000	130,000	130,000						
BR43	Program Delivery & Analytics	Program Delivery & Analytics	Enterprise Architects	Full	2080	2	130,000	39,000	169,000	338,000	3/1/2021	26	\$169,000	\$338,000	Y	Y
BR46	Management and Administration	Management and Administration	Digital Communications Specialist	Full	2080	1	\$58,000	\$28,634	\$86,634	\$86,634	3/1/2021	26	\$86,634	\$86,634	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:	Move toward Comcast EVPL network services to support network architecture team initiatives
Division:	IT Infrastructure
Funding Request - Next Fiscal Year:	\$68,400

1) Describe the specific problem, challenge or opportunity (why funding is needed).
This funding is requested based on the possibility that County-wide network and internet demand will increase as it has been doing so over the past 5 years. These cost would be incurred if we added more circuits for either WAN or Internet services supporting ALL County department needs, not only US needs. Currently US funds approximately 40% of ALL data network circuits supporting the entire County network.
2) Which department-level goals does this support?
3) What do you want to achieve with these additional funds?
If current demand trends continue to increase, we would maintain current levels of support, access, and bandwidth provided across the County network.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Two primary factors effect the demand for increases; specific County departments make requests or our ongoing monitoring of network utilization shows us we need to increade capacity based on usage and netwrok demand statistics.
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
Network utilization or usage compared to overall capacity.	Network Administration tools including SolarWinds.	SO3	94% utilization	Maintain maximum utilization and availability without exceeding capacities.

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:	Data Network Circuit Growth
Division:	IT Infrastructure
Funding Request - Next Fiscal Year:	\$216,984

1) Describe the specific problem, challenge or opportunity (why funding is needed).
This funding request is based on the expectation that management has directed our team to beging transitioning toward Comcast network circuits as a primary service and away from Phonoscope as the primary service in certain locations in the coming FY. Each location we make this change in has an increased cost per site. If a decision is made to transition fewer sites, this request could be reduced.
2) Which department-level goals does this support?
The primary advantage to this change from a technical perspective is threefold; (1) the network design does not allow over-subscription, so we are more aware if traffic on the network is approaching capacities when demand peaks unexpectedly. (2) multi-cast capability is built-in to support service such as IP-TV, and video phones for security gates and similar devices. (3) Comcast support is very well managed and staffed at the highest available laevels.
3) What do you want to achieve with these additional funds?
Improved technical support to Harris County, network design featrues equal to or greater than our existing services.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
We have determined the top 20 sites that have the most demand and would benefit the most from this transition. If approved we would begin to process orders to Comcast so that our timeline to completion would occur within the first 6 months of the coming FY.
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
Timely transistion to Comcast services as planned.	Order management and circuit admin. tools.	SO3	100% completion.	Success is measured by the actual completion of the transition to achieve stated goals.

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:	Increased licensing and support for county wide voice services
Division:	IT Infrastructure
Funding Request - Next Fiscal Year:	\$881,407

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Additional devices and telco services procured by Universal Services for use by all county departments along with other projects requiring ongoing licensing and maintenance expenditure.
2) Which department-level goals does this support?
G3: Apply Enterprise Management. Best business practices to develop and manage vital day-to-day processes to deliver IT tasks and projects on time and on budget.
3) What do you want to achieve with these additional funds?
The additional funds will satisfy contractual obligations for hardware and software licensing, support and maintenance. This maintenance is required for critical infrastruce services and technical support.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The additional funds will be spent for ongoing telco services and first year of maintnance, support and licensing.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">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
Reduction of legacy telco service to SIP services to lower telco cost	Project Tracking	SO#1	Reduction of 5k analog legacy services	TBD

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

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

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

Instructions

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

Budget Request Priority ID:	BR4
Funding Request Description:	Positions to improve coverage and response times
Division:	IT Infrastructure
Funding Request - Next Fiscal Year:	\$434,292

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Due to high average server/email to admin rations, ticket times can be long causing customer service complaints. Our ratio of server/email admins to server/mailbox is much higher than industry standards. Adding 1 person to each of these roles will bring the ratio closer to industry standards help response times.
2) Which department-level goals does this support?
3) What do you want to achieve with these additional funds?
Hire 3 employees for server administration roles to improve support response times.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
By hiring these individuals US will be able to reduce the average server to admin ratio allowing better support response times. This should be seen within 3-6 months of hiring and training the employees.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">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:	BR5
Funding Request Description:	Based on Projected on Contract Increase
Division:	IT Infrastructure
Funding Request - Next Fiscal Year:	\$456,909

1) Describe the specific problem, challenge or opportunity (why funding is needed).
This funding request is based on prior cost estimates increases for renewals as well as additional product maintenance for newly purchased products and services. The maintenance and support is required for production services we provide to Harris County departments and customers and represents an estimated net increase over 2020 expenses.
2) Which department-level goals does this support?
3) What do you want to achieve with these additional funds?
Provide required ongoing support for products and services we provide to Harris County customers
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
These additional funds will be spent on an ongoing basis throughout the year as maintenance agreements and contracts need to be renewed to continue ongoing production services and required support.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">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:	Enterprise Network Administration Personnel
Division:	IT Infrastructure
Funding Request - Next Fiscal Year:	\$229,687

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Insufficient staffing levels result in undesirable customer response and resolution times, neglect of internal maintenance projects and activities, and inability to take on additional operational tasks as the technology evolves. Some operational tasks are performed by more expensive engineering resources due to insufficient staffing levels in the administration team.
2) Which department-level goals does this support?
G3: Implement Project Management practices to prioritize, monitor, and assess the status of all projects and establish processes to facilitate coordination with each directorate. G4: Determine the end-to-end value delivery and organizational structure; and the relationships among these business views and strategies, products, policies, initiatives, and stakeholders to improve efficiency.
3) What do you want to achieve with these additional funds?
We want to add two network administrators to the Enterprise Network Services team.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
By adding two more members to the Enterprise Network Administration team we plan to improve customer response times, advance internal maintenance projects, and offload additional administrative activities currently performed by the Enterprise Network Engineering team. Offloading work from the Enterprise Network Engineering team will reduce the overall cost of performing those activities, and free up the Engineers to work on more difficult tasks and projects.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">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
Reduce average ticket resolution time	ITSM Tools (TBD)	SO5	Reduce ticket assignment by 15%	Improve responsiveness to customers
Reduce average ticket assignment time	ITSM Tools (TBD)	SO5	Reduce ticket assignment by 15%	Improve responsiveness to customers
Increase project tasks completed per month	EMS Operations Manager	SO5	Increase task completion by 10%	Improve project performance

Reduce the number of network devices managed per team member	Inventory report	SO5	588 network devices per tech	Improves our ability to perform device refreshes and code upgrades
Reduce the number of network sites per team member	EMS Operations Manager	SO5	22 managed sites per tech	Improves our ability to dispatch and provide on-site assistance to customers

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:	Enterprise Network Engineering Personnel
Division:	IT Infrastructure
Funding Request - Next Fiscal Year:	\$149,988

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Insufficient staffing levels result in undesirable customer response and resolution times, neglect of internal maintenance projects and activities, and inability to evolve network technologies to the needs of the business. Infrastructure refresh and technology advancement projects are frequently staved out by more direct business driven requests, which makes us less able to respond to future requests.
2) Which department-level goals does this support?
G3: Implement Project Management practices to prioritize, monitor, and assess the status of all projects and establish processes to facilitate coordination with each directorate. G4: Determine the end-to-end value delivery and organizational structure; and the relationships among these business views and strategies, products, policies, initiatives, and stakeholders to improve efficiency.
3) What do you want to achieve with these additional funds?
We want to add a single network engineer to the Enterprise Network Services team.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The added network engineering capacity will allow us to better advance our internal technology refresh projects, and be more responsive to business partner and tenant network changes required by our customer agencies.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid black; padding: 5px; display: inline-block;">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
Reduce average ticket resolution time	ITSM Tools (TBD)	SO5	Reduce ticket assignment by 15%	Improve responsiveness to customers
Reduce average ticket assignment time	ITSM Tools (TBD)	SO5	Reduce ticket assignment by 15%	Improve responsiveness to customers
Increase project tasks completed per month	EMS Operations Manager	SO5	Increase task completion by 10%	Improve project performance
Reduce AFIS project backlog	EMS Operations Manager	SO5	Reduce AFIS backlog by 25%	Improve focus on project performance

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:	Technical training
Division:	IT Infrastructure
Funding Request - Next Fiscal Year:	\$48,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Network Service personnel need on-going technical training in the existing and emerging technologies they support.
2) Which department-level goals does this support?
G3: Apply Enterprise Management. Best business practices to develop and manage vital day-to-day processes to deliver IT tasks and projects on time and on budget.
3) What do you want to achieve with these additional funds?
We want to provide each team member with 40 hours of technical training relevant to the infrastructure they support.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Training would be staggered over a 12 month period to allow time away from primary duties.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">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:	Increased licensing and maintenance associated with CIP and
Division:	IT Infrastructure
Funding Request - Next Fiscal Year:	\$212,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Additional devices and services procured by Universal Services and other departments CIP and other projects require ongoing licensing and maintenance expenditure.
2) Which department-level goals does this support?
G3: Apply Enterprise Management. Best business practices to develop and manage vital day-to-day processes to deliver IT tasks and projects on time and on budget.
3) What do you want to achieve with these additional funds?
The additional funds will satisfy contractual obligations for hardware and software licensing, support and maintenance. This maintenance is required for critical security software updates and technical support.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The additional funds will be spent as the first year of maintenance, support and licensing expires and is rolled into annual renewals.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">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:	Systems Analyst II
Division:	Cybersecurity & IT Compliance
Funding Request - Next Fiscal Year:	\$95,292

1) Describe the specific problem, challenge or opportunity (why funding is needed).
This resource is needed to provide daily cybersecurity threat monitoring, analysis and response services to ensure any potential cyber threats are identified and responded to quickly to minimize potential adverse impacts to the county's information resources and technology services. This is an existing staff member who is currently paid for with CIP funds and we need to move his salary & benefits to our general fund as an on-going expense.
2) Which department-level goals does this support?
G3 - Apply Enterprise Management
3) What do you want to achieve with these additional funds?
To ensure the ongoing proactive management of daily cyber threats impacting our technology environment and services.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This resource is already trained and equipped to perform these daily monitoring and response duties, so the objective would be achieved immediately. This approach is recommended and/or required by the NIST cybersecurity framework, PCI DSS, CJIS and other third-party risk assessments.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
Number of quarantined endpoint protection security alerts requiring manual review and analysis by cybersecurity staff	Symantec Endpoint Protection (SEP) and SentinelOne	SO3	75,000	The number of security alerts that require manual review is expected to increase as we extend these capabilities to additional assets and also fine-tune and increase the protection policies within our tools.
Total number of Cybersecurity Incident Response Team (CIRT) activations per year	CIRT Reports	SO3	>12	The deployment of new cybersecurity tools, services and staff will increase detection capabilities and increase the demand for CIRT. While the estimated target for this year is > 12, the goal as a team is to increase protection mechanisms over time and decrease total activations.
Total number of critical cybersecurity incidents per year	CIRT Reports	SO3	0 - 2	The severity and potential impact of cybersecurity incidents is expected to be maintained.
Mean Time to Acknowledge (MTTA) reported cybersecurity incidents (Total minutes between notification & CIRT activation divided by total number of incidents)	CIRT Reports	SO3	<4 hours	Current processes are manual. New cybersecurity tools, services and staff are required to decrease response times during all times.
Mean Time to Resolve (MTTR) cybersecurity incidents (Total hours of incident duration divided by total number of incidents)	CIRT Reports	SO3	<48 hours for Level 2 & 3, <7 days for Level 4	Current processes are manual. New cybersecurity tools, services and staff are required to decrease response times.
The number of employee downtime minutes caused by cybersecurity incidents necessitating CIRT activation per year, per employee	CIRT Reports, Service Manager, Network Availability Metrics	SO5	<1 hour per employee	This is based on a 99.95 employee uptime goal and will measure network downtime and select services downtime caused by cyber incidents.
Total number of staff hours consumed to address cybersecurity incidents (i.e. CIRT activations)	CIRT Reports	SO1	<12,000 hours per year	This is based on up to 25 CIRT members working an average of 12 incidents per year for 2 - 5 days each incident.

Total money spent on legal fees, consultants, consumer monitoring, regulatory fines, and other incident costs	CIRT Reports	SO3	\$0 per year	Continued investment in IT compliance and risk management functions and incident response retainer services is recommended to mitigate potential financial impacts of cyber incidents.

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:	Manager VI
Division:	Cybersecurity & IT Compliance
Funding Request - Next Fiscal Year:	\$200,420

1) Describe the specific problem, challenge or opportunity (why funding is needed).
This new position is needed to provide on-going management of the Cybersecurity Engineering & Operations team, including all related staff, services and projects. This will enable the Chief Cybersecurity Officer to engage more frequently with county leaders, industry peers and service providers rather than managing the daily operations of this team. This will also allow the Threat Management manager to focus solely on critical threat related services.
2) Which department-level goals does this support?
G3 - Apply Enterprise Management
3) What do you want to achieve with these additional funds?
These funds will provide the management oversight necessary to drive the delivery of this team's objectives which includes the design and implementation of new cybersecurity services and the improvement of existing controls that will ensure: 1) Compliance with regulatory frameworks; 2) Protection of our enterprise technology resources and services; and 3) Solutions that enhance our customer's experience, balancing security and business objectives
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This manager will take on the existing projects and services and also ensure the execution of newly funded initiatives over the next 12 months, including implementation of O365/Azure Security services, Privileged Access Management, Secure Remote Access. This role and associated deliverables are in alignment with the NIST cybersecurity framework, PCI DSS, CJIS and other third-party risk assessments.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
NIST framework self-assessment rating	NCSR Annual Assessment	SO4	≥3.6	The metric target is based on the reported 2019 NCSR peer profile average scores across all 5 NIST control categories.
Total open compliance gaps for assessed regulatory frameworks	CJIS Compliance Tracker	SO3	5%	IT Compliance continues to proactively identify and manage actions plans to resolve outstanding CJIS compliance gaps and looks to drive additional remediation in 2021.
Total number of user accounts automatically deprovisioned using Harris County Access Manager.	Active Directory & Harris County Access Manager	SO3	450	Not all managed employees are managed by IAM. The automatic deprovisioning will increase as IAM services are extended to all departments.
Number of new employee and contractor accounts auto-provisioned using Harris County Access Manager	Active Directory & Harris County Access Manager	SO5	750	All managed departments will be brought on-board for user creation.
Number of passwords changes and accounts unlocks performed through Password Manger self-service portal	Active Directory & Harris County Access Manager	SO5	Changes = 22,551 Unlocks = 4,310	Enrollment is currently at 70% of the user population. Efforts to make it 100% will increase the password management and unlocks by 30%.

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:	Systems Architect I
Division:	Cybersecurity & IT Compliance
Funding Request - Next Fiscal Year:	\$188,052

1) Describe the specific problem, challenge or opportunity (why funding is needed).
This new position is needed to provide a dedicated and qualified resource to provide expert level cybersecurity guidance and consulting on customer requests and departmental projects, including application development, service implementations and solution design. This individual will help evaluate and govern work intake requests and will also design and document security reference architectures. A dedicated resource is required to improve this service both in terms of capacity/responsiveness and quality of guidance.
2) Which department-level goals does this support?
G4 - Develop a Business Architecture
3) What do you want to achieve with these additional funds?
To be able to provide on-going quality cybersecurity guidance on customer requests and departmental projects to ensure technology initiatives are properly evaluated for cybersecurity risk and that the resulting design and implementations ensure cybersecurity policies and standards are addressed while keeping balance with business needs.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Security policies, standards, reference architectures and work intake processes already exist, therefore an experienced architect will be able to add value quickly once hired. The majority of cybersecurity programs at other large organizations staff at least one cybersecurity architect to perform the work described. This role is standard in the industry and required to accomplish our risk management goals.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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.

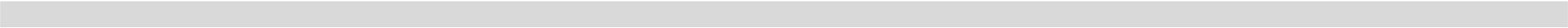
This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

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:	Systems Analyst IV
Division:	Cybersecurity & IT Compliance
Funding Request - Next Fiscal Year:	\$163,316

1) Describe the specific problem, challenge or opportunity (why funding is needed).
This new position is needed to provide ongoing technical leadership and hands-on administration of existing threat management services and upcoming Security Information & Event Management (SIEM) and SOC (24X7) Managed Detection and Response Services. These threat management services are necessary to ensure potential cyber threats are identified and responded to quickly to minimize potential adverse impacts to the county's information resources and technology services.
2) Which department-level goals does this support?
G3 - Apply Enterprise Management
3) What do you want to achieve with these additional funds?
To provide the technical leadership and experience necessary to implement, operate and manage threat management tools and services that will ensure the ongoing proactive management of daily cyber threats impacting our technology environment and services.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This resource will immediately take on primary accountability for all existing threat management related tools and services and will lead the implementation of new services as they are funded. They will be responsible for driving improvements to existing capabilities and delivering new services that will close existing gaps in our program delivery as identified in our NIST self assessment.
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
Total number of malicious security threats automatically blocked by antivirus and advanced threat protection endpoint security tools	Symantec Endpoint Protection (SEP) and SentinelOne	SO3	3,500	The number of security threats blocked is expected to increase as we extend these capabilities to additional assets and also fine-tune and increase the protection policies within our tools.
Number of quarantined endpoint protection security alerts requiring manual review and analysis by cybersecurity staff	Symantec Endpoint Protection (SEP) and SentinelOne	SO3	75,000	The number of security alerts that require manual review is expected to increase as we extend these capabilities to additional assets and also fine-tune and increase the protection policies within our tools.
Percent of US-managed endpoints with all enterprise endpoint security solutions and patch tools installed and up-to-date	Microsoft SCCM, Rapid7 InsightVM, SEP & SentinelOne	SO3	95%	We have established procedures and resources to govern and enforce the installation and maintenance of endpoint security tools and expect our coverage of these tools to increase.
NIST framework self-assessment rating	NCSR Annual Assessment	SO4	≥3.6	The metric target is based on the reported 2019 NCSR peer profile average scores across all 5 NIST control categories.

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:	Systems Analyst III X 2
Division:	Cybersecurity & IT Compliance
Funding Request - Next Fiscal Year:	\$227,688

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Two new intermediate cybersecurity analyst positions are required to fulfill the objectives of our Engineering & Operations and Threat Management teams. The threat management team needs an additional resource to ensure depth of resources and our ability to provide sustainable threat monitoring and incident response services that are currently reliant upon one resource. The engineering team requires a resource experienced with O365 and Azure security and compliance services to assist with the deployment and ongoing administration of those services. There is a growing demand for these services and we do not have a dedicated resource to focus on the service configuration and deployments.
2) Which department-level goals does this support?
G3 - Apply Enterprise Management G4 - Develop a Business Architecture
3) What do you want to achieve with these additional funds?
To be able to provide sustainable threat monitoring and response services that can keep up with the growing demand as threats continue to emerge and new technologies also produce more events that require analysis and response. To also be able to implement O365 and Azure security and compliance capabilities in a timely manner and with at level of quality that meets customer expectations.
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 staff these positions as quickly as possible and to on-board them immediately to existing services and projects. Both of these roles will help drive improvements that will close existing gaps in our program delivery as identified in our NIST self assessment. In addition, migrating users to O365 and deploying the full suite of security capabilities is integral to our strategy to both manage risks and provide unified and cost effective solutions.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
Number of quarantined endpoint protection security alerts requiring manual review and analysis by cybersecurity staff	Symantec Endpoint Protection (SEP) and SentinelOne	SO3	75,000	The number of security alerts that require manual review is expected to increase as we extend these capabilities to additional assets and also fine-tune and increase the protection policies within our tools.
Total number of Cybersecurity Incident Response Team (CIRT) activations per year	CIRT Reports	SO3	>12	The deployment of new cybersecurity tools, services and staff will increase detection capabilities and increase the demand for CIRT. While the estimated target for this year is > 12, the goal as a team is to increase protection mechanisms over time and decrease total activations.
Total number of critical cybersecurity incidents per year	CIRT Reports	SO3	0 - 2	The severity and potential impact of cybersecurity incidents is expected to be maintained.
Mean Time to Acknowledge (MTTA) reported cybersecurity incidents (Total minutes between notification & CIRT activation divided by total number of incidents)	CIRT Reports	SO3	<4 hours	Current processes are manual. New cybersecurity tools, services and staff are required to decrease response times during all times.
Mean Time to Resolve (MTTR) cybersecurity incidents (Total hours of incident duration divided by total number of incidents)	CIRT Reports	SO3	<48 hours for Level 2 & 3, <7 days for Level 4	Current processes are manual. New cybersecurity tools, services and staff are required to decrease response times.
The number of employee downtime minutes caused by cybersecurity incidents necessitating CIRT activation per year, per employee	CIRT Reports, Service Manager, Network Availability Metrics	SO5	<1 hour per employee	This is based on a 99.95 employee uptime goal and will measure network downtime and select services downtime caused by cyber incidents.
Total number of staff hours consumed to address cybersecurity incidents (i.e. CIRT activations)	CIRT Reports	SO1	<12,000 hours per year	This is based on up to 25 CIRT members working an average of 12 incidents per year for 2 - 5 days each incident.

Total money spent on legal fees, consultants, consumer monitoring, regulatory fines, and other incident costs	CIRT Reports	SO3	\$0 per year	Continued investment in IT compliance and risk management functions and incident response retainer services is recommended to mitigate potential financial impacts of cyber incidents.
NIST framework self-assessment rating	NCSR Annual Assessment	SO4	≥3.6	The metric target is based on the reported 2019 NCSR peer profile average scores across all 5 NIST control categories.

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:	SentinelOne Advanced Threat Protection
Division:	Cybersecurity & IT Compliance
Funding Request - Next Fiscal Year:	\$92,750

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The number of endpoints licensed for the SentinelOne Advanced Threat Protection system was increased by 5,000 to ensure all managed workstations and servers on the county network are protected with this technology. This increase needs to be added to the budget to ensure future license renewals are covered.
2) Which department-level goals does this support?
G3 - Apply Enterprise Management
3) What do you want to achieve with these additional funds?
To ensure all managed workstations and servers are protected with advanced threat protection capabilities that not only have the ability to detect and prevent zero-day threats, but also have built-in threat analysis and response tools that enable rapid response and recovery from cyber incidents should they occur. This also enables a single pane of glass for the management of cyber threats across all county systems that enables threat correlation and trend analysis.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This solution is already deployed to almost 23,000 endpoints and the cybersecurity team has already engaged the remaining departments to test and deploy the solution to the remaining 2,000 endpoints. This work is expected to be complete within Q1 2021.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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 number of malicious security threats automatically blocked by antivirus and advanced threat protection endpoint security tools	Symantec Endpoint Protection (SEP) and SentinelOne	SO3	3,500	The number of security threats blocked is expected to increase as we extend these capabilities to additional assets and also fine-tune and increase the protection policies within our tools.
Number of quarantined endpoint protection security alerts requiring manual review and analysis by cybersecurity staff	Symantec Endpoint Protection (SEP) and SentinelOne	SO3	75,000	The number of security alerts that require manual review is expected to increase as we extend these capabilities to additional assets and also fine-tune and increase the protection policies within our tools.
Percent of US-managed endpoints with all enterprise endpoint security solutions and patch tools installed and up-to-date	Microsoft SCCM, Rapid7 InsightVM, SEP & SentinelOne	SO3	95%	We have established procedures and resources to govern and enforce the installation and maintenance of endpoint security tools and expect our coverage of these tools to increase.

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:	SentinelOne Vigilance Threat Monitoring Service
Division:	Cybersecurity & IT Compliance
Funding Request - Next Fiscal Year:	\$23,500

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The number of endpoints licensed for the SentinelOne Vigilance Threat Monitoring Service was increased by 5,000 to ensure all managed workstations and servers on the county network are covered by this 24X7 threat monitoring service. This increase needs to be added to the budget to ensure future license renewals are covered.
2) Which department-level goals does this support?
G3 - Apply Enterprise Management
3) What do you want to achieve with these additional funds?
To ensure all managed workstations and servers are protected with a 24X7 external monitoring service that provides rapid detection and response to any threats should they occur. The full coverage of this service enables immediate action and therefore minimizes the potential impact of any threat events to the county's shared network and resources.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This service is already active for the ~23,000 endpoints enrolled in the SentinelOne Advanced Threat Protection solution. The cybersecurity team has already engaged the remaining departments to test and deploy the solution to the remaining 2,000 endpoints and this service will be activated once the ATP solution is installed and enabled. This work is expected to be complete within Q1 2021.
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 (#17)

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

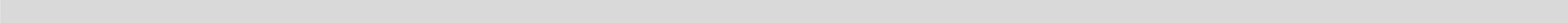
This should be entered in the separate file entitled: **Budget Forms (5c).xlsx**

Instructions

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

Budget Request Priority ID:	BR17
Funding Request Description:	Rapid7 InsightVM Vulnerability Scanner
Division:	Cybersecurity & IT Compliance
Funding Request - Next Fiscal Year:	\$104,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The number of users licensed for the Rapid7 InsightVM Vulnerability Scanner was increased from 20,000 to 30,000 to ensure full vulnerability scanning can be performed on all discovered assets on the county network that are in scope for this service. This increase needs to be added to the budget to ensure future license renewals are covered.
2) Which department-level goals does this support?
G3 - Apply Enterprise Management
3) What do you want to achieve with these additional funds?
To be able to routinely scan all in-scope assets on the county network for vulnerabilities, so that vulnerabilities can be identified and remediated in a timely manner to help reduce the county's exposure to cyber threats as they continue to emerge.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This capability is already in place and fully capable of performing vulnerability scans on 30,000 assets. The cybersecurity team is working with our infrastructure partners to ensure the InsightVM client is installed on all managed endpoints. Cybersecurity is also working with technical liaisons across county departments to identify asset owners who can assist in the remediation of discovered vulnerabilities. This is an on-going service.
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
Percent of US-managed endpoints with all enterprise endpoint security solutions and patch tools installed and up-to-date	Microsoft SCCM, Rapid7 InsightVM, SEP & SentinelOne	SO3	95%	We have established procedures and resources to govern and enforce the installation and maintenance of endpoint security tools and expect our coverage of these tools to increase.
Average number of open and aged critical vulnerabilities on external assets	Rapid7 InsightVM	SO3	<5	It is our goal to have zero critical vulnerabilities on our network perimeter; however, many external services are managed across county departments and therefore it is difficult to obtain our goal due to the division of responsibilities.
Average number of open and aged critical vulnerabilities on internal US-managed assets	Rapid7 InsightVM	SO3	25,000	We expect this number to decrease based on process improvements; however, accountability for patch and vulnerability management will need to be increased throughout the county to see significant improvements.

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

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

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

Instructions

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

Budget Request Priority ID:	BR18
Funding Request Description:	Cybersecurity Awareness Training
Division:	Cybersecurity & IT Compliance
Funding Request - Next Fiscal Year:	\$24,500

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Our current cybersecurity awareness training platform requires significant level of effort to administer, and also has limited training content and semi-automated phishing simulation capabilities. We have the opportunity to transition to another vendor that can eliminate the administrative burden, provide self-service monitoring and reporting to departments and auditors, greatly extend our training content library to offer more engaging material, and also to provide advanced phishing simulation capabilities that can achieve real-time training objectives. Several county departments already use the proposed vendor and could transition to our enterprise license while retaining their own administrative capabilities if desired.
2) Which department-level goals does this support?
G3 - Apply Enterprise Management
3) What do you want to achieve with these additional funds?
To be able to deliver cybersecurity training content and tools that are highly engaging and effective in educating our workforce on the role they play in protecting the county's information and systems. To ease the administrative burden and provide self-service reporting and administrative capabilities that are user friendly. To have effective measurement and reporting tools to assess the effectiveness of our training program.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Since our annual training program is already in flight, we would continue with the existing training until the current reporting period is complete in June of 2021. In parallel, we would deploy the new vendor's phishing simulation services and also role-based training curriculum for topics such as PCI, HIPAA and IT administration. We would also prepare the new annual cybersecurity training curriculum and have it ready to deploy in June 2021.
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 (#19)

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

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

Instructions

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

Budget Request Priority ID:	BR19
Funding Request Description:	AutoFocus Threat Intelligence Service
Division:	Cybersecurity & IT Compliance
Funding Request - Next Fiscal Year:	\$42,884

1) Describe the specific problem, challenge or opportunity (why funding is needed).
This is a new threat intelligence service that integrates with our Palo Alto Next Generation Firewalls, and enables us to automate the blocking and monitoring of external services with bad reputations in real time as new threat intelligence is released. Without this service the team must manually review daily threat intelligence advisories from numerous sources and then request for firewall changes to be made to block malicious services. The manual approach causes a delayed response time and cannot scale to the number of threat intel resources we desire to monitor. This service was purchased with CIP in 2020 and needs to be added to our operational budget.
2) Which department-level goals does this support?
G3 - Apply Enterprise Management
3) What do you want to achieve with these additional funds?
To reduce the county's risk and exposure to malicious actors and services with bad reputations in real time as they become known through the automation and integration of threat intelligence services with our perimeter firewalls. This level of automation drastically improves our external security posture by hardening our perimeter in real-time without requiring human interaction.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This technology has already been implemented and is capable of leveraging both free and paid-for threat intelligence feeds from a number of resources. This approach has reduced the impact to our human resources while improving our ability to mitigate risks in real-time. Threat Intelligence monitoring and advisory is an important component of any cybersecurity program according to the NIST Cybersecurity Framework.
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 (#20)

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

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

Instructions

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

Budget Request Priority ID:	BR20
Funding Request Description:	2 Customer Service Reps IV PCNs
Division:	Customer Service
Funding Request - Next Fiscal Year:	\$138,638

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Challenge is staffing Call Center 24/7/365 with Spanish bilingual Customer Service Representatives.
2) Which department-level goals does this support?
Customer Service
3) What do you want to achieve with these additional funds?
Providing support to constituents and employees requesting County services in Spanish within established service levels.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The approach will be to hire 2 Spanish bilingual Customer Service Representative to add to the Spanish skill for routing and processing calls. The timeline to hire will be ASAP in order to begin the 2-3 month training for the position.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
The performance metrics will be the service level achieved in the Spanish queue.

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
Meet Service Levels Spanish Queue	CMS	customer service	>=65%	current metric is 57% with limited bilingual skill available to process calls

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

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

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

Instructions

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

Budget Request Priority ID:

Funding Request Description:

Division:

Funding Request - Next Fiscal Year:

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Need two senior Client Tech Analysts to assist to handle challenging endpoint issues and assist with providing technical support to users and handle. escalations from Help Desk and other technicians. Mentor and train other technicians.
2) Which department-level goals does this support?
These technicians will support and enable the users who and the technologies that are supporting all of the department level goals.
3) What do you want to achieve with these additional funds?
Hire two experienced, senior professional Client Technology Analysts (Desktop Support) to provide technical and customer support to the enterprise.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The techs will provide ongoing support for endpoints for county and external users. As more devices enter the enterprise (computers, tablets, smart phones, smart watches, and as more advanced applications and services become available, additional resources are required.
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
Tickets closed per tech (annual)	SCSM ticket dashboard		1000 tickets closed	~Average senior technician output last twelve months

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

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

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

Instructions

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

Budget Request Priority ID:	BR23
Funding Request Description:	2 Help Desk Representative II PCNs
Division:	Customer Service
Funding Request - Next Fiscal Year:	\$197,015

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Need two senior Help Desk Service Support Specialists to providing technical support and handle issue escalations to other support teams including all departmental services. The Help Desk is 24/7 and currently understaffed.
2) Which department-level goals does this support?
These technicians will support and enable the users who and the technologies that are supporting all of the department level goals.
3) What do you want to achieve with these additional funds?
Providing higher level support to Help Desk customers including county and non county users. Reduce ticket first point of contact issue resolution and improve help desk metrics while improving customer service.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Adding senior help desk technicians will allow for higher level support and reduce the number of issues that need to be escalated to the higher technical teams (application teams, infrastructure teams, financial teams, etc). Reducing the workload of the higher level teams and resolving more issues on first point of contact. The Help Desk is currently doing over 100,000 tickets per year, with very high comp time numbers.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">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
Tickets Closed per Tech	SCSM Ticketing dashboard		Over 2800	~Average closed last 12 months
Tickets closed under 4 hours	SCSM Ticketing dashboard		Under 4 hours	Improving issue turnaround time
% tickets closed by Help Desk	SCSM Ticketing dashboard		Over 35%	Improving over last 12 months
Average ticket resolution time	SCSM Ticketing dashboard		Under 8 hours	Improving over current average of 9 hours

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

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

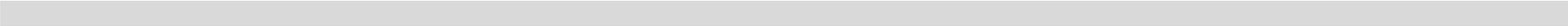
This should be entered in the separate file entitled: Budget Forms (5c).xlsx

Instructions

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

Budget Request Priority ID:	BR24
Funding Request Description:	2 Help Desk Representative I PCNs
Division:	Customer Service
Funding Request - Next Fiscal Year:	\$172,316

1) Describe the specific problem, challenge or opportunity (why funding is needed).
These two positions are to hire two technicians currently successfully providing this service as contractors.
2) Which department-level goals does this support?
These technicians will support and enable the users who and the technologies that are supporting all of the department level goals.
3) What do you want to achieve with these additional funds?
Making existing contractors into FTEs, allowing them to obtain benefits and increase scheduling flexibility while preventing expensive employee turnover.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This is a conversion of contract employees successfully providing this service into full time employees doing the same work.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
Tickets Closed per Tech	SCSM Ticketing dashboard		Over 2800	~average closed last 12 months
Tickets closed under 4 hours	SCSM Ticketing dashboard		Under 4 hours	Improving issue turnaround time
% tickets closed by Help Desk	SCSM Ticketing dashboard		Over 35%	Improving over last 12 months
Average ticket resolution time	SCSM Ticketing dashboard		Under 8 hours	Improving over current average of 9 hours

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

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

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

Instructions

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

Budget Request Priority ID:	BR25
Funding Request Description:	1 Records Center Analyst III PCN
Division:	Customer Service
Funding Request - Next Fiscal Year:	\$107,660

1) Describe the specific problem, challenge or opportunity (why funding is needed).
This position has been filled by contract employees for the last several years. The work is not going away and should be included in the General Fund as a FTE in recognition that this is standard "run and maintain" operational work. This will result in the reduction of one contract position.
2) Which department-level goals does this support?
Customer Service
3) What do you want to achieve with these additional funds?
Reduction of boxes stored at Records Center
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The inventory of records eligible for destruction has been completed and a plan created that will result in an average of 1500 boxes per month being approved for destruction.
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 (#27)

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

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

Instructions

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

Budget Request Priority ID:	BR27
Funding Request Description:	Badging Supplies & Printer Maintenance
Division:	Customer Service
Funding Request - Next Fiscal Year:	\$103,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Additional funding is needed to purchase supplies for security access card. Current budget is -\$46,000 with an additional \$15,600 pending purchase. Requesting an additional \$103,000 for fees & services for the purchase of supplies for security access cards and printer maintenance.
2) Which department-level goals does this support?
customer service
3) What do you want to achieve with these additional funds?
Replace old security access cards with a 6 digit more secure card approved by the Security Committee.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
FCV access cards will be replaced as applicants renew their FCV membership. Employee and contractor access cards will be replaced by department.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">Fill in Table Below</div>



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

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

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

Instructions

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

Budget Request Priority ID:	BR28
Funding Request Description:	Increase to Software maintenance
Division:	Business Application Services
Funding Request - Next Fiscal Year:	\$383,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
There are 3 components of this request: <ul style="list-style-type: none"> - Additional Oracle licenses were purchased in 2021, increasing maintenance by \$172K - Need to continue paying IFAS software support till the application is decommissioned requires additional \$120K - All maintenance contracts increase by a small percentage each year requiring approx.. \$91K
2) Which department-level goals does this support?
Apply Enterprise Management
3) What do you want to achieve with these additional funds?
Reduce risk of data loss and provide continued application accessibility to Harris County.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Pay maintenance agreements.
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

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

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

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

Instructions

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

Budget Request Priority ID:	BR29
Funding Request Description:	Increase to Consultants & Temp Staff
Division:	Business Application Services
Funding Request - Next Fiscal Year:	\$50,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
We currently have a contractor-to-hire resource who we hope will fill one of our open positions. This money is needed to continue funding this resource should he not accept the job offer. The goal is to sustain the team till we fill the position.
2) Which department-level goals does this support?
Apply Enterprise Management
3) What do you want to achieve with these additional funds?
Maintain adequate support to the end users and ensure no interruption in service. Reduce risk.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Extend the contract with existing resource till the open position is filled.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">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

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

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

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

Instructions

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

Budget Request Priority ID:	BR30
Funding Request Description:	Bail Reform Funding
Division:	Public Safety Technology
Funding Request - Next Fiscal Year:	\$340,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Universal Services Justice Applications received many requests for enhancements required to be provide deliverables for the O-Donnell Consent Decree and to help accomplish the following goals: <ul style="list-style-type: none">•Improve Public Safety•Reduce Reliance on Incarceration•Promote Fairness and Procedural Justice•Address Racial and Ethnic Equity and Inclusion•Support and Enhance Victim’s Advocacy•Increase Coordination and Collaboration Across all County Justice Departments•Facilitate Coordination and Collaboration with non-profit community partners serving victims•Enhance Public Trust and Confidence
2) Which department-level goals does this support?
3) What do you want to achieve with these additional funds?
Hire contract senior and/or intermediate developers. The request is for these contractor roles to be join the Justice Application development team and the critical enterprise justice application, JWEB.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

FORM 5c. Budget Request - DETAIL (#31)

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:	BR31
Funding Request Description:	Elastic Search Maintenance and License Fees
Division:	Public Safety Technology
Funding Request - Next Fiscal Year:	\$89,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Universal Services Law Enforcement application called Law Enforcement Network Search utilizes Elastic Search to ingest and index data in a silo and is not searchable in the Superior CAD/RMS. Elastic Search is used as an effective search and analysis tool allowing Law Enforcement agencies to do federated searches across multiple platforms and data sources quickly. With Elastic Search, LENS integrates disparate data sources in one intuitive, web-based application with a search engine that leverages the structure of the data and dynamically creates filtered search results.
2) Which department-level goals does this support?
3) What do you want to achieve with these additional funds?
The funding will provide budget for the Elastic Search Maintenance and License Fees.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
LENS provides a multi-agency tool that integrates all of these disparate data sources in one intuitive, web-based application with the Elastic Search engine that leverages the structure of the data and dynamically create filtered search results. The Universal Services team obtains input and feedback from the user community on a monthly and quarterly basis. Any enhancements are addressed in future releases.
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
Percentage of Application Utilization by Month	Applications		Increase by 10%	Increased user demand and utilization of current and new apps
Measure Customer Satisfaction	Survey		90% satisfaction rating	Ensure our existing customers are satisfied with the process and outcome of applications built, deployed and maintained

FORM 5c. Budget Request - DETAIL (#33)

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:	BR33
Funding Request Description:	CAD/RMS Administrator - Intermediate
Division:	Public Safety Technology
Funding Request - Next Fiscal Year:	\$227,688

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The US CAD/RMS department continues to receive many enhancement and support work for the Superior/CentralSquare OneSolution CAD/RMS/MCT. The vendor has gone through a major reorganization and lost many of their knowledgeable personnel. Therefore, in order to fulfill the demands of the agencies we support, the US CAD/RMS department has been taking on the work as projects. It takes time to train for Superior/CentralSquare OneSolution CAD/RMS/MCT and these intermediate roles are needed to provide this support internally and not rely on vendor assistance.
2) Which department-level goals does this support?
G2, G4, G6, G8, G10, G11, G12, G13, G14
3) What do you want to achieve with these additional funds?
Hire a full-time intermediate CAD/RMS administrators. The request is for two intermediate roles to support the critical enterprise application, Superior/CentralSquare OneSolution.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Universal Services is not able to rely on the vendor, Superior/CentralSquare. This means that Universal Services need to hire new positions to assist with the demand of the business and retain the knowledge in house. With the two intermediate CAD/RMS roles, it provides an opportunity to obtain full time employees. The timeline to make the change will be as soon as the budget is available.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
Number of Tickets Created by Month	Service Manager		250	Multiple issues are resolved under one ticket. Current practice is to resolve like issues collected via telephone and team email under one ticket.
Number of Tickets Counts by Requestor or Agency	Service Manager		3000	Multiple issues are resolved under one ticket. Current practice is to resolve like issues collected via telephone and team email under one ticket.
Average Resolution Time (Days)	Service Manager		3	Workflow change to mark IR realtime resolution as "Resolved" and rely on built in system functionality for auto ticket closure.
Average Resolution Time (Days) by Priority	Service Manager		3	Workflow change to mark IR realtime resolution as "Resolved" and rely on built in system functionality for auto ticket closure.
Average Resolution Time (Days) by Classification	Service Manager			Currently we have tickets created as IR or SR. The majority of tickets are created as IR, due to current helpdesk workflow.
Average Resolution Time (Days) by Agency	Service Manager			All agencies are treated with the same level of priority. We will add a metric to the PS Apps dashboard to track this in the future.

FORM 5c. Budget Request - DETAIL (#34)

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:	BR34
Funding Request Description:	Applications Systems Analyst/Programmer - Intermediate
Division:	Public Safety Technology
Funding Request - Next Fiscal Year:	\$631,060

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The EAS Development Team receives many requests for enhancements, huge backlog, and need for new applications. In order to fulfill these requests and handle production support, EAS hire contract positions. Finding, sourcing, vetting, and hiring contract developers takes time and precious resources. The tenure of the contract developers are only available for the length of the project contract. Once the project is complete, the contract developers leave with all the knowledge on how to support the application. The intermediate roles are needed to provide this support internally and not rely on contractor assistance.
2) Which department-level goals does this support?
3) What do you want to achieve with these additional funds?
Hire a full-time employee intermediate developers. The request is for five intermediate roles to be split between three application development teams, Custom Development, Law Enforcement, and Justice Applications. EAS supports many critical enterprise applications such as ePermits, Flood Control, JWEB, LENS, and JIMS2.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Universal Services is not able to handle the requests without obtaining contractor developers. This means that Universal Services hire contract positions are not able to retain the knowledge in house after the project ends. With these five intermediate developer roles, it provides an opportunity to obtaining full time employee developers. The timeline to make the change will be as soon as the budget is available.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
Number of Tickets Created by Month	Service Manager			
Number of Tickets Counts by Requestor or Agency	Service Manager			
Average Resolution Time (Days)	Service Manager			
Average Resolution Time (Days) by Priority	Service Manager			
Average Resolution Time (Days) by Classification	Service Manager			
Average Resolution Time (Days) by Agency	Service Manager			
Percentage of Application Utilization by Month	Applications		Increase by 10%	Increased user demand and utilization of current and new apps
Measure Customer Satisfaction	Survey		90% satisfaction rating	Ensure our existing customers are satisfied with the process and outcome of applications built, deployed and maintained
Number of Tickets Created by Month by Application	Applications		80% applications on supported platforms	Create a methodology to reduce technical debt and support issue by maintaining applications to current supported versions.
Number of Enhancements Deployed by Application by Month	DevOps		Increase output by 10%	Increase the number of user stories and amount of code completed per sprint

FORM 5c. Budget Request - DETAIL (#35)

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:	BR35
Funding Request Description:	New Positions - Applications Systems Analyst/Programmer - Senior
Division:	Public Safety Technology
Funding Request - Next Fiscal Year:	\$603,792

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Developer jobs are in demand. Currently, the EAS Development Team are made up mostly of entry and intermediate level developers. These senior roles are needed to provide a career path or gain new technical expertise. These senior roles will have the specialization that entry level developers do not have and handle on high-level architectural concerns and design backed with many years of experience and "full" real-world solutions understanding. Senior roles can assist the team leads with mentoring and coaching other developers on their team and writing technical documentation.
2) Which department-level goals does this support?
3) What do you want to achieve with these additional funds?
Hire a full-time employee senior developers. The request is for four senior roles to be split between three application development teams, Custom Development, Law Enforcement, and Justice Applications. EAS supports many critical enterprise applications such as ePermits, Flood Control, JWEB, LENS, and JIMS2.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The demand for more experienced developers is needed. Universal Services is not able to compete with the private sector in obtaining senior developer's skills and experience. This means that Universal Services need senior developers with fundamental understanding of many IT topics, have a very in-depth knowledge and skill set, and have wide-reaching knowledge of tools and techniques solve specific problems. With these four new senior developer roles, it provides an opportunity for obtaining senior developer with these qualifications. The timeline to make the change will be as soon as the budget is available.
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
Number of Tickets Created by Month	Service Manager			
Number of Tickets Counts by Requestor or Agency	Service Manager			
Average Resolution Time (Days)	Service Manager			
Average Resolution Time (Days) by Priority	Service Manager			
Average Resolution Time (Days) by Classification	Service Manager			
Average Resolution Time (Days) by Agency	Service Manager			
Percentage of Application Utilization by Month	Applications		Increase by 10%	Increased user demand and utilization of current and new apps
Measure Customer Satisfaction	Survey		90% satisfaction rating	Ensure our existing customers are satisfied with the process and outcome of applications built, deployed and maintained
Number of Tickets Created by Month by Application	Applications		80% applications on supported platforms	Create a methodology to reduce technical debt and support issue by maintaining applications to current supported versions.
Number of Enhancements Deployed by Application by Month	DevOps		Increase output by 10%	Increase the number of user stories and amount of code completed per sprint

FORM 5c. Budget Request - DETAIL (#36)

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:	BR36
Funding Request Description:	New Position - Applications Systems Analyst/Programmer - Lead
Division:	Public Safety Technology
Funding Request - Next Fiscal Year:	\$169,500

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Currently, the EAS Custom Development Team obtain guidance to ensure they are fulfilling their roles and work. The EAS Custom Development team's workload require this new new team lead position to oversee and support what the staff is working on and confirm the staff is accountable to the project work. This team lead position is essential to executing the Universal Services vision, goals, and objectives. The team lead will offer guidance to staff and management. The team lead will ensure that team morale remains high and that workers are motivated to perform well.
2) Which department-level goals does this support?
3) What do you want to achieve with these additional funds?
Hire a full-time employee team lead
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Currently, non-team lead developer or contractor are acting as team lead for EAS Custom Development. This does not promote ownership and accountability as there is not a formally assigned role to manage the team. With this new team lead role, it provides an opportunity for promoting the current developer acting in this role into a leadership position. The timeline to make the change will be as soon as the budget is available.
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
Number of Tickets Created by Month	Service Manager			
Number of Tickets Counts by Requestor or Agency	Service Manager			

Average Resolution Time (Days)	Service Manager			
Average Resolution Time (Days) by Priority	Service Manager			
Average Resolution Time (Days) by Classification	Service Manager			
Average Resolution Time (Days) by Agency	Service Manager			
Percentage of Application Utilization by Month	Applications		Increase by 10%	Increased user demand and utilization of current and new apps
Measure Customer Satisfaction	Survey		90% satisfaction rating	Ensure our existing customers are satisfied with the process and outcome of applications built, deployed and maintained
Number of Tickets Created by Month by Application	Applications		80% applications on supported platfo	Create a methodology to reduce technical debt and support issue by maintaining applications to current supported versions.
Number of Enhancements Deployed by Application by Month	DevOps		Increase output by 10%	Increase the number of user stories and amount of code completed per sprint

FORM 5c. Budget Request - DETAIL (#37)

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:	BR37
Funding Request Description:	New Technology Liasons
Division:	Program Delivery & Analytics

Funding Request - Next Fiscal Year:	\$624,000
-------------------------------------	-----------

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

Universal Services is introducing a new role to help facilitate the work requests between external & internal departments. It is critical to the new AR2VB work approval process.

Responsibilities include:

- * Act as a customer advocate and liaison to establish a rapport and become a trusted advisor
- * Act as a bridge between business work requests & technology departments
- * Become a product expert and business partner with cross-functional teams to ensure customer satisfaction by following the prescribed * process and utilizing appropriate tools and resources as needed
- * Educate customers on the established service delivery process & assist with navigating their request through project or support * approval processes
- * Build and maintain strategic relationships with senior-level management and key users
- * Deliver solutions to user queries
- * Ensure customers are utilizing our application platform to achieve their business goals
- * The establishment of success plans and standard methodologies with our customers
- * Develop success plans for customers wanting improvements
- * Proactively discover customer operational deficiencies and present solutions
- * Mediate between clients and the organization
- * Handle and resolve customer requests and complaints, ultimately minimizing churn

2) Which department-level goals does this support?

G2	Improve Governance Leadership and organizational structures, processes, and relationship mechanisms that promote transparency and equity throughout IT service delivery.	S02	Strengthen and promote cross functional teaming and steering committee processes by establishing charters for accountability to ensure both routine and contingency projects are managed
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3) What do you want to achieve with these additional funds?

- * Improved client request turn around time.
- * Improved accountability in regards to delivery projects.
- * Improved Project on-time, on-budget delivery.
- * Improved overall department satisfaction in work request delivery.

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

FORM 5c. Budget Request - DETAIL (#38)

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:	BR38
Funding Request Description:	New Project Managers
Division:	Program Delivery & Analytics

Funding Request - Next Fiscal Year:	\$468,000
-------------------------------------	-----------

1) Describe the specific problem, challenge or opportunity (why funding is needed).			
Universal Services has historically used a number of contractors to help augment Project Management needs. There are three contractors in particular that we would like to convert to full-time given their experience & performance.			
2) Which department-level goals does this support?			
G1	Practice Stewardship & Accountability Careful and responsible management of our people and equipment through the consistent training and mentorship of all employees.	SO1	Establish policies and procedures to provide mechanisms to properly account for personnel development, assignments, and property. Allocate resources across the County responsibly.
3) What do you want to achieve with these additional funds?			
<ul style="list-style-type: none"> * Reduced overall cost for these resources. * Improved accountability in regards to delivery projects. * Improved Project on-time, on-budget delivery. * Improved overall department satisfaction in work request delivery. 			
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.			
We hope to implement the AR2VB process starting in December of 2020. We view this as an evolving process throughout 2021 with results measured on a weekly basis throughout it's maturity.			
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

FORM 5c. Budget Request - DETAIL (#39)

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:	BR39
Funding Request Description:	New Project Coordinators
Division:	Program Delivery & Analytics

Funding Request - Next Fiscal Year:	\$260,000
-------------------------------------	-----------

1) Describe the specific problem, challenge or opportunity (why funding is needed).			
<p>Universal Services is introducing a new role to help facilitate the work requests between external & internal departments. It is critical to the new AR2VB work approval process.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> * Coordinating the work demand request flow through the AR2VB process. * Completing project charters for work demand requests that meet project level criteria. * Facilitating effort & timeline discussions between business Technology Liaisons & US Function owners. * Ensuring work requests are monitored throughout the request life cycle. 			
2) Which department-level goals does this support?			
G2	Improve Governance Leadership and organizational structures, processes, and relationship mechanisms that promote transparency and equity throughout IT service delivery.	S02	Strengthen and promote cross functional teaming and steering committee processes by establishing charters for accountability to ensure both routine and contingency projects are managed
3) What do you want to achieve with these additional funds?			
<ul style="list-style-type: none"> * Improved client request turn around time. * Improved accountability in regards to delivery projects. * Improved Project on-time, on-budget delivery. * Improved overall department satisfaction in work request delivery. 			
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.			
We hope to implement the AR2VB process starting in December of 2020. We view this as an evolving process throughout 2021 with results measured on a weekly basis throughout its maturity.			
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.			
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">Fill in Table Below</div>			

FORM 5c. Budget Request - DETAIL (#40)

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:	BR40
Funding Request Description:	New Data Engineers
Division:	Program Delivery & Analytics
Funding Request - Next Fiscal Year:	\$468,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).			
<p>The works requests for data analytics (warehousing, business intelligence, etc) are increasing rapidly from all departments. The team is currently averaging ~ 35 distinct requests a week for reporting enhancements, dashboards, consulting, etc. In addition, there are now budgetary & compliance demands that also require the same or similar skillsets.</p> <p>These three resources will be responsible for Master Data Management, Data Integration, & Data Distribution/Visualization respectively.</p>			
2) Which department-level goals does this support?			
G4	Develop a Business Architecture A functional business framework that creates value to beneficiaries for fleet operations, business applications, public safety technology, cybersecurity, IT infrastructure, and IT customer service.	SO4	Implement Process Mapping to identify core functional units and design a process-related organizational structure consisting of multi-functional teams that can implement best business practices.
3) What do you want to achieve with these additional funds?			
<ul style="list-style-type: none"> * Improved client request turn around time. * Improved accountability in regards to delivery projects. * Improved Project on-time, on-budget delivery. * Improved overall department satisfaction in work request delivery. 			
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.			
<p>The current Data Analytics team has recently come under new management. We would like to hire the resources as soon as possible. They will immediately be given work through the AR2VB process which will monitor the request workflow, KPI's, etc.</p>			
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.			
<div style="border: 1px solid black; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;">Fill in Table Below</div>			

Fill in Table Below

FORM 5c. Budget Request - DETAIL (#41)

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:	BR41
Funding Request Description:	New Quality Assurance Analysts
Division:	Program Delivery & Analytics

Funding Request - Next Fiscal Year:	\$130,000
-------------------------------------	-----------

1) Describe the specific problem, challenge or opportunity (why funding is needed).			
<p>Universal Services has historically used a number of contractors to help augment Quality Assurance Testing & Applciation Deployment needs. There are two contractors in particular that we would like to convert to full-time given their experience & performance.</p> <p>We believe we can save 20% (\$90k on \$400k) annually in contract mark up fees by taking this approach.</p>			
2) Which department-level goals does this support?			
G1	Practice Stewardship & Accountability Careful and responsible management of our people and equipment through the consistent training and mentorship of all employees.	SO1	Establish policies and procedures to provide mechanisms to properly account for personnel development, assignments, and property. Allocate resources across the County responsibly.
3) What do you want to achieve with these additional funds?			
<ul style="list-style-type: none"> * Reduced overall cost for these resources. * Improved accountability in regards to delivery projects. * Improved Project on-time, on-budget delivery. * Improved overall department satisfaction in work request delivery. 			
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.			
We hope to implement the AR2VB process starting in December of 2020. We view this as an evolving process throughout 2021 with results measured on a weekly basis throughout it's maturity.			
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

FORM 5c. Budget Request - DETAIL (#42)

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:	BR42
Funding Request Description:	New Quality Assurance Analysts - O'Donnell
Division:	Program Delivery & Analytics

Funding Request - Next Fiscal Year:	\$130,000
-------------------------------------	-----------

1) Describe the specific problem, challenge or opportunity (why funding is needed).			
Universal Services assisted in the work to accommodate the mandates in the O'Donnell order. As part of a move to transfer the budget for the resources required to the departments, we are requesting a new PCN for the Quality Assurance analyst that was assigned to this effort. This resource is responsible for creating test cases & executing them to ensure high quality data quality is delivered.			
2) Which department-level goals does this support?			
G2	Improve Governance Leadership and organizational structures, processes, and relationship mechanisms that promote transparency and equity throughout IT service delivery.	S02	Strengthen and promote cross functional teaming and steering committee processes by establishing charters for accountability to ensure both routine and contingency projects are managed
3) What do you want to achieve with these additional funds?			
<ul style="list-style-type: none"> * Reduced overall cost for these resources. * Improved accountability in regards to delivery projects. * Improved Project on-time, on-budget delivery. * Improved overall department satisfaction in work request delivery. 			
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.			
We hope to implement the AR2VB process starting in December of 2020. We view this as an evolving process throughout 2021 with results measured on a weekly basis throughout it's maturity.			
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.			
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">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

FORM 5c. Budget Request - DETAIL (#43)

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:	BR43
Funding Request Description:	New Enterprise Architects
Division:	Program Delivery & Analytics

Funding Request - Next Fiscal Year:	\$338,000
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1) Describe the specific problem, challenge or opportunity (why funding is needed).			
<p>As part of the new AR2VB work request approval process, we would like to add an Architecture approval. To do this we will extend the team of Architects we have currently to meet the demand of requests. In addition, these architects are responsible for settings standards for how software & hardware are implemented in the County. It is a crucial role often utilized in the private & public sectors & has historically been under utilized at Harris County. Finally, given their senior technology background, they are heavily utilized in times of critical events.</p> <p>These resources will be responsible for:</p> <ul style="list-style-type: none"> * Reivewing projects to ensure architecture standards are adhered to in what is being proposed. * Documenting standards that should be followed when coding applications, storing data, & delivering to end users. * Providing 3rd level support during critical events. 			
2) Which department-level goals does this support?			
G4	Develop a Business Architecture A functional business framework that creates value to beneficiaries for fleet operations, business applications, public safety technology, cybersecurity, IT infrastructure, and IT customer service.	SO4	Implement Process Mapping to identify core functional units and design a process-related organizational structure consisting of multi-functional teams that can implement best business practices.
3) What do you want to achieve with these additional funds?			
<ul style="list-style-type: none"> * Improved client request turn around time. * Improved accountability in regards to delivery projects. * Improved Project on-time, on-budget delivery. * Improved overall department satisfaction in work request delivery. 			
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.			
The current Archtiecture team has recently come under new management. We would like to hire the resources as soon as possible. They will immediatly be given work through the AR2VB process which will monitor the requeest workflow, KPI's, etc.			
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

FORM 5c. Budget Request - DETAIL (#46)

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:	BR46
Funding Request Description:	Digital Communications Specialist
Division:	Management and Administration
Funding Request - Next Fiscal Year:	\$86,634

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The Marketing & Communications Department for Harris County Universal Services is currently a one-person department, and in order to achieve its goal of utilizing all available digital media platforms to increase awareness, reputation and, ultimately, customers, it needs to increase the department to two people. The Communications department currently oversees and manages the websites, newsletters, podcasts and special announcements. It also carries out special projects. Further, the M&C Department will soon implement and manage social media channels that require both content and regular management.
2) Which department-level goals does this support?
Hiring another person in the M&C Department aligns with a goal for Harris County Universal Services: Use best business practices to develop and manage vital day-to-day processes to deliver IT tasks and projects on time and on budget. It also aligns with the M&C goal of increasing the awareness and reputation of Harris County Universal Services by utilizing all available digital media platforms and showing measurable growing engagement.
3) What do you want to achieve with these additional funds?
Hire a Digital Communications/Multimedia Specialist.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Ideally, interviews for a specialist will begin the second week of December and a final candidate will be selected by the third week of December. The offer, vetting and onboarding process can be carried out the last two weeks of December. This is so a specialist may begin the first, second, or, if necessary, third week of January.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
The specialist will track user engagement and traffic of the websites he or she manages and the engagement and followers of the social media channels he or she manages. The numbers will steadily increase over a period of one year. A second measure will show an increase in customers over a one-year period.

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
User engagement		SO5		Communications is a new component of US

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	Transfer In from Flood Control	Flood Control IT Services - MOU	\$4,056,131
REV2	Transfer In from Junvenile Probation	For Public Safety Technology Team - Java Developer	\$116,552
REV3	Transfer In from County Judge / Budget Mgmnt	Customer Service - Transtar Employee	\$123,317
REV4	Revenue	Protective Services	\$305,770
REV5	Transfer Out	Constable PCT1 - Fund a deputy in 406 Caroline Lobby	-\$93,282
REV6			
REV7			
REV8			
REV9			
REV10			
REV11			
REV12			
REV13			
REV14			
REV15			
REV16			
REV17			
REV18			
REV19			
REV20			
Total			\$4,508,488

205 – Equity & Economic Opportunity

Pamela Chan



**New department in FY 2020-21
with no financial information yet**

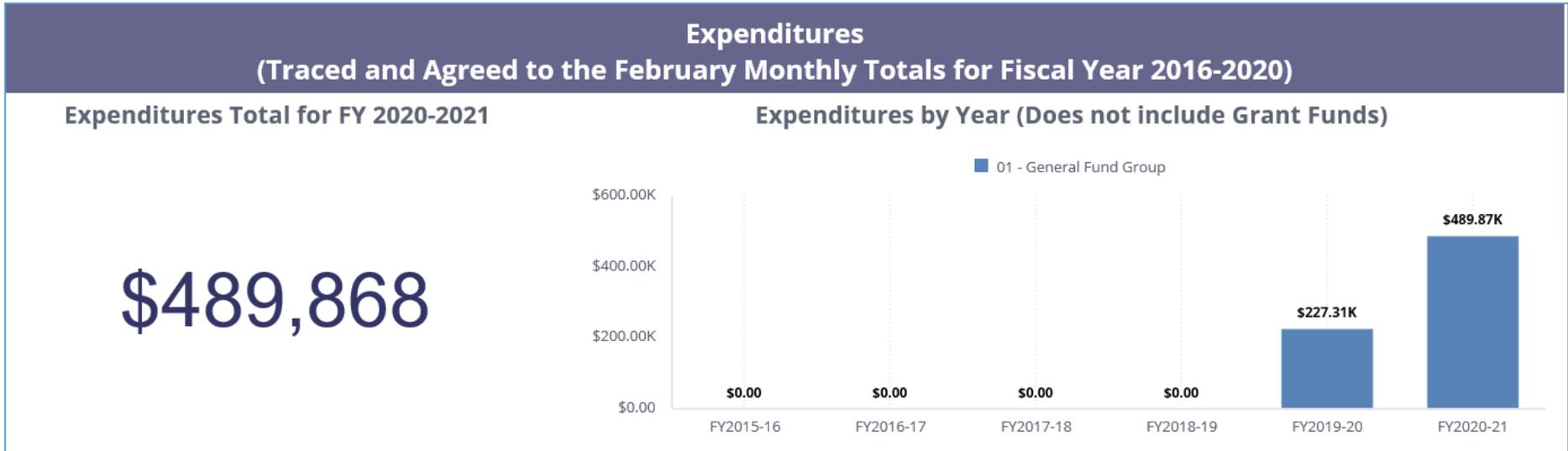
283 – Veterans Services

Dave Lewis



283 – Veterans Services

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$00.76M

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

Department # (3-digit code)	Department ¹ Name
283	Veterans Services

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The mission of the Harris County Veterans Services Department is to identify veteran needs and connect Harris County Veterans and their families to the resources necessary to be successful. We provide assistance to veterans and their dependents regarding compensation, pension, medical, educational, insurance, and death benefits. We also act as the lead advocate in Harris County for all issues affecting the quality of life for our veterans and their families.

2. Vision

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

Every veteran succeeds

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 core mission of the Department is to provide assistance to veterans in preparing, submitting, and presenting claims for federal or state benefits IAW Title 4, Subtitle C, Chapter 434, Subchapter B of the Texas Government Code. This includes application for compensation or pension for veterans by accredited claims officers, including appeals. The Department also provides counseling for veterans, dependents, and survivors on education, employment, home loan, and burial benefits.

The Department is a key coalition member with other local and regional partners in assisting and ensuring successful transition from military service. These partners include the Veterans Administration, the City of Houston, the Texas Veterans Commission, local veteran non-profits, and numerous other Harris County Departments.

In addition to its core mission, the Department provides lead advocacy for specific veteran challenges affecting the local community, including Suicide Prevention, Homelessness, and Justice Involved Veterans.

4. General Fund Division Summaries

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

No divisions at this time.

5. Non-General Fund Division Summaries

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

N/A

6. Goals

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

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

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

1. Improve economic outcomes and quality of life for veterans and families.
2. Reduce veteran suicide and ideations of suicide across Harris County.
3. Reduce veteran homelessness in Harris County.
4. Minimize exposure to the justice system for the veteran population of Harris County.
5. Ensure accessible resources for veterans and families experiencing financial emergencies.
6. Reduce economic disparity for Harris County veterans and families.
7. Create connections between Harris County leadership, residents and the veteran community.

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

1. Improve economic outcomes and quality of life for veterans and families.
 - As a newly formed Department, VSD has focused initially on Goal 1 by rebuilding our competency and expanding capacity for claims and benefits for veterans and family members.
2. Reduce veteran suicide and ideations of suicide across Harris County.
 - VSD is a member of the Mayor's Challenge for Veteran Suicide Prevention and active members of three subcommittees for that program. Additional initiatives are under development.
3. Reduce veteran homelessness in Harris County.
 - VSD is a member of the Coalition for the Homeless. Additional initiatives are under development.
4. Minimize exposure to the justice system for the veteran population of Harris County.
 - VSD is working closely with Justice Administration Department to develop initiatives.
5. Ensure accessible resources for veterans and families experiencing financial emergencies.
 - VSD partners with Community Services Department to execute a grant from the Texas Veterans Commission. VSD will take over full responsibility for this in 2021.
6. Reduce economic disparity for Harris County veterans and families.
 - Distinct from Goal 1, this goal is designed to bridge the existing Civil-Military divide with regard to employment, education, and other opportunities for transitioning veterans, especially minority veterans.
7. Create connections between Harris County leadership, residents and the veteran community.
 - VSD recently established a Public Affairs Officer position to accomplish this function.

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

VSD's vision of veteran success is designed to specifically align with the goals established by Harris County to ensure a thriving, safe, and healthy veteran community that both supports and leads economic development while addressing issues of equity and disparity for those who sacrificed so much for our freedom and opportunities.

1. Improve economic outcomes and quality of life for veterans and families.
 - Supports Harris County goals 2, 4, and 8.
2. Reduce veteran suicide and ideations of suicide across Harris County.
 - Supports Harris County goals 1 and 4.
3. Reduce veteran homelessness in Harris County.
 - Supports Harris County goals 1,3, and 4.
4. Minimize exposure to the justice system for the veteran population of Harris County.
 - Supports Harris County goals 1,2, and 4.
5. Ensure accessible resources for veterans and families experiencing financial emergencies.
 - Supports Harris County goals 1,2,and 3.
6. Reduce economic disparity for Harris County veterans and families.
 - Supports Harris County goals 2 and 8.
7. Create connections between Harris County leadership, residents and the veteran community.
 - Supports Harris County goals 1,2,3,4, and 8.

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.*
 - Newly formed 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.*
 - Rebuilt the veteran claims team to ensure compliance with State Directives.
 - Transitioned to a virtual environment for claims intake and processing due to COVID-19 restrictions.
 - Secured and executed emergency funds from the Texas Veterans Commission for rental and utility assistance on a very short timeline.
 - Entered into numerous coalition partnerships focused on veterans transition, suicide prevention, homelessness, mental health, and justice involvement.
 - Created and redirected Public Affairs efforts designed to advertise services and advocate for Harris County veterans.

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.*
 - Secure office space with Combined Arms to facilitate our move from Jensen St.
 - Continue to hire qualified (accredited) claims officers.
 - Provide leadership to Suicide Prevention efforts and Homeless Veteran challenges.
 - Develop communications channels for Harris County veterans through multiple means, including social media, print, and local media outlets.
 - Complete the transfer of the Texas Veterans Commission Fund for Veterans Assistance grant from CSD to VSD.
 - Expand inter-departmental efforts to gather and analyze data related to the big three challenges – suicide, homelessness, and justice involvement.
4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write “N/A” below.*
N/A
5. *Who are the department’s key stakeholders in Harris County government? Provide a bulleted list.*
 - Commissioners Court
 - Justice Administration
 - The Harris Center
 - Harris County Sheriff and Constables
 - Community Services
6. *Who are the department’s key external stakeholders? Provide a bulleted list.*
 - Texas Veterans Commission
 - Veterans Administration
 - City of Houston
 - Combined Arms (non-profit)
 - Multiple non-profit veterans organizations
 - Multiple substance use stabilization and treatment organizations

Section C: Equity and Diversity Information

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

Answer the four questions below.

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

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

The Veterans Services Department is aware of the following disparities for veteran residents of Harris County – rates of suicide, mental health (including substance use), and justice involvement are higher than the general population. These may be exacerbated in minority veteran populations, particularly in justice involvement.

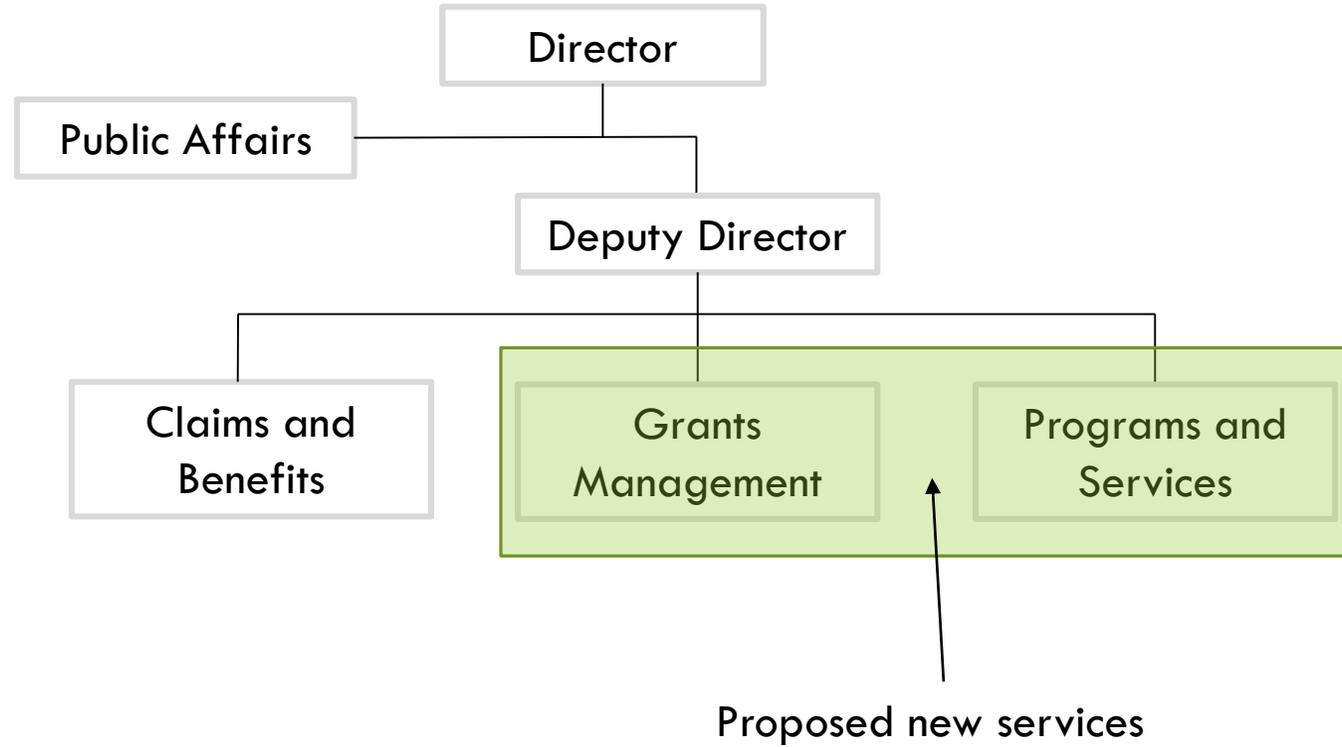
2. *What strategies, if any, does your department have in place to remove or address these disparities? **Currently in development.***

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity? **As a new department we have been very cognizant to hire staff that reflects the population(s) we serve to preclude barriers or perceptions of barriers to services.***

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 are a small department and the director and assistant director handle these issues with each hire.***



"Every Veteran Succeeds"



VETERANS SERVICES ORGANIZATION CHART

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:

Claims and benefits

Divisions (list all):

--

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$721,832	5

1) Describe the Service and how it supports department goals.
<p>Aid any county resident who served in the armed forces or nurses corps of the United States, and any orphan or dependent of the person, to prepare, submit, and present any claim against the United States or a state for benefits to which the person may be entitled under United States of state law. This is a statutory requirement for any Texas County with more than 200,000 residents. This supports Goal 1 - Improve economic outcomes and quality of life for veterans and families.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Harris County veterans, dependents, and widows. Customers expect timely assistance, guidance, and relevant expertise to assist them in developing and submitting claims (Compensation and Pension) and earned benefits. Many customers are unable to navigate this complex process by themselves, and prefer assistance from professionals who can relate to the experiences that come along with serving in the military. To date there has been no formal feedback collected, only frequent communication with customers. We propose establishing a survey mechanism to formalize this feedback (see tab 4b).</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>Yes. Texas Government Code Title 4, Subtitle C, Chapter 434, Subchapter B. In a county with a population of less than 200,000, the commissioners court, by a majority vote of its full membership, may maintain and operate a veterans county service office if the commissioners court determines that the office is a public necessity to enable county residents who are veterans to promptly, properly, and rightfully obtain benefits to which they are entitled. OFFICERS. (a) A commissioners court that maintains and operates an office shall appoint a veterans county service officer and the number of assistant veterans county service officers that it considers necessary.</p> <p>(b) To be appointed as an officer a person must:</p> <p>(1) be qualified by education and training for the duties of the office; and</p> <p>(2) be experienced in the law, regulations, and rulings of the United States Department of Veterans Affairs controlling cases that come before the commission.</p> <p>(b-1) In appointing an officer, the commissioners court shall give preference to a veteran who qualifies for a veteran's employment preference under Chapter 657. A commissioners court shall adopt and implement a county policy to give preference in appointing officers to veterans.</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 (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:	Public Affairs
Divisions (list all):	

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$45,360	1

1) Describe the Service and how it supports department goals.
The Public Affairs Officer established appropriate communications paths and media channels to ensure Harris County Veterans are aware of services provided by VSD. This is done using web-based landing page, social media outlets and public appearances as necessary.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County Veterans, mass media, general public. Expectations are user-friendly interfaces for questions and processes, as well as a description of veteran services provided by Harris County. No formal feedback mechanism is in place as this position is newly established (11/1/2020).
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

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:	Create finance and grants management capability
Division:	Grants management
Funding Request - Next Fiscal Year:	\$242,804

1) Describe the specific problem, challenge or opportunity (why funding is needed).
VSD currently does not have any financial management capability. All budget and financial efforts are done utilizing existing department personnel, which detracts from primary position functions. Additionally, Harris County is the recipient of a Texas Veterans Commission Fund for Veterans Assistance grant, currently executed by Community Services Division. By agreement, this grant management and execution capability will move to VSD in 2021. (VSD was formerly an OFFICE under CSD)
2) Which department-level goals does this support?
Primarily G5, but a financial manager supports all department goals.
3) What do you want to achieve with these additional funds?
Existing grant execution and management; future (additional) grant application and execution. Full department financial management capability.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The TVC grant is executed on a Jul-Jun cycle. The finance manager will be hired at the beginning of the County FY to begin training and coordination to transition the TVC grant from CSD to VSD. The grant writer/coordinator will be hired approximately May 2021 to begin coordination with CSD with a few months of overlap.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
Veterans and families served	Caseworthy	S11, S12	220	TVC Grant application metric
Funds spent	Caseworthy	S11, S12	\$172,000	TVC Grant application metric
Number of days to intake	TBD	S11	95% within 1 day	TVC Grant application metric
Number of days between intake and payment	TBD	S11	90% within 4 business days	TVC Grant application metric
Percent veterans at risk of eviction or utility shutoff where eviction/shutoff is averted	Follow up survey	S12	75% after 90 days	No baseline established

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:	Creation of a Veterans specific programs and services capability
Division:	Programs and Services
Funding Request - Next Fiscal Year:	\$269,671

1) Describe the specific problem, challenge or opportunity (why funding is needed).
There is very little continuity of care for veterans in need in Harris County. When there are gaps in VA or non-profit provided veteran services, veteran are likely to "fall through the cracks" requiring additional or repeat services. This is especially true for FINDING veterans in need according to the FASTRR model. Veterans in isolation are at extreme risk for suicide and/or mental health challenges, as well as homelessness.
2) Which department-level goals does this support?
G1, 2, 3, 4, 5, 6
3) What do you want to achieve with these additional funds?
These positions will allow VSD to create an initial capability to maintain continuity of care for veterans experiencing homelessness, suicide ideations and justice involvement. A small team will allow VSD to track veterans as they move through the FASTRR model to ensure veteran and family success. We do not envision PROVIDING any specific services, but tracking and coordination of care through multiple service providers. As an example, a veteran that receives substance use treatment, but no follow on assessment and effort for community
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
VSD proposes hiring a licensed practitioner (LPC, LCDC, MSW or other licensures) as a case manager at the beginning of the FY to get them immersed in the veteran care community. Two "Pathfinders" or service navigators will be hired approximately 60 days later to assist the case manager in the execution of the program.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
Decrease number of Veteran suicides within Harris County	VA, Harris County IFS	SO4, SO5	10% reduction	Reasonable to establish baseline
Veteran and families indicating awareness of MH programs	Survey	SO5	30% of those sampled are aware	Reasonable to establish baseline
Track services that build Veterans to be self-sufficient (permanent housing, employed)	VA, Harris County Housing, Harris Center, HMIS	SO6, SO7	80% are tracked after PSH	Reasonable to establish baseline
Number of homeless veterans connected to services	Coalition for the homeless, SSVF/VA	SO7	Unk - no baseline	Current veteran numbers not available
Number of Veterans identified as at risk of justice involvement	HCSO, Constables, Harris Center	SO8	Unk - no baseline	Current Justice Involved Veterans is unknown
% connected with services and supports (legal support, treatment, etc.)	TBD	SO8	50% of identified Justice Involved Veterans are connected to services/courts	
Number of veterans identified as in detention	HCSO, Harris Center	SO9	Unk - no baseline	Baseline to be established
% connected with services and support while in detention or upon release	HCSO, Harris Center	SO9	30% connected to services	Reasonable to establish baseline
Average time to identify veterans in detention	HCSO, Harris Center	SO9	75% identified within 24 hours	Reasonable to establish baseline

285 - Library

Edward Melton



285 - Library

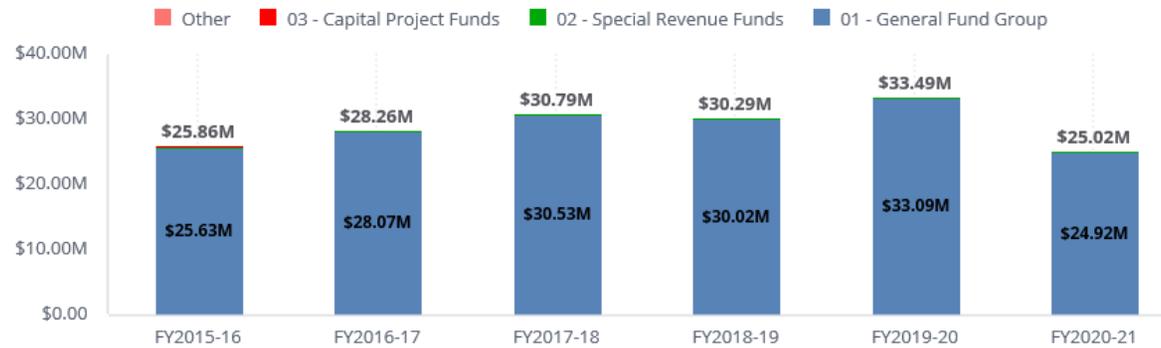
Data as of 12/14/2020

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

Expenditures Total for FY 2020-2021

\$25,022,484

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$34.61M

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

Department # <i>(3-digit code)</i>	Department ¹ Name
285	Public Library

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

Harris County Public Library provides information and resources to enrich lives and strengthen communities through innovative services within and beyond our walls.

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.*

Harris County Public Library (HCPL) is a system of 26 branch locations that provides library services to the residents in unincorporated Harris County. Key service offerings include free reading and research materials, robust broadband internet, public computing, and life enriching and educational programs. HCPL improves the quality of life in Harris County and seeks to address social economic disparities by providing free access to information, education, and technology with a range of literacy programs, outreach initiatives, and robust community focused services.

HCPL provides robust print and online digital collections to meet the needs of county residents, circulating nearly 10 million items annually. HCPL is a library leader in cultivating robust digital collections of downloadable media including eBooks, e-audiobooks and streaming video. In 2016, HCPL was the first library in Texas to circulate 1 million eBooks in a calendar year, and this year to date, customers have downloaded nearly 2.75 million eBooks ranking HCPL 7th in the U.S. and 9th worldwide in digital circulation.

HCPL is a major contributor in reducing illiteracy rates through a comprehensive prenatal through adult literacy program and strategic partnerships. The goals of HCPL's literacy program is to establish a sustainable system that supports and builds capacity for ongoing literacy success; ensure children enter kindergarten ready to read; ensure youth read proficiently by the end of 3rd grade; ensure young adults graduate on time with the literacy skills needed for the workforce or higher education; and ensure every functionally illiterate adult is able to integrate into the workforce and succeed in everyday life. To address other social economic disparities in the community, HCPL also offers other programs focused on Health, Financial, Digital Citizenship, and information literacies.

HCPL connects the Gulf Coast region as a community through strategic partnerships that elevate library services beyond traditional services models. As a trusted institution in the community, HCPL supports diversity and inclusion through an array of culturally enriching learning experiences that create connectedness among the diverse communities of the county. HCPL is a vital community connector that reaches and influences the broader region through timely, innovative, creative, and customer focused 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.

Executive Division- Responsible for oversight and coordination of financial activities including budget management, purchasing, accounts payable, internal audits, revenue collection, and coordinate development and fundraising. Manages all personnel and risk management issues, including but not limited to compensation administration, recruitment, performance management, organization development, safety, wellness, benefits administration, employee engagement, communication, policy creation & administration, and staff development/training.

Branch Administrative Services Division - Provides administrative direction and support for branch libraries including management of daily operations, staff, and facilities.

Collections and Technical Services Division – Facilitates the selection, procurement, and access to library materials through data-driven collection development that reflects and serves the diversity of Harris County.

Programs, Partnerships and Outreach Division - Supports system wide library programming for all ages, outreach in the community, partnership development, public relations, and marketing.

Information Technology Division - Administers the organization’s technology, software development, and telecommunication initiatives, including management of infrastructure, hardware, web services, technical support, and public computing.

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, measurable targets for achievement, such as "Reduce crime in Harris County" or "Improve employee retention rates."

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

1. Address community disparity, social equity and justice by building a community of readers and life-long learners.
2. Bridge the educational and digital divide by providing infrastructure that fosters equity and the exchange of commerce, creativity, ideas, innovation, thought, and culture.
3. Support an inclusive, resilient community to address social and economic disparity.
4. Expand the reach and raise awareness of the library.
5. Transform physical and virtual library spaces into safe, accessible, and user-friendly environments to optimize utilization.
6. Foster a workplace culture that attracts, retains, and develops talent to improve the performance of Harris County Public Library.
7. Build cultural diversity through a digital archive to support community connectedness.
8. Increase opportunities for charitable support of the library.
9. Practice financial accountability and organizational efficiencies.

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).

HCPL provides to the public:

- Comprehensive literacy programs and services,
- Robust collections,
- Sustainable bandwidth capacity,
- Public and customer service,
- Robust and scalable infrastructure,
- Free equitable access to technology and equipment,
- Arts, culture and civic engagement,
- Entrepreneurship, small business and workforce development,
- Outreach programs and services,
- Optimized web services
- Digital archive,

And supports those public services through:

- Marketing and public relations,
- Data analysis
- Strategic planning,
- Administrative management,
- Coordination of facilities operations and maintenance,
- Development and fundraising,
- Staff and employee engagement,
- Business operations,
- Budget management

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

Harris County Public Library (HCPL) goals and services align with the following Harris County goals:
Justice and Safety – HCPL reduces racial and economic disparities, and minimizes criminal justice system exposure by providing a comprehensive literacy program, Juvenile Probation library services, robust collections of reading material and learning opportunities, free public access to broadband internet and technology, mobile outreach services to vulnerable communities, food distribution, research by mail specifically to incarcerated inmates, and services for Veterans, people with special needs, and individuals experiencing homelessness.

Economic Opportunity – HCPL supports an inclusive and resilient economy and expands opportunities for workers and small businesses, while addressing economic inequities through preventive literacy initiatives, work force development and career preparedness, entrepreneurial and start up business support, and maker spaces/equipment for innovation and content creation.

Public Health – HCPL improves the overall health and quality of life in partnership with Harris County Public Health to implement preventative and responsive health strategies by providing locations for mobile and onsite health clinics, Healthy Living Matters programs, preventive health education and workshops, pet adoption, reading and learning opportunities to strengthen mental health, and access to creditable health research and resources.

Governance and Customer Service - HCPL exemplifies accountable government by using data and best practices to conduct the business of the library by continually implementing organizational improvements and efficiencies; recruiting, retaining, and developing talent; creating an inclusive and diverse workforce; and providing exceptional customer and public service to Harris County 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.*

Functional reassignments included reviewing all county library positions, which resulted in:

- Reclassifying a group of employees to Library Service Specialist
- Creating a career progression for non-degreed employees
- Job mapping Managers and Division Directors

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. **Digital Collections** – Digital content circulation has increased by approximately 63%, ranking HCPL as the 7th highest digital circulation in the nation and 9th highest digital circulation in the world.

2. **COVID 19 Community Response** – HCPL provided masks, shields & shield bands made for law enforcement, medical personnel, staff and public with 3D printers and staff sewing; distributed free food and books throughout the county; served as COVID 19 test sites; extended public Wi-Fi to library parking lots; promoted services with Curbside Larry; distributed over 400K items for pick-up through curbside services; donated 180 PiTop computers to youth; conducted over 4,000 virtual programs with attendance/ views over 780K; distributed over 24K take and make self-directed program kits; provided remote printing services; deployed LinkedIn Learning for public workforce development training services; deployed enterprise level of MS Teams A5 licensing video conferencing; and launched Career Online High School Diploma Program.
 3. **Partnerships** - HCPL established electronic resource sharing partnerships with 6 Independent School Districts and 4 private schools; and established 15 new partnerships and strengthened existing partnerships to provide virtual programming and services; and received to new outreach vehicles from the Barbara Bush Houston Literacy Foundation and Highlands Rotary Club Rotary Club.
 4. **Technology advancement** – HCPL developed and launched new self-check software, curbside pick scheduling application, website calendar module, and intranet portal; launched a new mobile printing solution for users to upload, pay and print online using a self-service portal; deployed a new cash handling and credit card system throughout the organization; successfully extended PC and Internet services to Hester House, Barrett Station and JD Walker community centers; and deployed Real-Time occupancy counters at all locations.
 5. **Human Resources** – HCPL created and deployed Diversity & Inclusion training; implemented an intern program with community stakeholders & universities; evolved training programs to virtual options; reignited the Employee Engagement Committee to build staff morale; and implemented a Human Resource strategy plan.
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. **Early Literacy** – Launch early literacy initiative “Growing Readers”.
 2. **Opportunity Youth Initiative** – Combine Project Grad with Harris County Public Library to expand reach and services to people ages 16-24.
 3. **Harris County Public Library Centennial Celebration** – Celebrate HCPL Centennial Anniversary in 2021 including a historical digital archive, ongoing programs, and celebrations.
 4. **Expand access to broadband internet and library resources** - Continue to partner with Harris County Universal Services and Precincts to extend Wi-Fi and internet services to all public facing networks, and offer programmatic and library services at Parks, Community Centers, and Annex buildings.
 5. **Virtual Services** – Further development of hybrid online virtual programs and in-person program model
 6. **Web Site Enhancements** - Continue to work with development partners to deploy search algorithms to enhance search relevancy and results.
 7. **Data Analysis** - Develop and deploy new statistical analysis modules to enhance data visibility in order to enable departments to use data in their decision-making process
 8. **Passport Services** – Implement passport services which has been delayed due to the impact of COVID 19.
 9. **Public Health Clinics** – Continue to work with Harris County Public Health to establish onsite and mobile health clinics at the library and support other preventative health initiatives.

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.*

- Payroll Audits
- PFM Organizational Review
- Harris County Friends of the Library Audit
- Purchasing Inventory Audit
- PCI Compliance Audit

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

- Harris County Public Health
- Harris County Juvenile Probation
- Harris County Department of Education - CASE
- Harris County Protective Services for Children and Adults – The Hay Center
- Harris County Precincts, Commissioners and County Judge's Office
- Harris County Law Library
- Harris County Clerk/ County Archives
- Universal Services
- Texas A&M Agrilife
- Harris County Engineering Department/ FPM
- Harris County Courts

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

- Harris County residents
- Harris County Friends of the Library and local Friends groups
- ISDs and schools (multiple)
- Local municipalities (multiple), including the City of Houston
- Higher education Institutes – Lone Star College System, Houston Community College, University of North Texas, University of Houston and Texas Woman's University
- Library Systems - Houston Public Library, Pasadena Public Library, Bellaire City Library, Montgomery County Memorial Library System, Texas Library Association, Texas State Library and Archives Commission
- Literacy Partners - Barbara Bush Houston Literacy Foundation, Literacy Now, Project GRAD, Save The Children, City of Houston - Mayors Office of Adult Literacy
- Houston Food Bank
- Art and Cultural Institutions (50+) – Arte Publico, Arts Alive, Asian Society, Chinese Community Center, Ensemble Theater, Apollo Chamber Players, Museum of Fine Arts, Aurora Picture Show, Blue Willow Bookshop, Brazos Bookstore, Children's Museum of Houston, Comp-U-Dopt, Da Camera, Holocaust Museum, Houston Ballet, Houston Museum of Natural Science, Houston Center for Photography, Houston Grand Opera, Inprint, Just Add Beats, Main Street Theater, Master Gardeners of Houston, National Publishers, Society for the Performing Arts, Space Center Houston & NASA, The Medical Center (TMS), VIP Arts Houston, Writers in the Schools, Young Audiences of Houston
- Chambers of Commerce (multiple), Rotary Clubs (multiple), Greater Houston Partnership
- Public Housing and Shelters (multiple)

Section C: Equity and Diversity Information

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

Answer the four questions below.

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

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

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

The Harris County Public Library is aware of the following literacy disparities for minority and low-income residents of Harris County.

A 5-year study of the assessment of fines shows that fines disproportionately impact disadvantaged communities. Those communities are often unable to pay fines, resulting in a disproportionate loss of library privileges due to blocked cards.

According to a study published by The Barbara Bush Houston Literacy Foundation's, "*Houston Literacy Crisis: A Blueprint for Community Action*", the following literacy disparities exist in Houston.

- As many as 60% of Houston Area kindergarteners enter school without the requisite reading readiness skills.
- Children who live in poverty have heard 30 million fewer words than their affluent peers by age 3.
- One book is available for every 300 children in low-income areas.
- 1 in 4 Houston 3rd graders failed to meet the minimum satisfactory academic performance level on the state reading assessment.
- 3rd Graders from economically disadvantaged homes scored 19% lower in reading than their non-economically disadvantaged peers.
- Children who do not read proficiently by the end of 3rd grade are four times more likely not to graduate from high school on time.
- More than 30 percent of Houston 7th graders failed to meet satisfactory academic performance levels on the STAAR writing exam.
- Houston's 8th grade Hispanic and African American students continue to perform more than three times as poorly as their White counterparts.
- Hispanic and African American high school students tested were four times less likely to score at an advanced academic performance level on the English I exam and were more than three times more likely to perform at an unsatisfactory academic performance level as compared to their White peers.
- 85% of juveniles who interface with the court system are functionally illiterate, and over 70% of inmates cannot read above a 4th-grade level.
- 1 in 5 Houston adults is functionally illiterate.

- Adults with low literacy have poorer overall health, which leads to higher total healthcare costs for our community.
- 43% of adults with the lowest levels of literacy skills live in poverty, compared to only 4 percent of those with the highest levels of literacy skills.
- Only 34% of Houston adults ages 25 and older hold an Associate's or higher-level degree.
- 42% of welfare recipients have not completed high school.

According to a study conducted by Rice Kinder Institute for Urban Research, "*Houston's Opportunity: Reconnecting Disengaged Youth and Young Adults to Strengthen Houston's Economy*" identify the following disparities among people ages 16-24.

- Nearly 1 in 7 young adults in the Houston area is neither working nor in school.
- Approximately 78% of this population has a high school credential or higher but is not in school or working.
- 22% do not have a high school credential.

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.*

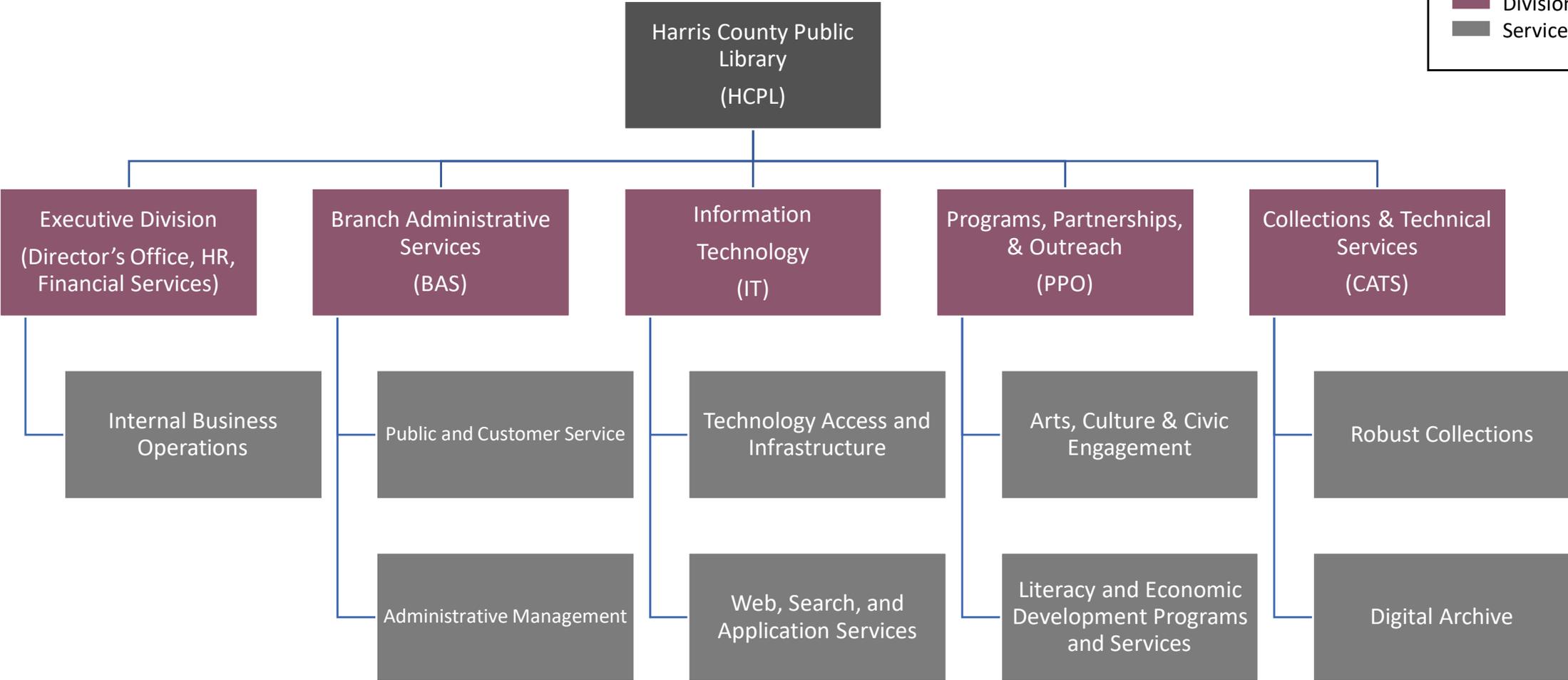
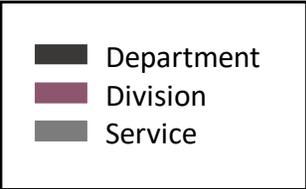
Harris County Public Library addresses literacy disparities with a comprehensive literacy program starting with prenatal literacy through adult literacy services, preventive literacy programs, robust reading collections and resources, professional research services, free access to broadband internet and technology, mobile literacy services, and lifelong learning opportunities. Harris County Public Library also eliminated fines during the COVID pandemic and proposes to continue fine free permanently.

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?*

- Require Diversity & Inclusion training for county library employees
- Implement hiring practices that reflect a diverse talent pool and ensure inclusiveness
- Conduct recruitment and internships to University North Texas, University of Houston, Texas Woman's University, Harris County Precinct 1 Leadership Experience & Employment Program
- Conduct outreach through the Texas Library Association, American Library Association, Public Library Association, and Urban Library Council

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

- Harris County Public Library employees are required to attend annual Diversity & Inclusion training. It is a priority to further develop programs in this area in FY2021-22
- Through organizations such as Texas Library Association, Public Library Association, American Library Association, Texas State Library and Archive Commission, Homeless Training Institute, and the Greater Houston Partnership, HCPL provides ongoing employee training related to topics such as social equality and justice, homelessness, and serving people with special needs.
- HCPL addresses issues related to equity and institutional racism, diversity and inclusion, and unconscious bias with the formation of Diversity and Inclusion Committee.



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	Address community disparity, social equity and justice by building a community of readers and life-long learners.	SO1	Establish a minimum of one Texas Rising Star daycare partner per library location for early literacy program delivery.	PPO	BAS, CATS	Precincts	Texas Rising Star early childhood programs, Rice University- Texas Policy Group
G1	Address community disparity, social equity and justice by building a community of readers and life-long learners.	SO2	Establish a sustainable system that supports and builds capacity for ongoing literacy success.	PPO	BAS, CATS	Precincts	Barbara Bush Houston Literacy Foundation, Literacy Now, Mayor's Office of Adult Literacy
G1	Address community disparity, social equity and justice by building a community of readers and life-long learners.	SO3	Ensure children enter kindergarten ready to read.	PPO	BAS, CATS	Precincts	Good Reason Houston
G1	Address community disparity, social equity and justice by building a community of readers and life-long learners.	SO4	Ensure youth read proficiently by the end of 3rd grade.	PPO	CATS	N/A	schools and universities, authors, publishers
G1	Address community disparity, social equity and justice by building a community of readers and life-long learners.	SO5	Ensure young adults graduate on time with the literacy skills needed for the workforce or higher education.	PPO	BAS, CATS	Precincts	ISDs, local business, Greater Houston Opportunity Youth Collaborative
G1	Address community disparity, social equity and justice by building a community of readers and life-long learners.	SO6	Ensure every functionally illiterate adult is able to integrate into the workforce and succeed in everyday life.	PPO	BAS, CATS	Precincts	ISDs, local business
G1	Address community disparity, social equity and justice by building a community of readers and life-long learners.	SO7	Retain 80 % of the current online operations while reimplementing 100 % of our face to face services, Exploring various sections of our communities and working with 80% of the agencies in the area to help address disparity, social equity and justice	Branch Administrative Services	Programs, Partnerships and Outreach	The Precincts	Friends of the library
G1	Address community disparity, social equity and justice by building a community of readers and life-long learners.	SO8	Build on success of initial Summer Reading Program Authorama event to twice per year, showcasing diverse authors of national repute.	PPO	CATS		schools and universities, authors, publishers
G1	Address community disparity, social equity and justice by building a community of readers and life-long learners.	SO9	Increase print circulation by 10%.	CATS			
G1	Address community disparity, social equity and justice by building a community of readers and life-long learners.	SO10	Increase digital circulation by 30%	CATS	BAS, PPO		
G2	Bridge the educational and digital divide by providing infrastructure that fosters equity and the exchange of commerce, creativity, ideas, innovation, thought, and culture.	SO11	Manage public internet traffic for Harris County public access.	IT	PPO	Universal Services, County Precincts	N/A
G2	Bridge the educational and digital divide by providing infrastructure that fosters equity and the exchange of commerce, creativity, ideas, innovation, thought, and culture.	SO12	Increase internet bandwidth by 100%.	IT	N/A	N/A	Phonoscope, Universal Service Administrative Co.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G2	Bridge the educational and digital divide by providing infrastructure that fosters equity and the exchange of commerce, creativity, ideas, innovation, thought, and culture.	SO13	Grow our relationships and engagement with local ISDs at the system level and with individual schools and campuses at the branch level to enhance educational equity and opportunity throughout Harris County.	PPO	BAS, CATS	Precincts	ISDs, Harris County Department of Education
G2	Bridge the educational and digital divide by providing infrastructure that fosters equity and the exchange of commerce, creativity, ideas, innovation, thought, and culture.	SO14	Add 5 additional libraries and 25 additional students for a total of 9 participating libraries and 41 active students to the Career Online High School program.	PPO	BAS, CATS	Precincts	Local Business
G2	Bridge the educational and digital divide by providing infrastructure that fosters equity and the exchange of commerce, creativity, ideas, innovation, thought, and culture.	SO15	Implement statistical tracking and surveys to provide outcome measurement for tracking all program success across the system on a monthly basis.	PPO	BAS, IT	HCPH, Texas Agrilife	Program partners
G2	Bridge the educational and digital divide by providing infrastructure that fosters equity and the exchange of commerce, creativity, ideas, innovation, thought, and culture.	SO16	Provide library services and literacy programs to communities that have no library building in their area, through Outreach Vehicles: Curiosity Cruisers, Reading Express, and Grad Café on the Go.	PPO	BAS, CATS, IT	Precincts, HCPH	Housing Developments, Nonprofit facilities, social services
G2	Bridge the educational and digital divide by providing infrastructure that fosters equity and the exchange of commerce, creativity, ideas, innovation, thought, and culture.	SO17	Provide homework help.	Branch Administrative Services	programs, Partnerships and Outreach, Collection Development, IT		Friends of the library
G2	Bridge the educational and digital divide by providing infrastructure that fosters equity and the exchange of commerce, creativity, ideas, innovation, thought, and culture.	SO18	Create opportunity for cultural celebrations, conversations and webinars.	Branch Administrative Services	programs, Partnerships and Outreach, Collection Development, IT		
G2	Bridge the educational and digital divide by providing infrastructure that fosters equity and the exchange of commerce, creativity, ideas, innovation, thought, and culture.	SO19	Provide a minimum of 100,000 new materials supporting businesses, the arts, technology, and culture.	CATS			
G3	Support an inclusive, resilient community to address social and economic disparity.	SO20	Create a minimum of 4 reconnection hubs for opportunity youth ages 16 – 24 that address social and economic disparity.	BAS	PPO, CATS	Precincts, Juvenile Probation	Greater Houston Opportunity Youth Collaborative
G3	Support an inclusive, resilient community to address social and economic disparity.	SO21	Create community conversations within each library service area to take place a minimum of twice a year.	Branch Administrative Services	Programs, Partnerships and Outreach	The Precincts	Friends of the library
G3	Support an inclusive, resilient community to address social and economic disparity.	SO22	Conduct Diversity Audit and raise the percentage of diverse materials in the collection by 5%.	CATS	BAS		
G3	Support an inclusive, resilient community to address social and economic disparity.	SO23	Attend or host outreach events across all precincts.	PPO	BAS, CATS, IT	Precincts, HCPH, Judge's Office	Schools and nonprofits
G3	Support an inclusive, resilient community to address social and economic disparity.	SO24	Provide mobile library services, programs and collections for all ages to community centers and annex buildings.	PPO	BAS, CATS, IT	Precincts, other departments in annex buildings	
G4	Expand the reach and raise awareness of the library.	SO25	Automate 90% of the process of statistical gathering and data analysis.	IT	Executive Division, CATS, BAS, PPO		
G4	Expand the reach and raise awareness of the library.	SO26	Increase the production of quality content on HCPL's media platforms by 10%.	PPO	BAS	Precincts, program partners	Arts and Cultural Program partners
G4	Expand the reach and raise awareness of the library.	SO27	Raise the level of engagement and interactions with diverse communities.	PPO	BAS	Precincts	
G4	Expand the reach and raise awareness of the library.	SO28	Offer updated media training to all public service HCPL staff.	PPO	BAS, CATS	N/A	N/A
G4	Expand the reach and raise awareness of the library.	SO29	Reconnect our customers through phone calls and emails and visits to community gatherings, Reach out to new customers by visiting community agencies, organizations, schools and places of worship.	Branch Administrative Services	Programs, Partnerships and Outreach	The Precincts	Friends of the library
G4	Expand the reach and raise awareness of the library.	SO30	Forge 5 additional collection sharing partnerships with local schools and School Districts.	CATS	PPO		

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G5	Transform physical and virtual library spaces into safe, accessible, and user-friendly environments to optimize utilization.	SO31	Attract a minimum of 40,000 monthly visitors or more to hcpl.net	IT	BAS, CATS, PPO		
G5	Transform physical and virtual library spaces into safe, accessible, and user-friendly environments to optimize utilization.	SO32	Ensure the value of hcpl.net services and content to website users by maintaining a conversion rate of 3% or higher.	IT	PPO		
G5	Transform physical and virtual library spaces into safe, accessible, and user-friendly environments to optimize utilization.	SO33	Maintain an internal bounce rate of 40% or lower. Insert another line for external 30%.	IT	PPO		
G5	Transform physical and virtual library spaces into safe, accessible, and user-friendly environments to optimize utilization.	SO34	Maintain an external bounce rate of 30% or lower.	IT	PPO		
G5	Transform physical and virtual library spaces into safe, accessible, and user-friendly environments to optimize utilization.	SO35	Replace 90% of damaged, porous, and unsafe furniture to reduce health and safety risk.	Branch Administrative Services	Financial Services	FPM, Engineering	Friends of the library
G5	Transform physical and virtual library spaces into safe, accessible, and user-friendly environments to optimize utilization.	SO36	Create a minimum of 52 collection curations for easy discoverability by patrons.	CATS			
G5	Transform physical and virtual library spaces into safe, accessible, and user-friendly environments to optimize utilization.	SO37	Enhance metadata for 5% of the collection to increase visibility of collections serving diverse underrepresented segments of the population.	CATS			
G5	Transform physical and virtual library spaces into safe, accessible, and user-friendly environments to optimize utilization.	SO38	Offer content that is accessible (i.e. Large Type, dyslexic font, etc.)	CATS			
G6	Foster a workplace culture that attracts, retains, and develops talent to improve the performance of Harris County Public Library.	SO39	Develop a clear and sustainable recruitment plan; establish career paths; develop a talent management process; create a succession plan process; develop a retention plan.	Executive Division (HR)	PPO, CATS, IT, Executive Division, BAS		
G6	Foster a workplace culture that attracts, retains, and develops talent to improve the performance of Harris County Public Library.	SO40	Support the development & growth of Leaders; Develop Change Management training; develop a Culture of self management and good decision making.	Executive Division (HR)	PPO, CATS, IT, Executive Division, BAS		
G6	Foster a workplace culture that attracts, retains, and develops talent to improve the performance of Harris County Public Library.	SO41	Improve up to 50% of the Red Carpet Customer Service Training to include equality, inclusion and diversity.	Branch Administrative Services	PPO, CATS, IT, Executive Division		
G6	Foster a workplace culture that attracts, retains, and develops talent to improve the performance of Harris County Public Library.	SO42	Develop an HCPL Leadership Academy; develop a performance management process; develop a Culture to where Leaders are comfortable providing employees with feedback.	Executive Division (HR)	PPO, CATS, IT, Executive Division, BAS		
G6	Foster a workplace culture that attracts, retains, and develops talent to improve the performance of Harris County Public Library.	SO43	Create a Culture to where all employees are treated with dignity and respect, no matter the circumstances; employees are valued for their strengths and job performance; reinforce a Culture to where Leaders do what is right.	Executive Division (HR)	PPO, CATS, IT, Executive Division, BAS		
G6	Foster a workplace culture that attracts, retains, and develops talent to improve the performance of Harris County Public Library.	SO44	Develop a plan for conflict resolution; develop a Culture of high trust in one another; develop a workplace of skilled Leaders.	Executive Division (HR)	PPO, CATS, IT, Executive Division, BAS		
G7	Build cultural diversity through a digital archive to support community connectedness.	SO45	Launch and promote HCPL Digital Archives in conjunction with HCPL Centennial Celebration.	CATS	PPO, BAS	HC Archives	
G7	Build cultural diversity through a digital archive to support community connectedness.	SO46	Mount a minimum of 30 digital exhibitions in 2021.	CATS	PPO, BAS	HC Archives	
G7	Build cultural diversity through a digital archive to support community connectedness.	SO47	Migrate Harris County Archives digital collection to new platform.	CATS		HC Archives	
G7	Build cultural diversity through a digital archive to support community connectedness.	SO48	In partnership with the Harris County Archives, create digital exhibits for HCA content.	CATS		HC Archives	

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

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

Additional Notes:

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

Instructions

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

Service Name: Internal Business Operations
Divisions (list all): Executive Division, BAS, IT, PPO

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$6,596,372	58

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

Directs the employee life cycle: talent acquisition (recruiting), onboarding, training & development, employee engagement, workplace culture, while managing to the budget. Administer Human Resources policies, procedures, compensation, benefits and retirement plan. Responsible for purchasing, accounts payable, central supply and revenue collection activities for the Harris County Public Library system. This internal support service helps to ensure that Harris County Public Library branch and administrative operations have the appropriate supplies and services needed to meet performance goals. Harris County policies and procedures guide Business Operations processes. Industry best practices are applied where possible to promote efficient operations. Budget Management is responsible for the allocation, monitoring and efficient use of budgeted resources for the Harris County Public Library system. This service supports the department goal to use financial resources in the most efficient and effective manner possible while performing activities necessary to fulfill the mission of the library system. Components of this service include budget preparation, implementation, analysis and internal audit. Data analysis is responsible for gathering, storing, analyzing and retaining statistical data collected for the organization. Components of this service will support the organization practice financial accountability and organizational efficiencies. It will help expand the reach and raise awareness of the library. Marketing and Public Relations promote our programs and services to communities throughout Harris County. They help the library achieve goals by raising awareness for our customers and sometimes by delivering library services online and through social media. ☐

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

All employees are customers of this service. Employees expect respectful treatment, competitive pay & benefits, trust with senior leadership, job security and opportunity to use their skills and abilities in the workplace. An annual employee engagement survey is a data point to assess employee feedback. All divisions and library branches within the Harris County Public Library system are affected by this service. Customers expect to have the support needed to achieve expected operational outcomes including timely processing of purchase requisitions, prompt payment of vendors and cost savings recommendations. Feedback is provided via online tracking of requisition processes, routine meetings and group chats. All divisions and library branches within the Harris County Public Library system are affected by this service. Customers expect to have the support needed to achieve expected operational outcomes including adequate levels of funding, timely budget status information and expedient processing of budget set up and modification documents. Feedback is solicited through routine and targeted meetings as well as Teams group chats. All divisions and library branches within the Harris County Public Library system are affected by this service. Customers expect to have access to visual dashboards with data that can be modeled and used to make financial and operational decisions. Feedback is collected through committee work involving several stake holders. Library customers are all persons in Harris County, whether at home, in a library, or out in the community. Expectations are high for professional, engaging content, so staff are must meet the challenge to be innovative, creative and cost effective. Customer feedback is collected through staff interaction, program surveys, and through the website and social media. Social media metrics are the most valuable tools for marketing and public relations feedback.

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:

Public and Customer Service

Divisions (list all):

BAS

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$4,210,925	63

1) Describe the Service and how it supports department goals.
<p>Public and customer service is at the heart of what we provide, as with any customer-based organization. As a public entity, we provide our services free of charge to anyone who wishes to use them. These services include but are not limited to books, e-books, DVDs, music, audiobooks, computers, printers and copiers, adult education classes, Passport services, resources for businesses, job assistance, garden tools, toys for children, gaming, research support, all sorts of programs for all ages, resources for homeschools, resources for public and private schools, after school programs, food programs in partnership with the Houston food bank and other organizations, gardening programs, study rooms, meeting rooms, entertainment, educational resources and programs, etc. All of the library's resources and services are negligible without public and customer service at its core. Staff are, consequently, trained formally and reminded regularly of the importance of customer service. Public and Customer Service is how we fulfill all our departmental goals.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Externally, our customers are anyone who sets foot in our branches or uses our services online. This is primarily residents of Harris County but also residents of the state of Texas who have registered for one of our digital accounts. Internally, we treat our colleagues and coworkers as customers as well if they have need of us. Both expect a level of service consisting of courtesy, timeliness, and diligence, regardless of what is being provided. Customer feedback is collected with comment cards available at the branches, directly by word-of-mouth through customer interaction, or through online resources, such as LibAnswers, surveys or suggestion pages on the library website.</p>

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

While customer service is not mandated, public library service is defined in the Texas Administrative Code, Title 13, Part 1, Chapter 1, Subchapter C, Rule 1.72. The breadth of library services are detailed and are mandated to "be provided without charge or deposit to all persons residing in the local political subdivisions which provide monetary support to the library."

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 Management

Divisions (list all):

BAS, Executive Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,474,922	11

1) Describe the Service and how it supports department goals.
<p>Administrative management is a service provided by Branch Administrative Services for the 26 HCPL branches. These services include coaching and mentoring branch managers and staff, interviewing and selecting branch library positions, mitigating staff issues or problems by meeting with managers and staff, working with the HR department to make decisions on staff engagement, site visits, customer service, providing feedback and support, helping with decision making, budget management for the division, creating policies and procedures for branch operations. We work with the Harris County Facilities and Property Management to maintain all Harris County Public Library buildings, including the Administrative Building. This includes interior & exterior maintenance, routine inspections of buildings and equipment, dealing with emergencies as they occur, replacing and or moving furniture to improve our spaces and to ensure safety of staff and customers, and assisting with any renovations and building projects. It is vital for facilities and maintenance operation to collaborate with FPM to ensure our buildings meet any legal requirements and health and safety standards.</p> <p>We also focus on the future by forecasting the facility's upcoming needs and requirements.</p> <p>This service supports our goal to Transform physical and virtual library spaces into safe, accessible, and user-friendly environments to optimize utilization.</p>

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

Both employees (internal customers) and residents of Harris County (external customers) are customers of this service. Customer expectations are that BAS provides leadership, guidance, problem solving, assistance, scheduling, and managing the daily tasks for all branches. Feedback is gathered through meetings, one-on-one with managers and staff, and surveys. Harris County Public Library patrons and staff are our customer for this service. They expect clean, comfortable and safe buildings, spaces and furniture. Customer feedback is collected with comment cards available at the branches, directly by word-of-mouth through customer interaction, or through online resources, such as LibAnswers, surveys or suggestion pages on the library website.

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:	Technology Access and Infrastructure
Divisions (list all):	IT, Executive Division, BAS

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$3,124,424	19

1) Describe the Service and how it supports department goals.	
<p>This service refers to the availability of WiFi, Internet, Cybersecurity and network infrastructure in the organization. It supports several departmental goals both directly and indirectly by providing a robust and secure connection to county resources and the world wide web. This service encompasses datacenter operations, databases, storage, cloud services, as well as software applications needed to support county employees and external tax payers. Components of this service supports several departmental goals indirectly by providing data storage, computing infrastructure and cloud-based productivity applications such as Office 365. Provide free access to personal computing resources at 26 Harris County Public Library locations and 5 technology centers located in precinct community centers. This service helps our users access technology in physical library spaces that are safe, accessible, and user-friendly.</p>	
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?	
<p>All divisions and library branches within the Harris County Public Library as well as county tax payers. Customers expect a seamless connection to resources with little or no downtime. Feedback is collected with yearly bandwidth capacity surveys as well as a network monitoring tool to identify availability and deficiencies. All divisions and library branches within the Harris County Public Library as well as county tax payers. The expectation is for systems infrastructure to provide access to computing resources and applications without downtime. The feedback for this service is measured through several monitoring tools that track service level availability. The general public is the primary user targeted with these services. The expectation is that users of all ages can access personal computing devices at library locations to search for jobs, completes homework assignments, as well as gaming and leisure use. Customer feed back has not been collected for this service.</p> <p>☐</p>	
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.	

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

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

Additional Notes:

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

Instructions

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

Service Name:	Web, Search, and Application Services
Divisions (list all):	IT

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$791,353	4

1) Describe the Service and how it supports department goals.
The Web Solutions Development service is an internal team of developers who evaluate HCPL stakeholder requirements and implement website enhancements and web-based applications based on those requirements. These applications are typically focused on achieving or enhancing the departmental goals of registering more numerous and diverse borrowers in the library system and connecting new and existing borrowers to the broad array of resources the library has to offer.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Web Solutions Development customer base consists of the library system's users and the staff who support those users. The expectation is always that the solutions implemented will help to connect a user to library resources, first by registering that user with the system and then providing an interface through which the user can locate and utilize physical and electronic resources. Customer feedback is collected through the LibAnswers chat reference service, the ServiceNow internal ticketing system, and public opinion surveys through the hcpl.net website.
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:	Arts, Culture, and Civic Engagement
Divisions (list all):	PPO, BAS

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,496,364	36

1) Describe the Service and how it supports department goals.
Entertaining and educational cultural programming is supported and presented in partnership with trusted community institutions such as the Asia Society, the Ensemble Theater, Arte Publico, the Children’s Museum of Houston, Da Camera, the Houston Ballet, Museum of Fine Arts Houston, Society for the Performing Arts, Writers in the Schools and many more. HCPL partners with the County Clerk’s office to assist with voter education and the League of Women Voters to highlight registration and provide non-partisan election guides for library customers. Many library locations are used as voting sites for early voting and election day voting. HCPL partners with the Houston Food Bank each summer to offer lunches to children and their families when the school lunch program is not in session. Efforts have grown to include food distribution outside of the summer months, as funding permits. HCPL staff work with trained volunteers to offer ESL instruction and citizenship classes at all library locations and online.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Library customers are all persons in Harris County, whether at home, in a library, or out in the community. Arts, cultural and civic engagement programs support everyone in a diverse community. Customers expect quality and inclusiveness. Customer feedback is collected through staff interaction, program surveys, and through the website and social media.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
As authorized in the National Voter Registration Act and the Texas Election Code, Harris County Public Library staff offers each customer the opportunity to register to vote at the point of signing up for a library card and offer assistance in completing the application, both in-person and online.

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:	Literacy & Economic Development Programs
Divisions (list all):	PPO, BAS

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$7,841,502	113

1) Describe the Service and how it supports department goals.
<p>Comprehensive literacy initiative begins with "Growing Readers" prenatal through preschool programs, preparing for kindergarten readiness, with Reading Express as mobile outreach element. Family Place Libraries prepare entire families for early literacy with collections, tools and child expert interactions. Book Buddies reading and out of school time programs serve elementary through middle school, with the Curiosity Cruisers as mobile outreach and book distribution element. Tournament of Books and out of school time programs serve high school students, with Grad Café on the Go serving as mobile outreach career and college readiness element. In partnership with Harris County Juvenile Probation, the library offers access to diverse, high-interest collections for all juvenile detention facilities, as well as informal reading engagement activities and in-classroom instruction. Career Online High School and Adult Basic Education classes offer alternative diploma and literacy skill development for opportunity youth and adults, with Grad Café on the Go serving as mobile outreach for workforce development. Annual Summer Reading Program combats summer slide and supports reading enjoyment for all ages. Outreach programs and services take the library to the customer in areas where there is not a physical library building. In partnership with Precincts, HCPL outreach vehicles and staff delivery literacy and STEM activities and book distribution to community centers and parks. Outreach collections and programming will expand to additional precinct and community locations in the upcoming year. Other vehicle service points include apartment complexes, social service centers, schools and community events. Regular library programs are offered to support workforce and small business development, enhanced by a variety of online tools like the Job and Career Accelerator, Small Business Reference Center, and Lynda.com's on-demand career skill instruction. HCPL partners with groups such as SCORE to provide mentorship, counseling and training to owners of small businesses. Library staff teach computer classes including beginner and intermediate classes in the Microsoft Office Suite, Google Apps, coding, and more, in English, Spanish and Vietnamese. Library Maker tools and initiatives offer extended technological training and access to equipment for small business and workforce development. In addition, branch staff members assist people with printing and scanning documents, and digital and information literacy, in groups and one-on-one.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Library customers are all persons in Harris County, whether at home, in a library, or out in the community. Depending upon age and need, customers are matched with the appropriate literacy service. Family and caregiver guidance on preparing young children to be ready for kindergarten is provided for early literacy, then support for grade level reading and college and career readiness. Feedback is provided through staff interaction, program surveys, and through the website and social media. Library customers are all persons in Harris County, whether at home, in a library, or out in the community. Outreach services are tailored to the locations they serve, for example children at an after-school program or seniors in an assisted living center. Expectations can be set by event or through building expectations through regular pop-up service. Customer feedback is collected through staff interaction, program surveys, and through the website and social media. Library customers are all persons in Harris County, whether at home, in a library, or out in the community. Expectations vary by community for these resources, so we rely on feedback and expanding capacity through partner involvement. Customer feedback is collected through staff interaction, program surveys, and through the website and social media.</p>
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:	Robust Collections
Divisions (list all):	CATS, BAS

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$8,072,601	46

<p>1) Describe the Service and how it supports department goals.</p> <p>Robust collections are the backbone of library services. Access to a wide selection of books and reliable resources is what the public expects when they come into a library, but materials also support lifelong literacy, programming, learning opportunities, ESL, citizenship classes, and more.</p>
<p>2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?</p> <p>Library customers are all persons in Harris County, whether at home, in a library, or out in the community. They expect library materials to support their informational, educational, and recreational needs, both physically and virtually. Customers are welcome to provide collection feedback via the "Suggest a Book" form and also the "Reconsideration" form. During the summer, feedback opportunities are offered in the Summer Reading Program software. Customers are also encouraged to provide feedback by speaking with staff.</p>
<p>3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.</p> <p>Standards for public library accreditation are established in Texas Administrative Code, Title 13, Part 1, Chapter 1, Subchapter C. In rule 1.81.b.1.A-B Quantitative Standards for Accreditation of Library, a library serving a population the size of Harris county must "have at least one item of library materials per capita or expend at least 15% of the local (library) expenditures on the purchase of library materials; (and) have at least 1% of total items in collection purchased in the past 5 years."</p>

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 Archive
Divisions (list all):	CATS

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$377,237	4

1) Describe the Service and how it supports department goals.
The Digital Archive provides access to primary papers, photographs, maps, and audio-visual materials documenting the history of Harris County, the work of its departments, and the life and times of its citizens. When digitized, physical objects originally created by individuals at all levels of Harris County are presented on an equitable platform that promotes the cultural diversity of the county. Digital exhibits and displays will present the stories of Harris County communities and explore deep connections between past and present.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Digital Archive customers are persons in Harris County as well as researchers anywhere in the world interested in the Greater Houston metropolitan area. Customers expect a digital archive to host a variety of items on a well-organized website that is accessible across all digital devices, that encourages further exploration of its collections, and provides guidance for further research. Every item in the Digital Archive has a email link to provide direct feedback to the Digital Archive team. Staff will also coordinate outreach events throughout the county promoting the collections that will allow for in-person feedback collection.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
The Digital Archive will comply with the standards set out in the Records Control Schedule for long-term preservation of library annual reports and records, series 1002-23. While paper copies of these records are housed at the Harris County Archives, a Digital Archive allows any interested parties to access those materials from any Internet-accessible device.

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
Internal Business Operations	Percent of department variance budget to actual	New	STARS	57	0	2%	Maximize the use of available resources to meet library objectives.
Internal Business Operations	Percent of required reporting deadlines met	New	STARS	58	1	90%	Management of staff time to meet deadlines.
Internal Business Operations	Percent of invoices paid in 30 days or less	Currently in use	STARS	58	766	1	Management of available staff to meet workload demands.
Internal Business Operations	Percentage of employee turnover	New	STARS	39	N/A	0.1	Reduces costs to replace employees and sustain productivity
Internal Business Operations	Percentage of employee engagement satisfaction on survey	New	Online Platform (TBD)	40	N/A	0.8	Gives employees a voice, gauges the level of employee engagement and helps identify best practices (organizational growth)
Digital Archives	Percent increase in visitors to HCPL Digital Archives	New	Quartex	45	N/A	100%	Fully built website focused on HCPL's content, organized by branches and subjects for discoverability.
Digital Archives	Percentage of digital archives migrated to new platform	New	Quartex	47	N/A	100%	Current Harris County Digital Archives website, and 5,000 associated digitized archival objects, will be migrated to new platform (Quartex).
Digital Archives	Number of local partnerships formed	New	Manual data reports	49	N/A	1	First partnership within the community, along with the successful launch of the HCPL Digital Archive, will provide blueprint for future digital projects.
Literacy & Economic Programs/Services	1000 Books Before Kindergarten Graduates	New	Beanstack	3	N/A	500	time needed to meet individual goal
Literacy & Economic Programs/Services	Career Online High School Graduates	New	Career Online High School	14	N/A	25	capacity of program
Literacy & Economic Programs/Services	Book Distributions	Current	Staff	16	7,507	10000	capacity of program and funding
Arts, Culture, Civics	Number of Students passing Citizenship	New	System Report	2	N/A	100%	capacity of program
Arts, Culture, Civics	Percentage of Students progressing levels in ESL	New	System Report	2	N/A	0.5	volunteer basis
Literacy & Economic Programs/Services	Lynda.com course completion per month	New	Lynda.com	24	N/A	150	staff programming for outreach
Robust Collections	Percent change in print circulation	Currently in use	Sirsi	9	933,093	10% increase	Numbers are low this FY due to COVID, so aiming for a generous increase.
Robust Collections	Percent change in digital circulation	Currently in use	System Report	10	1,321,933	3500000	Digital circulation has been growing aggressively since COVID began.
Robust Collections	Number of new physical and digital materials added to the collection.	Currently in use	System Report	19	60,040	100000	Actively purchase current materials to provide the most up-to-date information to patrons.
Robust Collections	Count materials representing diversity in the collection.	New	Manual Count	22	N/A	Baseline + 5%	Establish a baseline and then actively seek to add materials reflecting diversity to the collection.
Robust Collections	Number of collection sharing partnerships established with Schools/Independent School Districts	Currently in use	Manual Count	4	2	7	Partner with schools to get physical and digital materials to students as easily as possible.
Technology Access and Infrastructure	Bandwidth usage system wide	New	SolarWinds	12	N/A	< 50%	Staying under this threshold prevents network bottlenecks
Technology Access and Infrastructure	Number WiFi connections	Currently in use	Cisco Prime	12	594,339	1.2 Million	Tracks number of devices using our wireless infrastructure
Technology Access and Infrastructure	Percent of ticket resolution within 48 hours	Currently in use	ServiceNow	33	N/A	70%	Reduces wait time and increases efficiency in incident lifecycle

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
Technology Access and Infrastructure	Number of PC's Replaced	New	Manual Tracking Process	59	N/A	>=25%	Tracks hardware replacement lifecycle.
Web, Search, and Application Services	Average monthly visitors	New	Google Analytics	31	NA	40,000/month	We will measure the volume of web traffic to our sites, demonstrating our success in promoting those sites.
Administrative Management	Employee rating of HCPL as a good place to work	New	Virtual surveys	39	NA	276	To increase employee engagement, identify needs and ensure a culture of continuous improvement.
Administrative Management	Number of Red Carpet trainings	Currently in use	Manual tracking and SharePoint	41	2	4	Training to be offered each quarter
Administrative Management	Red Carpet training evaluations	Currently in use	Manual tracking and SharePoint	41	39	100%	All staff that go through the training will be required to submit an evaluation
Public and Customer Service	Average rating on customer satisfaction surveys	New	Various (MS Forms/website/cards/outside vendors etc.)	29, 15	NA	80%	80 % is a good target number since the intention for the surveys is also to collect and fix any issues and use the opportunity to improve our services.
Public and Customer Service	Number of new Library cards/accounts established	Currently in use	WorkFlows/Blue Cloud	29	11,215	33,000	Anticipation of reopening branches in new fiscal year, increased use of buildings and services
Public and Customer Service	Summer Reading Program Statistics	Currently in use	Monthly reports	2	873 programs	900	Anticipation of reopening branches in new fiscal year, increased use of buildings and services. include registrants, summer meals served and program participants.
Public and Customer Service	Number of visitors to branches per year	Currently in use	Daily survey	7	249,862	2,400,000	Anticipation of reopening branches in new fiscal year, increased use of buildings and services
Public and Customer Service	Number of phone calls and reference questions addressed	Currently in use	Monthly branch report	7, 29	172,444 (ref), 163,822 (phone)	640,000 (ref)	Anticipation of reopening branches in new fiscal year, increased use of buildings and services
Public and Customer Service	Circulation of materials	Currently in use	WorkFlows/Blue Cloud	9, 10	3,846,071	7,300,000	Anticipation of reopening branches in new fiscal year, increased use of buildings and services

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:	Literacy
Division:	CATS, PPO, BAS, Executive Division
Funding Request - Next Fiscal Year:	\$5,044,061

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Harris County Public Library (HCPL) is positioned to play a critical role in reducing illiteracy rates in Harris County. Harris County Public Library will address low literacy rates by providing a comprehensive literacy program for prenatal stages through adulthood to address illiteracy rates, education inequity, social justice, and economic disparities throughout Harris County.
2) Which department-level goals does this support?
G1- Address community disparity, social equity and justice by building a community of readers and life-long learners. G2 - Bridge the educational and digital divide by providing infrastructure that fosters equity and the exchange of commerce, creativity, ideas, innovation, thought, and culture. G3- Support an inclusive, resilient community to address social and economic disparity.
3) What do you want to achieve with these additional funds?
Establish a sustainable comprehensive literacy system that supports and builds capacity for ongoing literacy and learning success.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Early literacy approaches include implementing evidence-based programs such as Family Place Library; 1000 books by kindergarten, 3million words by kindergarten; LENA; Leveled Reading support include Collection Sharing partnerships with schools and ISDs. Opportunity Youth (ages 16-24) services include programs such as Online High School Diploma, strategically located reconnection/reengagement centers, and Project Grad.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
Percentage of students completing Opportunity Youth (ages 16-24) Program	System Report	SO5, SO6, SO20	90%	Student participants will succeed in college at rates that outperform their low-income peers in Harris County, and contribute to the State of Texas 60x30 goal for postsecondary success.
Percentage of students from Opportunity Youth (ages 16-24) Program enrolled in college	System Report	SO5, SO6, SO20	90%	Student participants will enroll in college at rates that outperform their low-income peers in Harris County.
Percentage of Financial Aid & College Applications completed by Opportunity Youth (ages 16-24) Program participants.	System Report	SO5, SO6, SO20	90%	Student participants will successfully complete financial aid applications (FAFSA and TASFA) at rates that outperform their peers in Harris County, and achieve a 90% success rate for completing college applications.
Number of Opportunity Youth Clients Served	System Report	SO20	6,000	Provide college and career planning services to unduplicated clients.
Number of collection Sharing Partnerships	System Report	SO1, SO2, SO3, SO4, SO5, SO9, SO10	5	Based on the number of potential ISD and school partners. Add a minimum of 5 new Collection Sharing Partners
Percentage of materials increase for Collection Sharing Partnerships	System Report	SO1, SO2, SO3, SO4, SO5, SO9, SO10	10%	Based on the number of enrolled students at ISDs and school partners.
Number of new Family Place Library locations	System Report	SO1, SO2, SO3, SO4	15	Based on the number of HCPL locations without a Family Place Library.
Number of youth served by providing short-term and intensive support	System Report	SO5, SO6, SO20	225	Served through skills training, professional development, programming, and 1:1 advising.

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:	Operating Budget Expansion
Division:	Executive Division, BAS, CATS
Funding Request - Next Fiscal Year:	\$4,119,984

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The operating budget for Harris County Public Library needs to increase to meet the growing needs of divisions with the department. The additional funding would support matching inflated costs associated with collection development and technical services; creating a certified training program; increasing wages to market conditions; supporting uniform maintenance and repair of furniture and fixtures; expanding research services; building staff capacity to better support branch administrative services; extending access to free public broadband; and upgrading hardware as part of a five year lifecycle replacement plan.
2) Which department-level goals does this support?
G1, G2, G4, G5, G6, G9
3) What do you want to achieve with these additional funds?
With additional funds HCPL would expand services to enhance support for literacy, diverse collections, workforce development, and library services; better support employee development and engagement; maintain clean and welcoming public spaces; expand research services; provide better administrative support for branch libraries; manage wireless broadband for Harris County public access points; and upgrade the technology infrastructure.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
HCPL will increase resources to maintain and support Collection Sharing Partnerships based on execution of agreements; implement a leadership program certified by LoneStar Community College according to implementation timeline; annually evaluate positions for market value; launch a digital archives division in conjunction with the 2021 HCPL Centennial Anniversary; evaluate, replace, and repair facilities, furniture and fixture on a quarterly basis; expand wireless broadband access in partnership with HC Universal Services and County Precincts according to implementation timeline; and replace hardware according to replacement schedule.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
Number of HCPL Leadership Academy programs	Lone Star College	40	1	Provides leaders with the inspiration and tools to effectively lead themselves and others
Percentage of employee turnover	Stars	40 & 39	10%	Reduces costs to replace employees and sustain productivity
Percentage of employee engagement satisfaction on survey	Employee Engagement Survey	40 & 39	80%	Gives employees a voice, gauges the level of employee engagement and helps identify best practices (organizational growth)
Number of new physical and digital materials added to the collection.	System Report	SO19	100,000	Actively purchase current materials to provide the most up-to-date information to patrons.
Percentage increase of materials representing diversity in the collection.	Manual Count	SO22	5%	Establish a baseline and then actively seek to add materials reflecting diversity to the collection.
Number metadata enhancements for easier discovery of diverse materials.	System Report	SO37	81,103	5% of the total collection count
Implement Order Holds Filled functionality in Sirsi.	Sirsi	SO56	1	This is an on/off functionality that is difficult to implement but will increase the efficiency of materials movement around the system.
Percentage of completed customer satisfaction surveys	Website, MS Forms	29	80%	to ensure that we receive customer feedback for continuous improvement
Number of Research by Mail services provided	SharePoint	17	6540	5% increase in questions answered
Frequency of furniture assessment per year	Branch Services Portal	35	2	To ensure continued safety of staff and customers.
Percentage successful onboarding of New staff	SharePoint	39	100%	All staff will be well-prepared for their respective positions
Number of PC's deployed	Manual Tracking	SO59	400	5 year lifecycle
Number of WiFi new sites	Manual Tracking	SO11	12	Based on proof of concept
Bandwidth Traffic % Increase	SolarWinds	SO12	>50%	Target is optimal operational efficiency
Number PC's 5 years or older	Manual Tracking	SO59	>500	Track organization's EoL assets
Test pc 02-02	test from online 02			

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:	Web Enhancements
Division:	IT
Funding Request - Next Fiscal Year:	\$495,000

<p>1) Describe the specific problem, challenge or opportunity (why funding is needed).</p> <p>(Search) The HCPL website is a continually evolving interface between the changing needs of our constituents and the expanding range of services and resources that the library provides. Over the past year it has become apparent that HCPL staff need greater control over the relevancy configuration of the catalog search engine to meet on demand and in a more dynamic fashion the changing needs of customer who use the search. (ILS) The integrated library system for HCPL is the central database into which every registered borrower, cataloged title and item, and circulation transaction is created, retrieved, updated, and deleted. It is the nerve center of library operations. Online catalog search results are retrieved from and all collaborations and partnerships with other county departments and surrounding community organizations are facilitated by connections to this database.</p>
<p>2) Which department-level goals does this support?</p> <p>(Search) An integrated front page search on the website to facilitate customer access to the catalog, events, website content, database resources, and journal articles remains the top departmental goal for the website. This additional funding will vastly improve the efficacy of the search by providing greater relevancy control to HCPL staff. (ILS) This funding supports, from a technology standpoint, the ability of HCPL staff to check out books to patrons, to register new borrowers, and for HCPL developers to innovate new solutions</p>
<p>3) What do you want to achieve with these additional funds?</p> <p>(Search) This additional funding will vastly improve the efficacy of the website search by providing greater relevancy control to HCPL staff as well as typo tolerance and improve record ingestion. (ILS) In order to enhance the operational efficiency and security of the ILS, the migration from an on-prem server to a vendor-hosted solution has become necessary. The migration cannot take place without a new contract with an ILS vendor.</p>
<p>4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.</p> <p>(Search) By the end of the calendar year, a trial instance of the new search engine will be fully tested by HCPL staff and a search engine vendor will be selected. By the end of 2021 Q1 the new search engine will be returning results in production. The additional funding for fiscal year 2022 will facilitate the ongoing operation of the new search engine and will make possible continued development on the search module. (ILS) By the end of 2021 Q1 the ILS RFP will be written, by the end of 2021 Q2 the bidding process should begin, by the end of 2021 Q3 the contract should be awarded, and by the end of 2021 Q4 the ILS migration should be completed.</p>
<p>5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.</p> <div style="text-align: center; border: 1px solid gray; padding: 10px; width: fit-content; margin: 0 auto;"> <p>Fill in Table Below</p> </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
Average number of website visitors per month	Google Analytics	31	40,000	Indicates website traffic is continuing to improve
Website conversation rate	Google Analytics	32	3%	indicates website users are taking desired actions
Internal website bounce rate	Google Analytics	33	40%	indicates users find what they need on the website
External website bounce rate	Google Analytics	34	30%	indicates users find what they need on the website

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:	Digital Archive
Division:	CATS
Funding Request - Next Fiscal Year:	\$533,506

1) Describe the specific problem, challenge or opportunity (why funding is needed).
HCPL is implementing and administering new software to create digital exhibitions to highlight archival materials to the public. This software benefits the Library as well as the HC Archives, and additionally provides the County a platform for hosting archival audiovisual materials, like oral histories. The HCPL Digital Archives, as part of the HCPL Centennial celebration, is a model for how collection and curation of documents and oral histories can explore the connections between work of the County and its impact on the community.
2) Which department-level goals does this support?
G7 Build cultural diversity through a digital archive to support community connectedness.
3) What do you want to achieve with these additional funds?
To launch a successful oral history initiative will require a project team to connect with community leaders, arrange and complete oral histories, and then post-production to publish and exhibit online. The HCPL Digital Archives functions as a long-term digital repository for HCPL documents as well as an on-going space for exploring the connections between HCPL and the Harris County community. New content will be featured each month and highlight specific branches or service goals. This on-going celebration offers ways to connect online with HC constituents and serve as a public relations space to highlight the department.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The Digital Archive will target and collaborate with local historical and community groups to collect oral histories and primary documents to share online in guided digital exhibits. HCPL, along with the HC Archives and the Precincts, will form one partnership during the first year. Publication and exhibition of oral histories would launch in 2022, with promotion online as well as out in the community.
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
Number of website and content pages	Quartex	SO45	30	Fully built website focused on HCPL's content, organized by branches and subjects for discoverability.
Number of digital exhibitions	Quartex/Google Analytics	SO46	30	Timing of release tied to individual branch anniversary celebrations and larger Centennial project goals.
Number of HC archives migrated	Quartex	SO47	8	Current Harris County Digital Archives website, and 5,000 associated digitized archival objects, will be migrated to new platform (Quartex).
Number of digital exhibits for HCA content created	Quartex/Google Analytics	SO48	10	Current digital archive website does not have an exhibition feature, limiting the ways the collections can be presented to the public. Digital exhibitions will allow for guided exploration of the archives, allowing for increased online engagement.
Number of local partnerships formed	Manual data reports	SO49	1	First partnership within the community, along with the successful launch of the HCPL Digital Archive, will provide blueprint for future digital projects.

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:

Provide library cards and board books to newborns

	One-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:	-	\$125,000		
Projected Spending in FY 2020-21:		\$125,000		

Continued Funding Requested for FY 2021-22:

1) Provide the purpose of the funding that was provided and what you expected to accomplish.
<p>Funding was requested to provide welcome books and library cards to newborns, initiating early literacy engagement. Intent was to start early literacy instruction with parents with prenatal activities and continue during the early years by introducing them to offerings at the library at this crucial stage of development. Since access has been severely limited by the pandemic, program was reevaluated and expanded to include activities that could be done now and flexibility for growth as safety protocols can be loosened. Board books for babies have been purchased and early literacy flash cards for parents to use to interact with babies for early literacy growth have been designed and purchased.</p>
2) What has been accomplished so far and are you meeting your goals? Include key measurements.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">Fill in Table Below</div>
3) What remains to be done and what is the outlook and timeline for completion?
<p>Board books have been purchased and program designs are in place for launch in early 2021. We have begun work with Collaborative for Children to bring early literacy training to parents and day care providers and have an initial hospital pilot site. Remaining program materials will be purchased by the end of December.</p>

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
Book Distributions	Staff	16	7,507	N/A	performance metrics for this service are included in Form 4b and/or 5c.

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	ILL Reimbursement- Texas State Library	The goal of the ILL Lending Reimbursement Program is to support and encourage libraries in statewide resource sharing by reimbursing libraries on a per-lend basis for direct costs associated with statewide resource sharing such as postage, mailing materials, courier fees and staff time. Amount varies each year since awards are tied to lending activity and expenses.	\$56,000
REV2	City of Katy	Yearly contribution from the City of Katy to supplement funding for Katy Branch Library needs.	\$173,875
REV3	HCJPD	To purchase library materials for juvenile probation use.	\$5,000
REV4			
REV5			
REV6			
REV7			
REV8			
REV9			
REV10			
REV11			
REV12			
REV13			
REV14			
REV15			
REV16			
REV17			
REV18			
REV19			
REV20			
Total			\$234,875

Harris County Public Library Response to Covid-19 Pandemic

HCPL's response encompasses three broad goals: adapting library services during building closures; increasing online access for library programs and services; addressing needs of communities in the face of work and school-life disruptions.



Adaptation

The adjustment to library closures was multifold with the goal of providing as much of the in-library experience as possible while ensuring the safety of patrons and staff.

- **Materials Quarantine:** Working with CDC guidelines and library-specific protocols from OCLC's REALM Project, HCPL instituted quarantine procedures for all materials returned to the library to ensure they could be processed and returned to circulation safely.
- **Contactless Curbside Pick-Up:** With CCG Taskforce and HCPH approval, HCPL resumed circulation of physical materials on June 15 at 24 of 26 branches.
- **Parking Lot Wi-Fi:** In April, to mitigate the loss of in-library internet access, HCPL IT strengthened branch Wi-Fi signals to give customers internet access from the safety of their vehicles.



- **Personalized Online Services:** In May, HCPL launched *1-on-1 Online Virtual Reference Service* allowing patrons to schedule online meetings with HCPL information professionals at their convenience from the safety of their own home. Other existing programs like *Book Buddies*, our youth literacy initiative that matches beginning readers with teen and adult volunteers for shared reading and our long-running *Adult Literacy* pivoted to online meetings via Microsoft Teams.
- **Book Bundles** provide the joy of discovery when shelf-browsing is not possible. Patrons select from a wide range of genres and book types for any age group online and librarians custom curate bundles for curbside pick-up.
- **Mobile Printing:** For patrons who rely on the library for their copying and printing needs, the service lets users upload files to a specially designed interface for printing by HCPL staff. Printed materials are available through Contactless Curbside Pick-Up.



Summer Reading Program and Virtual Programming

Summer traditionally sees the highest in-library traffic of the year thanks in no small part to enhanced programming developed for HCPL's annual Summer Reading Program (SRP). Summer 2020 presented the challenge of translating the fun, excitement and audience engagement of library programs to an exclusively online presentation.

- **SRP Virtual Programs:** From June 1 – August 1, HCPL staff along with local and national performers created and presented nearly 900 virtual programs that were enjoyed by over a half a million viewers.





- **SRP Activity Kits:** Because a large component of SRP is about hands-on learning and creativity. HCPL designed, assembled and distributed over 26,000 activity kits through Contactless Curbside Pick-Up.

HCPL continued to expand online programs into the fall including special Hispanic Heritage Month and Gulf Coast Reads events, story times, author talks, craft, cooking, STEM activities, and more

Addressing New and Evolving Needs of Our Communities

- **Bolstering Online Resources:** HCPL is a library leader in its commitment to building its digital media collection including eBooks, eAudiobooks and streaming video. It currently ranks in the top 10 worldwide in digital circulation. HCPL's Collection Development reallocated funds to the meet the rising demand during the pandemic.



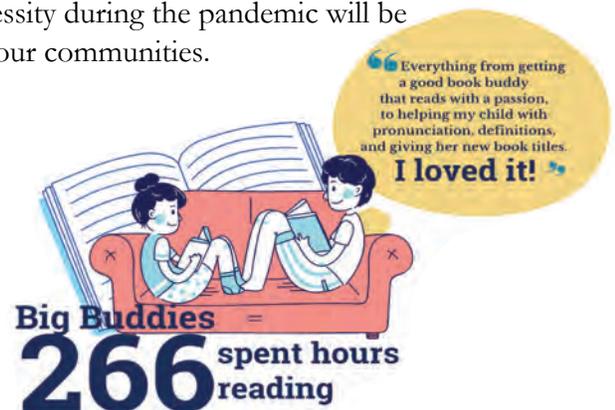
- **Career-Enhancement Tools and Programs:** HCPL sought to help Harris County residents turn work life disruptions into opportunities to build on existing skills and to learn new, more marketable ones. The library added *LinkedIn Learning* to its existing educational and career resources which gives users access to thousands of in-depth tutorials focusing on the technology and management skills that employers value most. Similarly, *Career Online High School* lets adults earn diplomas and receive career guidance around busy schedules.
- **Food Distribution and Outreach:** Despite a months-long hiatus, *Curiosity Cruiser* participated in 45 events including ten large food distributions, providing 8,000 free books to area children. HCPL branches, in partnership with Houston Food Bank, provided over 13,000 nutritious meals to families during SRP.
- **PPE:** To address the ongoing need, HCPL partnered with local non-profits to produce cloth masks, as well as 3D-printed and laser-cut face shield components for frontline health workers and first responders including the Harris County Sherriff Department.

Library Closures Have Opened up New Possibilities

Some planned service expansions for the present fiscal year had to be adapted to present circumstances: The Early Readers initiative was revamped to become *Growing Readers*, a program for prenatal to kindergarten-aged children, and Outreach positions pivoted to focus on building community relationships, identifying service needs and online programming. As tragic and disruptive as the pandemic's effects have been, HCPL cannot help but see the good that has come from it. The greatly enhanced access to library programs online, the convenience of book bundles, virtual reference, mobile printing and other initiatives born out of necessity during the pandemic will be carried forward as branches reopen to continue to better serve our communities.



1,024 ESL Students
with 6,557 Contact Hours
94 Citizenship Students
12 new citizens



Hospital District

Esmaeil Porsa



**Hospital District information
was submitted separately.**

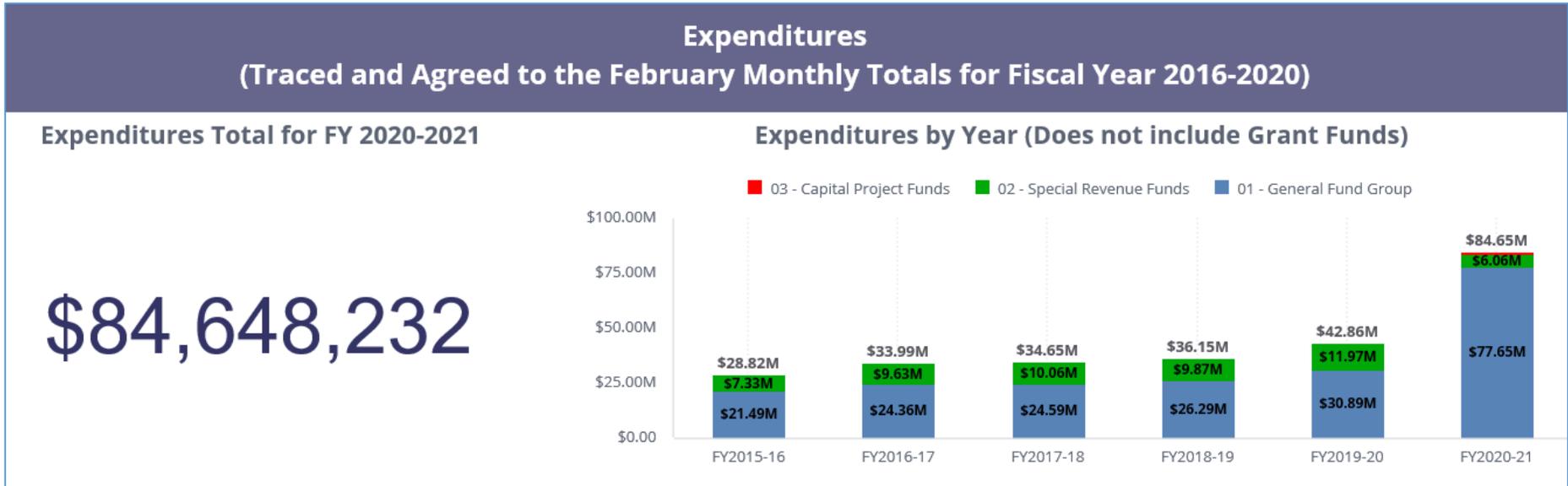
275 – Public Health

Gwen Sims (Interim)



275 – Public Health Services

Data as of 12/14/2020



\$84,648,232

General Fund FY 2020-21 Adopted Budget: \$38.55M

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

Department # (3-digit code)	Department ¹ Name
275	Public Health Services

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

To promote healthy and safe communities, prevent illness and injury, and protect Harris County residents throughout their life spans.

2. Vision

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

Healthy People, Healthy Communities, a Healthy Harris County.

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.*

Harris County Public Health (HCPH) is responsible for the provision of comprehensive public health services to Harris County residents. Achieving national accreditation in 2018, HCPH aims to improve the health and well-being of Harris County residents and the communities in which they live, learn, work, worship, and play and does so through its cornerstone values of innovation, engagement, and equity. These values led the National Association of County and City Health Officials (NACCHO), representing the nearly 3,000 local health departments (LHDs) across the nation, to recognize HCPH with its Local Health Department of the Year award in 2016. For a majority of services, the jurisdiction of HCPH includes the unincorporated areas of Harris County and over 30 municipalities located within the county. For some services, such as mosquito control, Ryan White grant administration, refugee health screening, and others the jurisdiction of HCPH includes all 4.7 million residents of Harris County, including the City of Houston.

Over the past decade, emergencies ranging from hurricanes to chemical fires to COVID-19 have demonstrated the need for an organized, collaborative, and equity-driven approach to public health. These same incidents have highlighted disparities between communities in health outcomes and healthcare access. In addition to direct preventive services, inspections, and resources provided by the agency, HCPH also serves as the *Community Health Strategist* for the county. In this role, HCPH is a leader in sharing of best practices, resource coordination, and collaboration between community and governmental partners to address health priorities.

In November of 2019, HCPH released *Harris Cares: A 2020 Vision of Health in Harris County*, a 300-page detailed assessment of the public health and health system capacity of the county. The milestone report was formed through a mixed-method process that included extensive primary and secondary data analysis, surveys, and key informant interviews with over 100 unique institutional stakeholders and partner agencies at the executive leadership level. The report was divided into three sections of data analysis and offered five *Transformational Recommendations (T-Recs)* on local governance, systems change, and the intersections of public health and health care. Area specific supplementary recommendations were also included to improve specific health topics such as health equity, the environment, mental health, chronic disease, injuries, family health, and infectious disease.

HCPH's financial portfolio blends 33% general funds, 52% grants, and 15% special revenue. This portfolio is unique to many county departments because of its reliance on grant revenue from private, state, and federal partners. Grant funding is heavily prescriptive on services provided and more often a mandated business model. Additionally, some grant funds are intended to be subcontracted to other agencies rather than directly funding HCPH services and operations. County priorities for health are therefore greatly impacted by any changes at state or federal levels on public health spending.

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.

- **Disease Control and Clinical Prevention Division (DCCP)**
 - DCCP provides clinical and population-based preventive health services as well as population-focused disease control activities. DCCP also operates the Ryan White Grant Administration program which subcontracts federal funding to county partners working in HIV prevention.
- **Environmental Public Health Division (EPH)**
 - EPH protects public health by ensuring the integrity of food, water, neighborhood cleanliness, and hazard-free workplaces.
- **Mosquito and Vector Control Division (MVC)**
 - MVC protects the health and well-being of county residents to prevent and control vector-borne diseases, especially in mosquitoes.
- **Nutrition and Chronic Disease Prevention Division (NCDP)**
 - NCDP oversees programs that encompass the full life span, including healthy lifestyle promotion, chronic disease prevention and self-management, nutrition and physical activity, tobacco cessation, mental and behavioral health, school health programs, oral health services, as well as the operation of Women Infant and Children (WIC) clinical activities.
- **Veterinary Public Health Division (VPH)**
 - VPH works in partnership with the community to create a safe, healthy, and caring environment for residents and animals.
- **Office of Communications, Education, and Engagement (OCEE)**
 - OCEE informs, educates, and engages Harris County residents and partners alongside direct outreach. Additionally, OCEE maintains HCPH's public presence online, with the media, and with the community.
- **Office of Financial and Support Services (OFSS)**
 - OFSS leads the business operations and maintenance of the full enterprise, including operations & logistics, human resources, finance, and project and business technology functions. OFSS also houses all Delivery System Reform Incentive Payment (DSRIP) and Public Health Innovation (PHI) lab funding.
- **Office of Policy and Planning (OPP)**
 - Coordinates assessment, planning, evaluation, and policy development activities across the HCPH organization.

- **Office of Public Health Preparedness (OPHPR)**
 - OPHPR develops and implements a comprehensive, department-wide approach to public health preparedness and response activities. *For COVID-19 response, OPHPR is the lead coordinating office.*
- **Office of Science, Surveillance, and Technology (OSST)**
 - OSST integrates and advances Science and Research, Surveillance and Epidemiology, and Technology for public health activities and related services to HCPH and the community.

FY 20-21 Division/Office Funding Breakdowns

Division/Office	General Fund	Grant	Special Revenue	Total
DCCP	\$ 3,153,977	\$ 35,878,125	\$ -	\$ 39,032,102
	8.08%	91.92%	0.00%	
EPH	\$ 2,024,751	\$ 4,900,000	\$ 4,748,983	\$ 11,673,734
	17.34%	41.97%	40.68%	
MVC	\$ 3,651,848	\$ 3,154,636	\$ -	\$ 6,806,484
	53.65%	46.35%	0.00%	
NCDP	\$ 2,159,229	\$ 14,478,502	\$ -	\$ 16,637,731
	12.98%	87.02%	0.00%	
VPH	\$ 4,683,996	\$ 260,000	\$ 2,191,792	\$ 7,135,788
	65.64%	3.64%	30.72%	
OCEE	\$ 920,602	\$ -	\$ -	\$ 920,602
	100.00%	0.00%	0.00%	
OFSS	\$ 18,649,596	\$ 189,219	\$ 10,763,576	\$ 29,602,391
	63.00%	0.64%	36.36%	
OPP	\$ 610,751	\$ -	\$ -	\$ 610,751
	100.00%	0.00%	0.00%	
OPHPR	\$ 565,139	\$ 6,623,696	\$ -	\$ 7,188,835
	7.86%	92.14%	0.00%	
OSST	\$ 2,131,111	\$ 1,793,348	\$ -	\$ 3,924,459
	54.30%	45.70%	0.00%	
	\$ 38,551,000	\$ 67,277,526	\$ 17,704,351	\$ 123,532,877

****This budget breakdown does not include COVID-19 Public Improvement Contingency (PIC) funds. General fund/special revenue budgets are as of March 2020. Grant Budgets are as of October 2020. The chart above displays the adopted budget and does include budget adjustments.**

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

All divisions include a mix of general fund, grants, and sometimes special revenue. New grant revenue for DSRIP is **expected to end in calendar year 2022. Grants, especially for COVID-19 and supplemental emergency funding have greatly impacted this fiscal year's budget.*

Delivery System Reform Incentive Payment (DSRIP)

The DSRIP program resulted from a five-year Medicaid demonstration waiver approved by CMS and HHSC in 2011 and expected to end in calendar year 2022. DSRIP projects include (Tuberculosis Video DOT (TB VDOT); Youth Dental; Expanded Mobile Health; Tobacco Cessation; and Obesity Reduction) implemented in 2013; however, now in Waiver 2.0, the focus is to transform health outcomes of the entire system rather than focusing on programmatic interventions.

PHI Lab

PHI Lab is one of HCPH's configurations of the DSRIP 1115 Waiver that shifts focus towards systems change, quality improvement, and delivery reform for public health services by designing alternative business models and concepts for financial sustainability and systems level health impacts. PHI-Lab, under OFSS, funds projects that are spread throughout HCPH.

Grant Based Activities

Grants from private foundations, CDC, DSHS, NACCHO, HHSC, and others directly finance a large proportion of HCPH services.

COVID-19 Response

COVID-19 Response activities in epidemiology, data, testing, and communications are primarily supported by grant and emergency funds. Long term planning, building preparedness for future emergencies, and sustaining increased capacity to prevent infectious disease outbreaks is of concern when reliant on funding streams tied to uneven state and federal distribution methods.

6. Goals

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

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

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

1. Strengthen Systems Level Coordination and Collaboration
2. Improve Access to Opportunity and Advance Health Equity
3. Improve Mental & Emotional Well Being
4. Improve Health Where We Live, Learn, Work, Worship, and Play
5. Improve Health Across the Life Span (*Maternal & Child Health, Family Health, Healthy Aging, Men’s Health, etc.*)
6. Reduce Preventable Non-Communicable and Communicable Diseases, Illnesses, and Injuries
7. Strengthen Internal Capacity for Data-Driven Policies that Drive Systems Change
8. Improve the Resilience of Communities to Prepare, Respond, and Recover from A Variety of Emergencies & Environmental Conditions (*climate change, built environment, etc.*)

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).

Disease Control and Clinical Prevention (DCCP)

1. Preventive Health Services
2. Clinical Quality Management (CQM)
3. Revenue Cycle Management (RCM)

Environmental Public Health (EPH)

4. Food, Pool, and Water Supply Protection
5. Neighborhood Nuisance and Abatement Program
6. Lead Abatement and Child Lead Poisoning Investigations
7. Built Environment

Mosquito and Vector Control (MVC)

8. Vector Surveillance
9. Vector Treatment Activities
10. Vector Education and Outreach

Nutrition and Chronic Disease Prevention (NCDP)

11. Chronic Disease Prevention (including WIC Services)
12. Mental and Behavioral Health
13. Dental Health and Prevention

Veterinary Public Health (VPH)

14. Animal Sheltering and Pet Wellness Clinical Services
15. Animal Enforcement and Zoonotic Disease Investigations
16. Animal Outreach and Education

Office of Communication, Education, and Engagement (OCEE)

17. Communications, Education, and Engagement

Office of Financial and Support Services (OFSS)

18. Financial Services
19. Support Services

Office of Policy and Planning (OPP)

20. Policy and Planning

Office of Public Health Preparedness and Response (OPHPR)

21. Preparedness Planning, Response and Recovery

Office of Science, Surveillance, and Technology (OSST)

22. Science and Research
23. Surveillance and Epidemiology
24. Technology and Innovation
25. Data Warehouse Business Services

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

Harris County's goals in Justice & Safety, Economic Opportunity, Environment, Housing, Transportation, and Flooding are crucial upstream goals that support the opportunity for good health and accessing health supportive resources.

HCPH is the lead agency in coordinating partners and delivering services that advance Harris County's goal for Public Health. Additionally, Harris County's goal of Enhanced Governance and Customer Service is crucial to countywide collaboration for health and sustainable systems change.

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.*
 - HCPH has undergone major leadership changes in 2020.
 - *Many members of the executive leadership team were moved from interim roles to permanent positions or began working at HCPH in 2020 (i.e. during the pandemic). HCPH also changed leadership structure internally by creating a new Director of Operations and Financial Support Services and separating the responsibility from the Deputy Director.*
 - Gwen Sims- HCPH Deputy Director
 - Will Hudson-HCPH Financial & Support Services Director
 - Dr. Sherri Onyiego- HCPH Nutrition and Chronic Disease Prevention Director/Alternate Local Health Authority
 - Chris Fredregill-HCPH Mosquito & Vector Control Director
 - Wendie Veloz-HCPH Policy & Planning Director *(after a yearlong vacancy)*
 - Since January 2020, HCPH has been responding to the COVID-19 Pandemic. As part of the agency's emergency response, a comprehensive incident command structure was implemented. This incident command structure has changed organizational structures across the department with many employees reassigned to emergency response function away from their normal job duty. Efforts have been made throughout the year to "right size" response resources and maintain continuity of operations during COVID-19 without hindering emergency response. This has greatly impacted the ability of the agency to continue and move forward strategies and recommendations put forward before COVID-19. In some cases, activated staff have had to split time between their regular positions and responding to COVID-19 to maintain essential public health services.
 - Additional major projects and emergencies such as the creation of *Harris Cares*, chemical fires, and tropical storms and hurricanes have required agency-wide support in recent years.

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. **Leadership for COVID-19 Response by HCPH**
 - HCPH has led the public health response for COVID-19 since early 2020 and has rapidly expanded its workforce for COVID-19 response, including massive reorganizations to “activate” staff away from the normal job responsibilities to COVID-19 duties.
 2. **Data Sharing & Analysis**
 - Expertise and capacity to analyze health data and performance measures has grown dramatically to support COVID-19 response and other ongoing projects such as the Mosquito Vector Control's Microsoft Premonition project, changes to EPIC, creation of internal dashboards, and new data sharing partnerships, especially with Houston Health Department.
 3. **Partnership Building & Engagement During COVID-19**
 - New partnerships and expanded collaboration with schools, healthcare organizations, county government, social service providers, and quad agencies (*Houston Health Department, The Harris Center, Harris Health, HCPH*) during COVID-19 response have well positioned HCPH to lead multifaceted public health activities, implement Health in All Policies/Culture of Health approaches for long-term recovery and planning of key health priorities beyond COVID-19, and develop shared approaches to health equity.
 4. **Opioid Response**
 - HCPH has begun to develop a multipronged approach to Opioid Response through multiple funding streams (*CDC's Overdose Data to Action, Integrated Family Planning Opioid Response, Public Health Innovation (PHI) Lab DSRIP funding, etc.*) alongside novel partnerships with the Harris County Sheriff's Office, The Harris Center, and other stakeholders.
 5. **Medicare Enrollment**
 - HCPH has enrolled as a Medicare Provider to increase financial sustainability and capacity of preventive services.
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. **COVID-19 Response & Recovery**
 - Reducing COVID-19 spread and addressing the health disparities of COVID-19 alongside responding to the long-term impacts of the COVID-19 pandemic on the public's health will remain a HCPH high priority project for years to come with a renewed emphasis on *innovation, equity, and engagement*.
 2. **Harris Cares T-Recs Implementation**
 - Although beginning implementation of the *Harris Cares 5 Transformational Recommendations (Drive Systems Change in Public Health and Health Care, Enhance Health Infrastructure, Enhance the Safety Net Through Innovative Financing Mechanisms such as Harris Care, Align Strategies Across Local Government, and Streamline Services Across Harris County and the City of Houston)* was delayed by COVID-19, moving forward on advancing recommendations through partnerships with the entirety of County Government and Harris County stakeholders remains more important now than ever.
 3. **Public Health Accreditation Board (PHAB) Reccreditation**
 - PHAB reccreditation requires updating a joint community health assessment, implementing Harris County's Community Health Improvement Plan, moving forward on a Performance and Quality Improvement Plan, and drafting a revised Workforce

Development Plan which will all support Harris Cares T-Rex Implementation and COVID-19 recovery planning.

4. Surveillance & Data Capacity

- Sustaining increased capacity for disease surveillance, data analysis, business intelligence, and data visualization bolstered during COVID-19 as well as Microsoft's Premonition project for vector surveillance (only pilot site in the world) is an ongoing priority initiative for HCPH.

5. Coalitions & Network Building

- Transformational systems change requires formal mechanisms of engagement, coordination, and collaboration through coalitions and networks such as demonstrated by the School Health Leadership Council, Infrastructure Resilience Team, Texas Medical-Legal Partnership, Greater Houston Coalition on Social Determinants of Health, Healthy Living Matters, the quad agencies, etc.

6. Creation of a Local Government Corporation (LGC)

- Creation of a new local government corporation, in partnership with HCPH's Public Health Innovation Lab, is crucial to securing and expanding sustainable public health financing models and approaches.

7. Telehealth, Mobile, and Alternative Service Delivery Models

- In response to COVID-19, capacity for telehealth and alternative service delivery models have drastically increased and should be sustained as a best practice for enhanced penetration into the community.

8. Pet Resource Center

- HCPH's new pet resource center and innovative projects are crucial to maintaining HCPH's no-kill status achieved in 2019.

9. Public Health Innovation (PHI) Lab Cohort Projects

- PHI Lab supports multiple initiatives, projects, and programs within the department dealing with asthma (*Open Airways*), food recovery and insecurity (*Take Out Hunger, Growing Greatness*), healthy aging, tele-mental health, substance abuse (*Accelerating Substance Abuse Program*), and more by offering technical assistance, allocating saved DSRIP funds, and supporting innovation in equity and engagement to other divisions and offices.

10. Policy Changes with State and Federal Partners

- The loss of DSRIP 1115 funding, resistance to Medicaid expansion, continued inequities in allocation of Epidemiology & Laboratory Capacity (ELC) and federal funding to HCPH, and inadequate data sharing policies are especially critical to address during the upcoming Texas Legislative Session and ongoing communications with state and federal partners. Public health is an investment.

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.

Program	Audit Type	Agency	Audit Date
Refugee	Internal	Deloitte	4/25/2018
Women Infants Children (WIC)	Full	HHSC	9/4/2018
Family Planning	Full	HHSC	3/6/2019
Women Infants Children (WIC)	Internal	Deloitte	4/1/2019
Family Planning	Internal	Deloitte	5/10/2019
Community Development Block Grant (CDBG) Planning Studies	Internal	HC Auditor's Office	3/10/2020
Community Development Block Grant (CDBG) Lead and Neighborhood Nuisance	Internal	HC Auditor's Office	4/15/2020
Health and Human Services Commission (HHSC) Harvey Cooperative Agreement	Internal	Deloitte	5/1/2020

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

- "Quad Agencies"
 - Harris Health
 - The Harris Center
 - Houston Health Department* (city)
- Harris County Attorney's Office
- Harris County Budget Management
- Harris County Clerk's Office
- Harris County Commissioner's Court Analyst's Office
- Harris County Community Services Department
- Harris County Department of Education
- Harris County District Courts
- Harris County Engineering
- Harris County Fire Marshall's Office
- Harris County Flood Control District
- Harris County Institute of Forensic Science
- Harris County Judge & Precincts 1,2,3,4 (especially neighborhood services and parks liaisons)
- Harris County Justice Administration Department
- Harris County Juvenile Probation Department
- Harris County Office of Homeland Security & Emergency Management
- Harris County Pollution Control Services
- Harris County Protective Services
- Harris County Public Library
- 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.*

State and Federal Agencies

- State Agencies such as DSHS, TDEM, HHSC
- Federal Agencies such as HHS, CDC/ATSDR, ASPR, HUD, EPA, etc.

Taskforces & Coalitions

- African American Health Coalition
- Archdiocese of Galveston-Houston
- Asian American Health Coalition
- Asian American Health Coalition
- Cancer Alliance of Texas
- Criminal Justice Coordinating Council
- Culture of Health Advancing Together (CHAT)
- Ending the HIV Epidemic Task Force
- Greater Houston Coalition on Social Determinants of Health
- Harris County Houston Housing Policy Advisory Committee
- Healthy Living Matters
- Hispanic Health Coalition
- Houston Opioid Response Advisory Board
- IMPACT Collaborative
- Improving Maternal Health Coalition
- Infrastructure Resilience Team
- Preserving Communities of Color
- Public Health Financing and Policy Committee (969 Committee)
- Ryan White Planning Council
- Target BP
- Texas Medical Legal Partnership Coalition

Healthcare

- TMC and TMC Member Institutions (MD Anderson, Memorial Hermann, etc.)
- FQHCs and Community Health Clinics (Legacy, Spring Branch Community Health Center, etc.)
- Southeast Texas Regional Advisory Council (SETRAC) and Regional Public Health Preparedness Coalition

- Local Health Plans (Community Health Choice, BCBS, Humana, etc.)
- Harris County Medical Society
- Doctors for Change

Academia/Research Partners

- Baylor College of Medicine
- HCC Coleman
- Lone Star College
- Rice
- San Jacinto College
- Texas A&M System
- Texas Southern University
- Texas Women's University
- UH System
- University of Notre Dame
- UT & UT Health System (multiple colleges and centers)
- UTSPH

K-12 School Districts

- All School Districts within Harris County, KIPP Schools, School Health Leadership Group, Superintendents, School Health Advisory Council, etc.

Regional Local Health Departments (LHDs) & Other LHDs across US

Associations, State & National Partners

- American Public Health Association
- Association of State, Territorial, and Local Health Organizations (ASTHO)
- National Academies of Science, Engineering, and Medicine (NASSEM)
- National Alliance to Impact SDOH
- National Association of County and City Health Officials (NACCHO)
- National Association of County Officials (NACo)
- National Environmental Health Association (NEHA)

- National Network of Public Health Institutes (NNPHI)
- Network for Public Health Law (NPHL)
- Prevention Institute
- Texas Association of City & County Health Officials (TACCHO)
- Texas Medical Association (TMA)
- Texas Public Health Coalition
- Texas Restaurant Association
- Trust for America's Health

Philanthropy & Economic Development

- Arnold Ventures
- Cullen Foundation
- DeBeaumont Foundation
- Episcopal Health Foundation
- Greater Houston Partnership
- Hogg Foundation
- Houston Endowment
- Kresge Foundation
- Robert Wood Johnson Foundation

Other Partners & Associations

- AARP
- AIDS Foundation Houston
- Air Alliance
- American Heart Association
- American Lung Association
- Area EMS & Medical Directors
- Assistance Ministries
- AVANCE Houston
- Avenue CDC
- Baker Ripley
- BBVA Stadium/Houston Dynamo/Dash
- Be Well Baytown
- Best Friends Animal Society
- Brighter Bites
- BUILD Health Challenge
- Catholic Charities
- CCPPI (Center for Civic & Public Policy Improvement)
- Chambers of Commerce
- Children at Risk
- Children's Learning Institute

- City of San Antonio
- Collaborative for Children
- Combined Arms
- Common Market Texas
- Consulates
- Cook Children's Hospital
- Cornerstone Government Affairs
- DGA Healthcare Consulting
- Dia de la Mujer Latina
- Early Childhood Intervention
- East Harris County Empowerment Council
- Energizing Health
- Esri
- Everybody Texas
- Give Kids a Smile
- Greater Houston HealthConnect
- Greater Houston Restaurant Association
- Greater Waco Legal Services
- GROW Unity Resources & FARO Initiative
- Gulf Coast Community Service Association
- Harris County AgriLife Extension
- Harris County Area Agency on Aging
- Harris County Emergency Corps
- HEB
- Houston Astros
- Houston Business Coalition on Health
- Houston Center of HOPE
- Houston Food Bank
- Houston Immigration Legal Services Collaborative
- Houston ION
- Houston PetSet
- Houston Recovery Center
- Houston Texans
- Houston Volunteer Lawyers
- Ibn Sina Foundation
- Immunization Partnership
- Improving Maternal Health-Houston
- Institute for Spirituality & Health
- Interfaith Ministries for Greater Houston
- Interfaith Ministries of Greater Houston
- Iora Health
- Islamic Society of Greater Houston
- January Advisors

- L.I.F.E Houston
- Live Smart Texas
- Local Assistance Ministries
- Lone Star Legal Aid
- Mental Health America of Greater Houston
- Microsoft
- Moksha Data
- Montrose Center
- NASA/Johnson Space Center
- National Center for Medical Legal Partnerships
- Network of Behavioral Health Providers
- NRG Stadium
- Nurse/Family Partnerships
- Pasadena Chamber of Commerce
- Pasadena Chamber of Commerce
- Patient Care Intervention Center (PCIC)
- Planned Parenthood Gulf Coast
- Project Transitions
- ProUnitas
- Sayfarth Shaw LLP
- St. Martin De Porres Crosby
- Station Houston
- Texans with Disabilities
- Texas Advocacy Project
- Texas Association of Health, PE, Recreation, and Dance (TAHPERD)
- Texas Health Institute
- Texas Legal Services Center
- Texas Public Health Institute
- TMCx Innovation Lab
- Welnity
- YMCA

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 Public Health (HCPH) is acutely aware of and works to address many of the persistent health and health related social disparities in Harris County. HCPH characterizes most health disparities as health inequities because the “differences” in health outcomes across population groups are unjust and avoidable. HCPH knows of notable disparities in life expectancy; cardiovascular disease; cancer; diabetes; asthma; obesity; and mental health rates. The department is also aware of disparities in key social determinants (i.e. health supportive resources) that strongly influence health outcomes such as access to housing; access to health insurance; job opportunities; food; transportation; and education. *Harris Cares 2020* shares a comprehensive view of health disparities and inequities in Harris County at the neighborhood level through extensive primary and secondary data analysis, over 150 maps and figures, and qualitative surveys of more than 100+ executives in healthcare, academia, nonprofit, and philanthropic sectors. *Five Transformational Recommendations (T-Recs)* in *Harris Cares* are intended as first steps for Harris County and community partners to align missions and pursue a Healthy Harris County.

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

HCPH leverages its cornerstone values of **innovation, equity, and engagement** to address health disparities. Equity has been included as a value for its own departmental strategic plan as early as 2010, for a decade of experience in equity.

HCPH pursues intentional, focused, and sustained efforts to ensure that one's social status, identity, or other circumstances (such as race, gender, religion, national origin, level of income or education, neighborhood location/condition, etc.) does not reduce or eliminate one's ability to be healthy or to access health-promoting resources. **However, HCPH cannot solve health disparities and ensure the public's health alone.**

HCPH uses an inside-outside strategy to address disparities. Internally, HCPH developed a department-wide health equity infrastructure to build organizational capacity to address the earlier described disparities - establishing overarching health equity policies, procedures, and staff training to ensure equity is incorporated in all organizational practices and operations. HCPH also created a *Senior Policy Planner- Health Equity* coordinator position to provide thought leadership, develop equity solutions, and help sustain the department's equity work. Additionally, HCPH created a *Harris County Resilience Officer* position to develop and build resilient communities within HCPH's Office of Public Health Preparedness and Response. The Department also developed a Health Equity Advisory Charter, which formally established the mission of the new Health Equity Advisory Committee, created in 2016.

Externally, as mentioned each of HCPH's divisions and offices engage in various disease or issue specific interventions that address many of the county's most persistent disparities. Several innovative projects around mobile and tele-health, built environment, opioids, maternal health, food insecurity, etc. have increased access to preventive services and jumpstarted upstream approaches to health disparities. For true transformational changes across systems, HCPH also heavily supports coalitions and collaboratives for partner driven and holistic approaches. As a Community Health Strategist, HCPH plays a key role in convening partners around health. In some coalitions and collaborative partnerships HCPH serves as a backbone organization, while in others HCPH is in a key leadership role. HCPH serves as a backbone organization for the Healthy Living Matters, the Greater Coalition on Social Determinants of Health, and Texas Medical Legal Partnership coalitions. In other externally led partnerships, such as the Housing Policy Advisory Committees and regional and culturally specific health coalitions HCPH serves as a key member representing local health priorities. Community mobilization through enhanced engagement of partners is critical to addressing health disparities in a holistic way.

COVID-19 has exacerbated existing health inequities and created new health disparities in Harris County. Communities with long standing health inequities have disproportionately been impacted by the community wide effects of COVID-19, spread of the disease, and death associated with the disease. In response, HCPH proactively worked with community partners to expand outreach and testing alongside increased coordination with health partners. Additionally, HCPH expanded upon its Resilience and Equity Branch within its incident command structure to convene a Racial and Ethnic Approaches to COVID-19 and Health (REACH) Task Force. Through these mechanisms, HCPH developed an Equity Framework for COVID-19 and an Equitable COVID-19 Testing Strategy while providing internal recommendations and technical assistance to other areas of the response. Recommendations of *Harris Cares* to advance health in Harris County are crucial to advancing health equity for long term response and recovery from COVID-19.

Harris Cares T-Rec 1: Drive Systems Change in Public Health and Health Care recommends that a countywide health initiative be formed, with emphasis on pilot sites with known health disparities, similar to approaches taken with the *City of Houston's Complete Community's Initiative*. Such an initiative would require large county buy in and intense engagement of local elected officials and county departments to be successful. *Harris Cares T-Rec 2: Enhance Health Infrastructure* and *T-Rec 3: Enhance the Safety Net Through Innovative Financing Mechanisms (Harris Care)* recommends enhanced health infrastructure across the county, including new hospitals and clinics alongside enhanced investment into safety net financing mechanisms. Again, such an initiative would require buy in and support from local elected officials alongside health systems and health plans. Special expertise in health care would be needed to advance this public health recommendation. *Harris Cares T-Rec 4: Align Strategies Across Local Government* and *Harris Cares T-Rec 5: Streamline Services Across Harris County and the City of Houston* speak to the necessity of quality improvement and enhanced coordination around overlapping services and jurisdictions of government partners. Cross-walking of agency services, alignment of strategic objectives, sharing of data, and more is necessary to pursue the systematic changes required to address the structural inequities that result in health disparities. Additionally, enhanced alignment and role definition of the quad agencies and others such as Community Services Department and Pollution Control will allow for quality delivery of government services.

To pursue transformational change, enterprise wide support for meaningful partner engagement, leadership development, and data driven processes is necessary. The advancement of Harris Cares T-Recs at HCPH will require investment in evaluation, planning for financial sustainability, data sharing, and community outreach.

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?*

To increase the diversity of its staff HCPH utilizes a 2-step interview process including diverse panel of interviewers to reduce bias and be inclusive to diversity of thought and different preference for interview styles. Annually, HR sets goals for recruitment, collects data of applicant pool, and interview pool, and examines staff changes over time and in comparison, to other similar organizations. HR utilizes exit surveys and complaint process to understand areas for improvement. HCPH has an extensive intern and volunteer program in collaboration with HCBU's and other minority serving institutions such as Texas Southern University that bridges opportunities and fosters a diverse pipeline of public health professionals. Lastly, HCPH encourages its leaders and employees to set the example of the importance 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.*

Equity Capacity Building

To build workforce capacity to address health disparities (and inequities) HCPH created a staff health equity training "journey series" consisting of Health Equity 101, 201, and 301 courses. Beginning in 2016, all department staff were required to take Health Equity 101 upon onboarding, a 50-minute training that can be done in person or online that breaks down the Health Equity Framework and introduces foundational concepts.

Health Equity 201 is a learning collaborative known as the "Health Equity Learning Collaborative" in which participants move through a 10-week session (approximately 4 meetings in person and 6 online) as a cohort. 15 to 25 people per cohort are selected by division directors and/or self-selected because of personal

interest. The Learning Collaborative is offered at least twice a year with an adapted National Association of County and City Health Officials' (NACCHO) Roots of Health Inequity web-based course. Equity related topics discussed includes unconscious bias; institutional and structural racism; other forms of discrimination and oppression; political and social determinants of health; cultural responsiveness (an expansion of cultural competency) and structural responsibility; inclusion and belonging; power dynamics; community engagement; and other issues that drive health disparities.

Health Equity 301 is a more personalized course on how to be a health equity champion, advance equitable and just workplace practices and allows for a deeper dive into the issues discussed in Health Equity 201. Participants have a personal commitment to health equity and work closely with the Health Equity Coordinator to develop specific health equity goals for their divisions/offices and plans for carrying them out. This learning opportunity and technical assistance is offered continuously year-round.

Diversity and Inclusion Capacity Building

In mid-2019, HCPH also hired a Diversity and Inclusion training specialist. The training specialist provides trainings on diversity, inclusion, and additional cultural competency training. The purpose of these trainings is to raise awareness and demonstrate the impact of unconscious bias and discrimination in hiring practices, with the goal of increasing interviewer awareness.

FORM 1. Divisions

Instructions

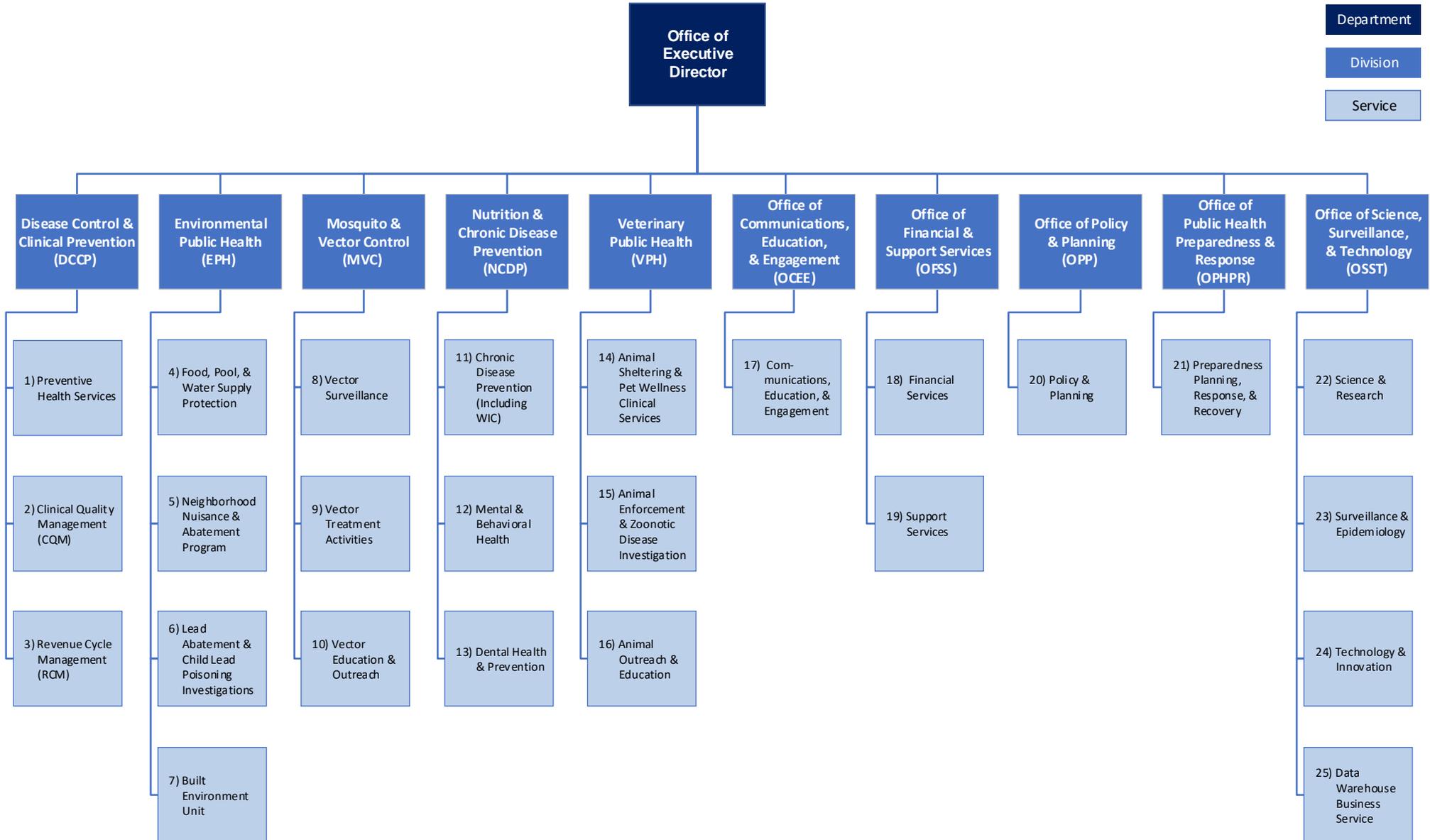
- *Division: List any division - or significant sub-unit within the department - that has a separate manager reporting to the department head*
- *Services Provided: Please list all the services provided by each division. Further details requested in Form 4a - Services Detail*
- *FY 2020-21 Adopted Budget (\$ 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)
Disease Control & Clinical Prevention (DCCP)	1. Preventive Health Services 2. Clinical Quality Management 3. Revenue Cycle Management	\$3,153,977	\$3,280,214	50
Environmental Public Health (EPH)	4. Food, Pool, and Water Supply Protection 5. Neighborhood Nuisance and Abatement Program 6. Lead Abatement and Child Lead Poisoning Investigations 7. Built Environment	\$2,024,751	\$2,024,751	30
Mosquito & Vector Control (MVC)	8. Vector Disease Surveillance 9. Vector Treatment Activities 10. Vector Education and Outreach	\$3,651,848	\$3,651,848	76
Nutrition & Chronic Disease Prevention (NCDP)	11. Chronic Disease Prevention 12. Mental and Behavioral Health 13. Dental Health and Prevention	\$2,159,229	\$2,118,229	40
Veterinary Public Health (VPH)	14. Animal Sheltering and Pet Wellness Clinical Services 15. Animal Enforcement and Zoonotic Disease Investigations 16. Animal Health Outreach and Education	\$4,683,996	\$4,783,996	92
Office of Communication, Education, & Engagement (OCEE)	17. Communications, Education, and Engagement	\$920,602	\$920,602	12
Office of Financial & Support Services (OFSS)	18. Financial Services 19. Support Services	\$18,649,596	\$18,888,755	46
Office of Policy & Planning (OPP)	20. Policy and Planning	\$610,751	\$610,751	12

Department

Division

Service



FORM 3. Goals and Objectives

Instructions

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

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Strengthen Systems Level Coordination & Collaboration	SO1	Increase Financial Sustainability of Organization through Innovative Financing Mechanisms	OFSS	VPH, EPH, OCEE	Budget Management	Foundations, State and Federal Partners, Health Plans, etc.
G1	Strengthen Systems Level Coordination & Collaboration	SO2	Increase the Capacity of the Public Health Workforce	OFSS	OPHPR, OSST		Technical Assistance Partners, NACCHO, etc.
G1	Strengthen Systems Level Coordination & Collaboration	SO3	Increase Partnerships & Collaborations Focused on Innovation, YOY	OFSS	OPP	Quad Agencies, CSD, etc.	PHI-Lab partners, TMC, etc.
G1	Strengthen Systems Level Coordination & Collaboration	SO4	Increase Partnerships with Community Based Organizations, Coalitions, and Other Community Stakeholders	NCDP	MVC, EPH, OPP	Quad Agencies, CSD, etc.	Non-profits/CBOs, Faith-based Institutions, Coalitions and Taskforces, Housing Partners, etc.
G7	Strengthen Internal Capacity for Data-Driven Policies & Systems Change	SO5	Increase Sharing of Public Health Best Practices and Strategies	OPP	OSST, EPH, OCEE	Quad Agencies, CSD, etc.	Non-profits/CBOs, Schools, State and National Associations, Clinics, Hospitals
G2	Improve Access to Opportunity & Advance Health Equity	SO6	Increase Public Outreach and Awareness of Public Health Guidance and HCPH Services	OCEE	OPP	Quad Agencies, CSD, etc.	Media, Schools, CBOs, CHWs
G2	Improve Access to Opportunity & Advance Health Equity	SO7	Increase Novel Solutions to Providing No-Cost or Low-Cost Public Health Services to Disproportionately Impacted Communities	DCCP	OCEE, NCDP, OFSS	Quad Agencies, CSD, etc.	Safety Net Providers, CBOs
G2	Improve Access to Opportunity & Advance Health Equity	SO8	Decrease % of Individuals Facing Food Insecurity	NCDP		Harris Health, CSD, etc.	Food banks, Restaurants, CBOs
G2	Improve Access to Opportunity & Advance Health Equity	SO9	Reduce the Proportion of Persons who are Unable to Obtain or Delayed in Obtaining Necessary Dental Care	NCDP		Juvenile Justice, etc.	Safety Net Providers, CBOs
G2	Improve Access to Opportunity & Advance Health Equity	SO10	Enhance the Availability of Health Promotional and Educational Opportunities in Disproportionately Impacted Communities	NCDP	OFSS, OPHPR, OPP	Quad Agencies, CSD, etc.	Non-profits/CBOs, Faith-based Institutions, Coalitions and Taskforces, Housing Partners, etc.
G3	Improve Mental & Emotional Wellbeing	SO11	Decrease Opioid-Related Overdose Deaths, YOY	NCDP	OSST	Quad Agencies, Sherriff's Office, CSD, etc.	Non-profits/CBOs, Faith-based Institutions, Coalitions and Taskforces, Housing Partners, etc.

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G3	Improve Mental & Emotional Wellbeing	SO12	Increased Proportion of Those with Mental Health Problems Who Receive Treatment	NCDP		Quad Agencies, Sherriff's Office, CSD, etc.	Non-profits/CBOs, Faith-based Institutions, Coalitions and Taskforces, Housing Partners, etc.
G4	Improve Health Where we Live, Learn, Work, Worship, and Play	SO13	Maintain Live Release Rate Above 90%	VPH		Sheriff's Office	Veterinary Health Partners Across Region
G4	Improve Health Where we Live, Learn, Work, Worship, and Play	SO14	Reduce Obesity Rates	NCDP		Harris Health, CSD, etc.	Schools, Non-profits/CBOs, Media
G4	Improve Health Where we Live, Learn, Work, Worship, and Play	SO15	Reduce Preventable Vector Borne Disease Risk	MVC			Vector Control Network, Academia, Tech partners
G4	Improve Health Where we Live, Learn, Work, Worship, and Play	SO16	Reduce Foodborne Illnesses in the Community	EPH		Sherriff's Office, Fire Marshall, etc.	Restaurants, Grocery Stores, Associations
G4	Improve Health Where we Live, Learn, Work, Worship, and Play	SO17	Reduce Water-Borne and Waste-Borne Illnesses	EPH		Sherriff's Office, Fire Marshall, Engineering, Flood Control District, etc.	Community Groups, Neighborhood Associations, etc.
G5	Improve Health Across the Life Span	SO18	Increase Initiatives Designed to Impact Maternal and Child Health Outcomes	NCDP	DCCP	Quad Agencies, CSD, etc.	Non-profits/CBOs, Faith-based Institutions, Coalitions and Taskforces, etc.
G5	Improve Health Across the Life Span	SO19	Reduces Instances of Lead Poisoning	EPH		Harris Health, CSD, etc.	Non-profits/CBOs, Faith-based Institutions, Coalitions and Taskforces, Housing Partners, Academia etc.
G6	Reduce Preventable Non-Communicable and Communicable Diseases, Illnesses, and Injuries	SO21	Reduce Reported Tobacco Use	NCDP		Quad Agencies, CSD, etc.	Non-profits/CBOs, Faith-based Institutions, Coalitions and Taskforces, Academia, etc.
G6	Reduce Preventable Non-Communicable and Communicable Diseases, Illnesses, and Injuries	SO22	Prevent and Maintain Zero Rabies Cases in Humans	VPH			
G6	Reduce Preventable Non-Communicable and Communicable Diseases, Illnesses, and Injuries	SO23	Reduce Cases of Preventable Infectious Diseases	OSST		Harris Health	Schools, Non-profits/CBOs, Clinics, Hospitals
G6	Reduce Preventable Non-Communicable and Communicable Diseases, Illnesses, and Injuries	SO24	Reduce Cases of STIs (HIV, Syphilis, Gonorrhea)	DCCP		Harris Health	Schools, Non-profits/CBOs
G6	Reduce Preventable Non-Communicable and Communicable Diseases, Illnesses, and Injuries	SO25	Reduce TB Cases	DCCP		Harris Health	Clinics, Hospitals
G7	Strengthen Internal Capacity for Data-Driven Policies & Systems Change	SO26	Increase Capacity for Performance and Operational Efficiency	OFSS	DCCP, OSST	CCAO, Universal Services, Quad Agencies, etc.	Academia, Tech, Consulting Industries
G7	Strengthen Internal Capacity for Data-Driven Policies & Systems Change	SO27	Increase Reported Internal Customer Satisfaction Rates with Support Functions	OFSS	DCCP, OSST	CCAO, Universal Services, Quad Agencies, etc.	
G7	Strengthen Internal Capacity for Data-Driven Policies & Systems Change	SO28	Maintain Grant and Other Revenue-Generating Documentation Delivered Within Set deadlines	DCCP	OFSS	Budget Management, Quad Agencies, etc.	

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:	Preventive Health Services
Divisions (list all):	Disease Control and Clinical Prevention (DCCP)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,251,127	34

1) Describe the Service and how it supports department goals.
<p>Providing direct preventive services is an essential component of Harris County's Safety Net. These services include preventive activities with clinical sites, mobile teams, and community health outreach. Preventive services include immunizations, family planning, wellness exams, disease screenings, and health education and counseling. Offering these preventive services is crucial to preventing infectious disease outbreaks and preventing health disparities for chronic conditions. Additionally, coordinating preventive services across the Harris County Safety Net is necessary for systems-wide collaboration and improving access to health services. (Goals: 1, 2, 6)</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The primary customers for this service are Harris County Residents, with a focus on low-income and uninsured populations, refugees, low-income HIV-positive individuals who do not have health insurance or are underinsured, and other high-risk populations. The community expects prompt service, access to resources, timely appointments, testing and treatment, and the appropriate counseling and support.</p> <p>In 2021, DCCP plans to introduce a customer satisfaction survey in order to collect data and ensure a high quality of service and care.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>This service is mandated under multiple statutes including:</p> <ul style="list-style-type: none"> •HSC_CH_81 •HSC_CH_121: "Provide personal health promotion and maintenance services; infectious disease control and prevention services; environmental and consumer health programs; public health education and information services; laboratory services; and administrative services"

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

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

Additional Notes:

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

Instructions

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

Service Name:	Clinical Quality Management
Divisions (list all):	Disease Control and Clinical Prevention (DCCP)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$707,497	11

1) Describe the Service and how it supports department goals.
The Clinical Quality Management (CQM) Program is a support function of HCPH’s clinical services. CQM ensures that HCPH clinical operations continue to offer high-quality services by proactively identifying any clinical quality issues or trends and instating corrective actions. This service heavily relies upon internal coordination between all HCPH clinical programs. Additionally, CQM shares best practices from different clinical service providers furthers HCPH’s clinical service quality. CQM continues to refine quality assurance data collected and analyzed to better track clinical quality measures. CQM also houses HCPH's Employee Health Program, which ensures our workforce's protection and wellness as they perform their essential job duties. (Goals 2, 6, 7)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The direct customers of this service are all clinical programs within HCPH with an ultimate goal of providing a safer and more efficient level of service to clinical patients. Customer feedback from clinical programs are collected throughout the year through both formal and informal meetings, including a Quarterly Quality Assurance Meetings that all clinical programs attend. In 2021 CQM aims to introduce a customer feedback survey to gather more quantitative data on how we're doing.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

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

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

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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 Cycle Management
Divisions (list all):	Disease Control and Clinical Prevention (DCCP)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$321,590	5

1) Describe the Service and how it supports department goals.	
Revenue Cycle Management is a support service function that coordinates with State and/or federal Medicaid agencies to bill for qualified health services; collaborates with Harris Health to maximize EPIC utilization for HCPH-provided services, and trains HCPH staff. It develops a fee-for-service sliding scale for community members based on personal/household income levels and expands and implements additional EPIC features, such as MyChart Patient Portal. Revenue cycle management is key to building financial sustainability of clinical services. It also provides credentialing services to any HCPH staff collaborating with a third-party vendor to ensure that proper credentialing is completed in order to bill and collect revenue from grants and third-party payors. RCM also provides medical record services for (Goals: 1, 2, 7)	
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?	
The direct customers of this service are HCPH and HCPH programs. Additional direct customers of this service are Harris County and Greater Houston residents who utilize pre-service to schedule appointments. Expectations include receiving client demographic and financial information utilized to schedule patient visits and bill third-party payors. In 2021 RCM will collaborate with CQM to introduce a customer feedback survey to collect more quantitative data on patient satisfaction.	
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.	
N/A	

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

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

Additional Notes:

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

Instructions

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

Service Name:	Food, Pool, and Water Supply Protection
Divisions (list all):	Environmental Public Health (EPH)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$607,425	9

<p>1) Describe the Service and how it supports department goals.</p> <p>HCPH inspects approximately 9,000 food establishments, 1,800 pools and 2,400 public water systems across the county to ensure that residents are protected against preventable foodborne and waterborne diseases, illnesses, and injury. The licensing and inspection of public pools helps ensure the safety of residents while swimming and decreases the possibility of drowning and injury so that residents feel secure in engaging in physical activity where they live, learn, work, worship, and play. Additional food access and food waste reduction programs advance health equity by increasing food donation, education, and access to health supporting resources. These programs are pivotal examples of how systems coordination and collaboration can engage non-traditional health partners in improving health upstream. (Goals: 1, 2, 4, 6)</p>
<p>2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?</p> <p>Every Harris County resident should have access to healthy food, confidence that local food establishments are maintaining food safe practices, trust that their public well water is free of bacteria, and trust that their local pool is safe to swim in. All Harris County residents (excluding the City of Houston) are customers of this service. Individuals in food deserts are provided extra benefits from the efforts made to reduce hunger, including programs building community capacity for growing healthy foods locally and encouraging safe food donation. Food establishments struggling to uphold food safety standards are provided food safety education and resources to assist in improving their overall health and safety. Individuals are able to submit any feedback, including reporting foodborne and waterborne illness or any issues affecting food or water safety through the HCPH app or website.</p>
<p>3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.</p> <p>This service is mandated under multiple statutes including:</p> <ul style="list-style-type: none"> •HSC_CH_341: •HSC_CH_437 •HSC_CH_438

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:	Neighborhood Nuisance and Abatement Program
Divisions (list all):	Environmental Public Health (EPH)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$269,697	4

1) Describe the Service and how it supports department goals.
Neighborhood Nuisance and Abatement supports the Texas Neighborhood Nuisance Abatement Act, a law intended to eliminate public nuisances in unincorporated areas of Texas. Public nuisances are grouped into six (6) categories that include rubbish disposal and storage, maintenance of sanitary conditions, weed control, structural safety, and swimming pool safety and maintenance. Abatement of nuisances helps prevent the spread of diseases, illnesses, and injuries and benefits disproportionately impacted communities by ensuring the safety of areas that might not otherwise be maintained. Nuisance abatement is a critical component of protecting health where we live, learn, work, worship, and play (Goals: 2, 4, 5, 6, 8)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The primary customers for this service are residents in unincorporated areas of Harris County, specifically neighborhoods and properties that include a nuisance issue. Residents expect to live in neighborhoods free from accumulated rubbish, standing water, conditions that harbor insects and rodents, abandoned swimming pools, high weeds, dilapidated structures, and related nuisances. Customers are able to report neighborhood nuisances on the HCPH website or app and can expect that nuisances will be inspected and issues resolved, either by the property owner’s compliance or the department’s enforcement of the law.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated under multiple statutes including: <ul style="list-style-type: none"> •HSC_CH_341 •HSC_CH_343

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:	Lead Abatement and Child Lead Poisoning
Divisions (list all):	Environmental Public Health (EPH)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$269,697	4

1) Describe the Service and how it supports department goals.
Both the Lead-Based Abatement Program and Child Lead Poisoning Prevention Program focus on issues resulting from the harmful effects of lead poisoning. Prior to 1978 millions of homes across the United States were painted with lead-based paint. Exposure to lead based paint can lead to variety of long-term health and developmental issues. EPH’s Lead Based Paint Abatement Program makes homes “lead safe” by abating lead-based paint from the homes of low-income families with children under 6 years of age. The Childhood Lead Poisoning Prevention Program (CLPP), works with schools, pediatricians and others in the community to promote the importance of testing children for lead poisoning through outreach, surveillance, screening and case coordination. (Goals: 2, 4, 5, 6)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The primary customers for this service are Harris County residents (excluding the City of Houston) who live in or frequent homes built before 1978, who may be exposed to lead-based paint hazards, and who are in low-income to moderate-low income brackets. The most vulnerable populations include children under six years of age, pregnant women, and people who work with lead in their jobs. Customers expect to be able to live, learn, work, worship, and play in lead-safe homes. Customers can also expect access to testing, education on lead and its hazards, case coordination, and under specific circumstances, relocation.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

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:	Built Environment
Divisions (list all):	Environmental Public Health (EPH)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$877,932	13

1) Describe the Service and how it supports department goals.
Built Environment promotes health and wellness through environments where individuals LLWWP and includes the man-made objects or spaces that form a community. The built environment affects rates of physical activity, levels of fruit and vegetable consumption, and human exposure to air pollutants, all of which reduce incidences of illness and disease. Improving the walkability, lighting, and accessibility increases the likelihood that people can successfully navigate their community as they age. Rates of chronic disease and mental health outcomes have been attributed to the design of a community, and many communities are disproportionately impacted due to a lack of investment in community services and infrastructure. (Goals 1, 2, 4, 5, 6, 8)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
All Harris County residents are customers of this strategic service. Residents expect to be able to be active outside, move around without a car, safely navigate their community, and have access to healthy and affordable food options. The Built Environment unit works with planners, developers, engineers, and transportation authorities to help design our communities in a way that prevents disease and improves health.
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:	Vector Disease Surveillance
Divisions (list all):	Mosquito and Vector Control (MVC)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,345,418	28

1) Describe the Service and how it supports department goals.
Vector Surveillance monitors the environment and define the nature and extent of disease vectors and is provided county wide. Surveillance activities provide the basis for assessing the potential for vector-borne disease transmission, determining species of public health significance, generating data needed for justification of treatment, and evaluating the effectiveness of control measures. Arboviral disease surveillance and population monitoring are accomplished through the collection and identification of mosquitoes, birds, and ticks and submitting samples to virology for testing. HCPH's integrated vector management (IVM) approach has propelled the agency to be a leader emerging infectious disease (EID) and vector borne diseases. Enhanced vector surveillance allows Harris County to better detect risk for outbreaks before they occur. Investment into technology and infrastructure to enhance granularity of surveillance will ensure data driven policies and resilient resource allocations. (Goals 4, 5, 7, 8)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers of this service are all persons in Harris County. People in Harris county expect a reduction in the number of mosquito activity in their neighborhood and protection from vector borne disease transmission.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated under multiple statutes including: <ul style="list-style-type: none"> •HSC_CH_344 •TAC_T25_CH_267 •TAGC_CH_76

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:	Vector Treatment Activities
Divisions (list all):	Mosquito and Vector Control (MVC)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,018,127	42

1) Describe the Service and how it supports department goals.
Vector treatment activities include the ground and aerial adulticiding (spraying) of areas with confirmed mosquito-borne disease or a declared disaster, and preventive treatments to limit activity of vectors. These treatment activities improve health where we live, learn, work, worship, and play by decreasing the risk of preventable mosquito-borne diseases. Preventing diseases before they are transmitted is an upstream strategy that helps HCPH mitigate the transmission of vector-borne diseases in the community. (Goals 4, 6, 7, 8)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Vector treatment activities are provided for all Harris County residents and are targeted in neighborhoods and communities that have confirmed or are at highest risk for vector-borne diseases.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated under multiple statutes including: <ul style="list-style-type: none"> •HSC_CH_344 •TAC_T25_CH_267 •TAGC_CH_76

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:

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Instructions

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

Service Name:	Vector Education and Outreach
Divisions (list all):	Mosquito and Vector Control (MVC)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$288,303	6

1) Describe the Service and how it supports department goals.
One Health is an approach that recognizes the interconnection between people, animals, plants, and their shared environment. Vector education and outreach keeps the community informed about personal protective measures, source reduction, vector-borne disease transmission, and reporting of potential issues. Additionally, partnerships with internal and external partners enhances HCPH's reach and ability to detect and respond to vector control related challenges as they arise. Working relationships with local vector control partners across the Greater Houston Area builds local capacity. These partnerships enable HCPH to foster information sharing, coordinate disease detection and control efforts, provide staff training for internal and external partners, and initiate joint community education activities. (Goals 4,6,7,8)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Community education and engagement activities are provided to the general public, community groups and associations, and businesses. Communication with vector control partners throughout the year takes place through in-person meetings/trainings, virtual meetings/trainings, and email/phone correspondence. Utilizing vector control partnerships, training is provided to the vector control community with a focus on those who are certified pesticide applicators.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

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:

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Instructions

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

Service Name:	Chronic Disease Prevention
Divisions (list all):	Nutrition and Chronic Disease Prevention (NCDP)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$582,513	11

1) Describe the Service and how it supports department goals.
Chronic Disease Prevention services include services, programs, projects, and initiatives that deliver a mix of direct prevention services and sessions, train the trainer programs, and meaningful collaboration with schools, coalitions, partner agencies, and community groups. Chronic Disease Prevention services wrap around the lifespan of residents and the communities they live in. From birth to the later stages of life, these programs and projects address nutrition, obesity prevention and reduction, early childhood programs, healthy aging, asthma management and prevention, hypertension prevention, tobacco cessation, diabetes prevention, school health, and physical activity. (Goals: 1,2,4,5,6)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The primary customers for this service are Harris County Residents in need of chronic disease prevention and management education and resources. Overall wellness services for preventable disease and illness throughout the lifespan are made available to help participants keep themselves and their families safe and healthy. The community expects accurate information, timely interventions, and inclusive services and support. Customer feedback is collected through surveys, pre- and post- evaluations, and testimonials.
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:

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Instructions

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

Service Name:	Mental and Behavioral Health
Divisions (list all):	Nutrition and Chronic Disease Prevention (NCDP)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$423,646	8

1) Describe the Service and how it supports department goals.
HCPH Mental & Behavioral Health programs focus on increasing access to mental and behavioral health services, including substance use/misuse, through efforts aimed at improved identification of needs, in addition to the development of community collaboration efforts to meet those needs. Current initiatives focus on development of integrated care models with a focus on screening for depression within HCPH clinics, Health Hubs, and at touchpoints with the community through the COVID-19 response. Recent collaborations to address the opioid epidemic involve meaningful and deeply collaborative partnership with Sherriff's Office, Harris Center, and other partners across the county to share data and develop shared strategies. (Goals: 1,2,3)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The primary customers for this service are underserved, primarily uninsured, Harris County Residents with underlying, untreated (or undertreated), mental and behavioral health needs. The community expects prompt, evidence-based services, connection to resources, and comprehensive culturally competent care. Customer feedback will be collected by consumer feedback surveys.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

FORM 4a. Department Services - DETAIL (#13)

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

Additional Notes:

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Instructions

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

Service Name:	Dental Health and Prevention
Divisions (list all):	Nutrition and Chronic Disease Prevention (NCDP)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,112,070	21

1) Describe the Service and how it supports department goals.
Dental Health & Prevention promotes and improves oral health through oral health education and promotion programming and the provision of dental clinical services to qualified residents. Dental Health & Prevention services are an important component of maintaining optimal health across the life span, ensuring access to care, and reducing preventable illnesses. Mobile-based services allow increased access to residents across Harris County, increasing equitable provision of dental services in the community. (Goals: 2,5,6)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The primary customers for Dental Health & Prevention services are Harris County residents who are uninsured patients of all ages, have limited access to dental services and youth in the custody of Harris County Juvenile Probation Division. The community expects prompt service, timely appointments, and outreach and education. Customer feedback is collected by a patient satisfaction survey is distributed in our clinical dental setting.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated under multiple statutes including: <ul style="list-style-type: none"> •§2_CFR_Subpart_B: Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) of Individuals Under Age 21 •HRC_CH_244

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:

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Instructions

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

Service Name:

Animal Sheltering and Pet Wellness Clinical Services
--

Divisions (list all):

Veterinary Public Health (VPH)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$3,171,997	61

1) Describe the Service and how it supports department goals.
<p>The wellness of animals in the community is indicative of the overall wellness of the community, thus, improving wellness across the lifespan and where we live, learn, work, worship, and play.</p> <p>Animal sheltering and pet wellness clinical services support HCPH’s goals by ensuring that the shelter meets or exceeds state standards for animal shelters and euthanasia. These services are primarily funded through general funds and special revenue. HCPH’s Pet Wellness Clinical Services make affordable preventative care available to Harris County residents and help prevent the spread of communicable diseases through vaccinations. Providing vaccinations and other wellness services protects both pets and residents and supports the integration of an One Health approach. HCPH’s animal sheltering services are mandated, however, the level of care animals receive while at the shelter goes far beyond the level of care mandated. Additionally, microchipping services allow better tracking of animals and speedier return of lost animals to owners. For example, HCPH has worked to increase the leave alive rate from 15.5% to 98% and has maintained status as a no-kill shelter. With the opening of the Harris County Pets Resource Center, HCPH has doubled its capacity to give more animals a road to a future home. Numerous partners and volunteers support these services, helping HCPH expand its collaboration and coordination with other animal-focused organizations.</p> <p>Goals Primarily Supported by this service: 1, 2, 3, 4, 5, 6, 7, 8</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The primary customers for this service are Harris County Residents who can access wellness services, adoption services, and secure resources to help keep their pets safe and healthy. The community expects prompt service, access to resources, timely appointments, emergency services, and the appropriate counseling and support. Customer feedback is collected by a survey application, direct interaction, email, and telephone calls. One Health Conference participant feedback is collected through a post-conference survey.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>This service is mandated under multiple statutes including:</p> <ul style="list-style-type: none"> •THSC_CH_821 •THSC_CH_822 •THSC_CH_823

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:

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Instructions

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

Service Name:	Animal Enforcement and Zoonotic Disease
Divisions (list all):	Veterinary Public Health (VPH)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,143,999	22

<p>1) Describe the Service and how it supports department goals.</p> <p>HCPH collaborates with partner organizations to protect animals, provide pet care, and develop solutions to eliminate animal cruelty while enforcing animal regulations in Harris County. This service supports HCPH’s goals by keeping Harris County residents safe from animal to animal and animal to human transmission of zoonotic diseases. This supports the wellbeing of residents where they live, learn, work, worship, and play by leveraging collaborative partnerships to reach residents across the county.</p> <p>Goals Primarily Supported by this service: 1, 2, 4, 5, 6</p>
<p>2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?</p> <p>The primary customers for this service are Harris County Residents who can access animal control services, rabies exposure risk assessment, pet licensing, and other services that will keep them safe. The community expects humane practices, prompt response to service requests, and thorough data and tracking.</p> <p>Customer feedback is collected by direct interaction, email, and telephone calls.</p>
<p>3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.</p> <p>This service is mandated under multiple statutes including:</p> <ul style="list-style-type: none"> •HSC_CH_821 •HSC_CH_826 •HSC_CH_828 •IC_CH_285

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:	Animal Health Outreach and Education
Divisions (list all):	Veterinary Public Health (VPH)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$468,000	9

1) Describe the Service and how it supports department goals.	
<p>Much of the success of HCPH’s veterinary services is attributable to community outreach efforts through education and events. These outreach and education efforts are vital to helping HCPH achieve its goals of improving health across the lifespan where we live, learn, work, worship, and play. HCPH provides educational opportunities in the community through mobile health villages, with schools and law enforcement, and by partnering with other animal-focused organizations. HCPH also partners with pet fostering, transport, and rescue organizations. This effort builds strong collaboration across community organizations and increases the options for rehoming animals, making the community safer and healthier.</p> <p><i>Goals Primarily Supported by this service: 1 3 4 5 6 8</i></p>	
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?	
<p>The primary customers for this service are Harris County Residents who want to learn more about animal adoption resources and individuals who receive educational information through presentations and outreach efforts. Customer also receive Pet Wellness Veterinary Services through our Mobile Health Villages and other outreach events. Customers expect to be provided with resources and accurate information, links to other organizations, training/resources to foster pets, and transportation for animals, as needed. We must continue to expand community outreach through events and social media outlets.</p> <p>Customer feedback is collected by direct interaction, email, social media and telephone calls.</p>	
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 (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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, Education, and Engagement
Divisions (list all):	Office of Communication, Education & Engagement

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$920,602	12

1) Describe the Service and how it supports department goals.
<p>Informing, educating, and engaging Harris County residents supports community wellness in these services primarily funded through general funds. With these services, internal communication across divisions and offices and external communication to the community is done in ways to advance health equity. This means intentional, effective, and culturally sensitive health messaging and translation in various languages provided for most media. Health outreach and public engagement is leveraged to reach Harris County residents where they live, learn, work, worship, and play.</p> <p>Also, to improve resilience, prepare, respond, and recover for disasters and emergencies, developing the necessary communication templates are made available for immediate use (e.g. the HCPH webpage), experience with broadcasting services and press conferencing, as well as alignment with ReadyHarris.org provides residents</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The primary customers for this service are Harris County Residents who need clear communication and accessible information as a vital part of health literacy. Residents expect HCPH to work closely with partners to ensure the communication initiatives, public health campaigns, educational materials and all forms of media created are readily available, easily understood and culturally sensitive.</p> <p>HCPH serves both internal and external customers, creating all content for programs, from the writing to the creative development of 1 pager/pamphlets that are disseminated to the community.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

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:	Financial Services
Divisions (list all):	Office of Financial and Support Services (OFSS)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$4,018,884	10

1) Describe the Service and how it supports department goals.
Financial services includes grants management, accounting, and analytics. The service provides fiscal responsibility support for all HCPH services and is primarily funded through grants (over 60%). This includes identifying points of collaboration and coordination between other programs as well as with funding partners, identifying unique opportunities, and implementing business process improvements in a cost-effective manner. Financial services ensures compliance and abiding by procurement standards which also includes Historically Under-utilized Businesses (HUBs). Lastly, the proficient utility of PeopleSoft, reliance on organization data, and other analytics tools are key to strengthening data-driven processes, systems change, and department goals. (Goals 1, 2, 7)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The primary customers for this service are the HCPH staff, contractors, and programs in their service to Harris County residents. County government expects lean government services that are open to innovation and consistently developing process improvements to expand the reach and impact of public health services.
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 (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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):	Office of Financial and Support Services (OFSS)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$14,869,871	36

1) Describe the Service and how it supports department goals.
Support services include human resources, operations and logistics, public health innovation (PHI) lab, and project and business technology services for all HCPH staff. These services support all parts of HCPH's services. Expanding a diverse workforce that is both culturally and structurally competent, and equipped with the data and business analytical tools to do so are critical to expanding HCPH's portfolio in upstream prevention and systems change. Support services such as PHI Lab and Project Business Technology expand the ability of HCPH to engage in systems level coordination and collaboration through data sharing. (Goals 1, 7)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The primary customers for this service are HCPH programs and staff as well as external stakeholders such as the state health department and other data stakeholders. HCPH staff and programs expect prompt technical assistance and support services on an ongoing basis. PHI lab collects customer experience on multitude of levels from the wide array of its innovative initiatives. Voice of the customer is captured through several quantitative as well as qualitative data capture formats including: Pre- and post- survey methods, outcome-based customer interviews, informal conversations with key customers, and meetings with potential customers. Internal and external customers primarily include HCPH workforce, various public health, healthcare and social enterprise related organizations and individuals, as well as our cross-sector partners. PHI lab applies Lean six sigma principles to capture voice of the customer (VOC) effectively, to continually measure and assess external customer satisfaction, internal satisfaction and partnership feedback to ultimately better serve our community.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

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 (4c).xlsx**

Additional Notes:

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

Instructions

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

Service Name:	Policy and Planning
Divisions (list all):	Office of Policy and Planning (OPP)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$610,751	12

1) Describe the Service and how it supports department goals.
The Office of Policy and Planning (OPP) supports cross-departmental strategic planning and capacity building across the agency, leads meaningful engagement of external stakeholders through coalitions and formal partnerships, maintains the agency's health equity portfolio, and leads all governmental relations at the local, state, and federal level. OPP is the lead office in charge of developing system wide plans, such as the Community Health Improvement Plan, Community Health Assessment, and Harris Cares and ensuring that department resources are leveraged to advance goals and strategies. OPP serves as the community's health strategist to advance coordination among health and non-health partners to address the upstream barriers to health, access, and health equity.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers of this service include 1) other divisions and offices within HCPH through equity training and technical assistance on policy development and systems change, 2) Harris County community stakeholders and partners at the mid to executive level management level to enhance coordination and collaboration, and 3) local, state, and federal government partners and elected officials. OPP plans to develop surveys for HCPH programs to better establish baselines on capacity for systems change, data sharing, and equity based approaches.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

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 (4c).xlsx**

Additional Notes:

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

Instructions

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

Service Name: Preparedness Planning, Response, and Recovery
Divisions (list all): Office of Public Health Preparedness and Response

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$565,139	8

<p>1) Describe the Service and how it supports department goals.</p> <p>HCPH is the primary agency responsible for protecting the public's health and coordinate emergency support function eight (ESF8) in the event of a widespread public health emergency, either a natural or man-made emergency impacting Harris County. OPHPR also manages the Harris County Medical Reserve Corp. program for all of Harris County.</p> <p>OPHPR prepares the community to safely respond to and recover from all public health emergencies and is primarily funded through the general fund and grants. Examples of services are to improve community resilience pre-emergency for a better outcome post emergency, community readiness assessments to determine the readiness of the community, providing readiness resource links, and increase the community preparedness level for future emergencies. OPHPR manages the Strategic National Stockpile program for the County and is responsible for administering medical counter measures during certain emergency situations. OPHPR is responsible for Annex H of the Harris County basic plan and has multiple supporting plans for Chemical (future planning), Biological, Radiological, Nuclear emergencies, and Human, Animal, Zoonotic, Arbovirus diseases. Additionally OPHPR collaborates planning development with regional public health partners, state-level Health & Human Service, national level U.S. Health & Human Services and U.S. Department of Homeland Security for preparedness trainings and exercises. Lastly, OPHPR's focus is improving health where residents live, learn, work, worship, and play including the ability of HCPH to provide large-scale dissemination of essential supplies to the community and assess neighborhood needs to provide services during emergencies.</p>
<p>2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?</p> <p>The primary customers for this service are Harris County residents of all ages. Harris County residents expect an effective, coordinated response to terrorist attacks, disease outbreaks and weather-related disasters.</p> <p>Customer feedback comes in two specific ways. First HCPH OPHPR conducts Community Assessment for Public Health Emergencies (CASPER's) within Harris County. CASPER is designed to provide public health leaders and emergency managers information about a community so they can make informed decisions. The tool uses valid sampling methodology to collect information at the household level and can be used in disaster and non-disaster settings. Second, our Community Resilience Officer and team holds workshops with local international not previously reached communities within Harris County. The team partners with trusted</p>
<p>3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.</p> <p>This service is mandated under multiple statutes including:</p> <ul style="list-style-type: none"> •TGC_CH_161 •TGC_CH_418

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 (4c).xlsx**

Additional Notes:

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

Instructions

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

Service Name:	Science and Research
Divisions (list all):	Office of Science, Surveillance, and Technology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$163,932	2

1) Describe the Service and how it supports department goals.
The science and research unit provide Harris County an ability to share emerging advancements with local health department stakeholders and advance innovation. Additionally, the science and research unit highlight key best practices and findings to inform other public health partners, the community, and national stakeholder from HCPH. Focusing science and research as a service allows for data-driven policies and systems change. Examples of services include collaboration with internal divisions and offices on academic research, working to improve access to opportunity and advance health equity by leading the research of Harris Cares 2020: A Vision of Health in Harris County with transformational recommendations, and strengthen organizational data-driven analysis utilizing various data systems and databases for agency goals. Science and research give HCPH direct insight to the latest information and is key to fighting health-related emergencies, such as pandemics that threaten population health .
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The primary customers for this service are internal HCPH staff and programs as well as Harris County key partners (especially in academia, research, and medical sciences) that expect this service to share emerging research and best practices as well as highlight scientific advancements led by HCPH. Customer feedback will be collected by a bi-annual survey submitted to HCPH leadership and mid-level managers to evaluate and understand research needs across the agency, as well as collect feedback on successes and opportunities for improvement from the Science and Research Unit.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

FORM 4a. Department Services - DETAIL (#23)

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

Additional Notes:

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

Instructions

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

Service Name:	Surveillance and Epidemiology
Divisions (list all):	Office of Science, Surveillance, and Technology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,229,487	15

1) Describe the Service and how it supports department goals.
<p>This service includes the epidemiologists, or "disease detectives", for the Harris County community by investigating diseases and responding to outbreaks strengthening systems level coordination and collaboration, improving access to opportunity and advancing health equity, and strengthening internal capacity for data-driven policies and systems change.</p> <p>Coordinating with national and state health agencies to conduct surveillance (e.g. CDC and DSHS), reporting the community's notifiable conditions (e.g. disease, illness, and injuries, outbreaks), and providing epidemiological investigations targeted to specific neighborhoods or demographics, as well as general populations to halt or prevent illnesses and infections (e.g. COVID-19) in various databases and systems are key services during pandemics and other emergencies. Enhanced capacity</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The primary customers for this service are Harris County residents that expect this service to investigate diseases and control outbreaks in the community with tracking population health metrics, analyzing trends, responding to outbreaks, providing epidemiological guidance and technical assistance to health care providers, and creating sustainable surveillance and prevention solutions for the community.</p> <p>Customer feedback is collected by routine communications with internal and external stakeholders during surveillance activities and collaborations. SEU may also receive feedback through daily Epidemiology Phone Duty calls, address inquiries particularly data inquiries received through Epidemiology Program webpage, as well as inquiries from the community regarding communicable diseases through OCEE</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>This service is mandated under multiple statutes including:</p> <ul style="list-style-type: none"> •HSC_CH_81 •HSC_CH_84 •HSC_CH_87 •HSC_CH_121 •HSC_CH_341

FORM 4a. Department Services - DETAIL (#24)

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

Additional Notes:

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

Instructions

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

Service Name:	Technology and Innovation
Divisions (list all):	Office of Science, Surveillance, and Technology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$245,897	3

1) Describe the Service and how it supports department goals.
The Technology and Innovation Unit (TIU) assesses, researches, adapts, leverages and when necessary designs/develops/engineers technologies, innovations and scientific information benchmarked from across industries. The results inform policies, enhance processes/procedures, enable existing operations and create new capabilities across HCPH. These services strengthen systems level coordination and collaboration, improve health where we live, learn, work, worship, and play, reduce preventable non-communicable and communicable diseases, illnesses, and injuries, strengthen internal capacity for data-driven policies & systems change, and improve the resilience of communities to prepare, respond, and recover from a variety of emergencies & environmental conditions. Examples include the HCPH mobile units and their associated "Bringing Public Health to the Public" initiative that expands customer access to services from all HCPH Divisions, telemedicine capabilities such as Video Directly Observed Therapy (VDOT) for remotely treating TB patients or Thrive Peer Support for opioid addiction, and medical intelligence.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
There are both primary and secondary customers for this service. The primary customers are internal to HCPH as the TIU provides support to all Divisions and Offices. The primary customers expect information, guidance and recommendations on best practices pertaining to technologies, innovations and intelligence affecting their own services, followed by project management to implement any chosen strategies. The secondary customers of this service are external Harris County Residents who expect maximum access to the best, most efficient and most convenient public health services possible. Primary (internal) customer feedback is collected through project assessment. Secondary (external) customer feedback is collected through program metrics from those areas of HCPH that provide services directly to the community.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
This service is mandated under the statute: <ul style="list-style-type: none"> • HSC_CH_121.103

FORM 4a. Department Services - DETAIL (#25)

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

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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 Warehouse Business Services
Divisions (list all):	Office of Science, Surveillance, and Technology

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$491,795	6

1) Describe the Service and how it supports department goals.
<p>A comprehensive view of the health status and needs of Harris County residents includes collection and analysis of data related to population health, including condition and population specific mortality rates; prevalence of chronic conditions including cardiovascular disease, obesity, diabetes, and cancer; prevalence of mental and behavioral health conditions including mental illness and substance abuse; and associated health behaviors. Data Warehouse Business Unit services support goals to strengthen systems level coordination and collaboration, improve access to opportunities, advance health equity, strengthen internal capacity for data-driven policies and systems change, and improve health where residents live, learn, work, worship, and play.</p> <p><i>Goals Primarily Supported by this service: 1, 7</i></p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The primary customers for this service are Harris County programs that utilize this service to track population health metrics, analyze trends, and visualize program and population data. They expect timely access to accurate data and reports.</p> <p>Customer feedback is collected through ongoing communication related to data requests. Customers provide feedback on data sources of interest/data needs for future ingestion and needs related to trainings that would support a self-service model. Ongoing feedback is received throughout the data request process, where customers and analysts engage in ongoing communication about data request accuracy and refinement to ensure the final product of each data request meets customer needs.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
N/A

FORM 4b. Performance Metrics

Instructions

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

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

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

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

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

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

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

-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
16. Animal Health Outreach & Education	# of Pet Adoptions	Currently in Use	Chameleon	SO13	4935	5922	Pet adoptions support a leave-alive rate.
16. Animal Health Outreach & Education	Live Release Rate	Currently in Use	Chameleon	SO13	98.7%	90%	Live Release rate is a measure of animals leaving a shelter through adoption, return to owner, or transfer. This measurement eliminates any subjective definition of "adoptable." The target is to maintain above the national average.
17. Communications, Education, & Engagement	Amount of Yearly Earned Media	Currently in use	Cision	SO1	\$396M	\$400M	This year has seen a slight increase in earned media and helps support financial sustainability of the agency.
22. Science and Research	# of Contracts with Universities to be a Host Site for Student Practicums	New	internal programmatic	SO2	Baseline not established	5	Increase in public health students supports a vibrant workforce.
19. Support Services	# of Job Applications Reviewed	New	NeoGov	SO2	Baseline not established	75% per position	Reviewing 75% of the candidates that meet the minimum qualifications should allow hiring of the best qualified candidate.
19. Support Services	Average Time to Fill a Posted Position	New	NeoGov	SO2	Baseline not established	60 days	The national average for time to fill for healthcare positions is over 55 days from posting time to start date. HCPH has set a reasonable target for 60, with hopes to continue lowering.
19. Support Services	Reported Quality of Hire	New	Survey results in Excel	SO2	Baseline not established	90%	Quality of employee is a key to delivering services, so we should hire the best candidates. This reported quality of hire is being collected from supervisors and managers.
19. Support Services	Retention Rate of New Hires at One Year of Service	New	HR CRM	SO2	Baseline not established	75%	Turnover in healthcare in Houston is high due to the Medical Center, other LHDs, and non-profit sector.
19. Support Services	Overall Turnover Rate	New	HR CRM	SO2	Baseline not established	25%	Turnover in healthcare in Houston is high due to the Medical Center, other LHDs, and non-profit sector.
19. Support Services	Reported Satisfaction with HR-Led Training	New	Survey results in Excel	SO2	Baseline not established	90%	Training supports a workforce that delivers innovative and modern solutions for systems change and equity focused solutions.
19. Support Services	Rates of Reported Cultural Competency with Staff	New	Survey results in Excel	SO2	Baseline not established	70%	Employees need to have a cultural competency in order to deliver services to the culturally diverse county residents and advance health equity.
19. Support Services	Rates of Manager Satisfaction With Volunteer/Interns	New	Survey results in Excel	SO2	Baseline not established	90%	Quality of volunteers/interns is important to delivering our services to the community and building a diverse and vibrant workforce.
21. Preparedness Planning, Response, & Recovery	% of HCPH Staff Trained in Emergency Preparedness (IS 700, 800, 100, 200)	New	Excel	SO2	Baseline not established	80%	Emergency training is essential for a public health workforce that can build and sustain resiliency.
21. Preparedness Planning, Response, & Recovery	# of MRC Training or Volunteer Events Offered Per Year	New	internal excel	SO2	Baseline not established	4	Emergency training is essential for a public health and healthcare workforce that can build and sustain resiliency.
21. Preparedness Planning, Response, & Recovery	% of Trained MRC Volunteers Signed Up On TDVR	New	TDVR	SO2	Baseline not established	50%	Emergency training is essential for a public health and healthcare workforce that can build and sustain resiliency.

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
19. Support Services	# of Active Public Health Innovation Projects in Harris County	Currently in use	Excel	SO3	6	10	Innovation projects are intended to build county-wide collaboration, introduce efficient change management, and implement quality improvements in a cost-effective manner.
19. Support Services	# of projects that are over 75% financial sustainability within 3 years of launch date	New	Quickbase	SO3	0	3	Projects that demonstrate the increase financial sustainability have moved beyond the pilot stage and are on the path of full implementation.
19. Support Services	# of Multi-Sector Partners Engaged for Innovation Projects	Currently in use	Excel	SO3	11	20	Novel working relationships with multi-sector partners (e.g. Schools, Coalitions, Business Sector, Texas Medical Center) build systems level coordination with innovation projects.
19. Support Services	% of Partners Satisfied with Innovation Projects	New	Excel	SO3	Baseline not established	Baseline year	Novel working relationships with multi-sector partners (e.g. Schools, Coalitions, Business Sector, Texas Medical Center) build systems level coordination with innovation projects. Partner Satisfaction is crucial to sustaining systems level coordination.
19. Support Services	# of Mentors Recruited/Engaged for Innovation Projects	Currently in use	Excel	SO3	22	40	Novel working relationships with multi-sector partners (e.g. Schools, Coalitions, Business Sector, Texas Medical Center) build systems level coordination with innovation projects. Mentorship builds sustainability for innovation projects.
20. Policy & Planning	# of Advocacy Actions Done to Support the Delivery of Essential Public Health Services	New	OPP Excel Tracking Sheet/Data Warehouse	SO4	Baseline not established	5	This is the first year collecting this measure, baseline data is needed to set a more accurate target. Legislative Session is expected to be heavily engaged with public health.
11. Chronic Disease Prevention (including WIC Services)	# of Child Obesity Partners involved in HCPH-Led Collaboratives	Currently in Use	Excel spreadsheet	SO4	80	80	Child obesity collaboratives have been in existence since 2011. Next year HCPH will embark on a strategic planning process for the collaborative where we will assess our members and identify if this target should change. Coalitions and collaboratives are a formal method of large scale health planning and system alignment.
11. Chronic Disease Prevention (including WIC Services)	# of Early Childhood Partners in the Early Childhood Coalition	Currently in Use	Excel spreadsheet	SO4	20	25	The Early Childhood Action Team has been in existence since 2016 and has grown in membership each year. We continue to add 5 new members as the yearly goal. Coalitions and collaboratives are a formal method of large scale health planning and system alignment.
11. Chronic Disease Prevention (including WIC Services)	# of Harris County School Districts in the School Health Leadership Coalition	Currently in Use	Meeting sign-in sheets/list serv	SO4	21	21	Coalitions and collaboratives are a formal method of large scale health planning and system alignment. HCPH has participation from all school districts in the county and wants to continue that engagement and reengage those that may not be as active.
10. Vector Education & Outreach	# of Vector Control Network Activities	New	MCDWEB	SO4	Baseline not established	6	As process is established, additional events will be added. Vector Control Network includes partners across region to share best practices and engage a resilient vector response.
10. Vector Education & Outreach	# of Groups/Individuals Participating in Vector Training and Outreach Activities	Currently in Use	MCDWEB	SO4	132	145	Vector training and outreach is done through community based partnerships. Training provided by HCPH builds capacity across the region.
10. Vector Education & Outreach; 8. Vector Surveillance; 9. Vector Treatment Activities	# of Collaborating Partners for Vector Control	New	Excel	SO4	Baseline not established	5	Depending on COVID-19 restrictions, HCPH anticipates to expand collaboration efforts by at least 20% in the coming year.

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
20. Policy & Planning	# of Internal and External Educational and Community Engagement Opportunities	New	OPP Excel Tracking Sheet/Data Warehouse	SO3	Baseline not established	10	This is the first year collecting this measure, tracking novel partnerships opportunities have been limited due to COVID-19. Internal and External engagement is necessary for Harris Cares and PHAB accreditation activities, as well as systems change.
20. Policy & Planning	# of Partnerships with Marginalized Communities and Stakeholder Organizations	New	OPP Excel Tracking Sheet/Data Warehouse	SO4, SO6	Baseline not established	10	This is the first year collecting this measure. Number of partnerships with marginalized communities and stakeholder organizations is crucial to advancing health equity and supporting health planning across the agency. Traditional external engagement opportunities have been limited due to COVID-19.
7. Built Environment	# of Hours Directly Engaging Built Environment and Climate Stakeholders Through Meetings, Phone Calls, etc.	Currently in Use	Built Environment Unit	SO4	333	360	Captures community engagement and outreach activities the BE Unit is participating in. Includes formal meetings, coalition meetings, steering committee participation, etc. These non-traditional partners are essential to upstream prevention.
7. Built Environment	# of Projects Completed that Enhance Local Climate Science and Surveillance	New	Built Environment Unit	SO4	Baseline not established	2	Accessing and creating better data is essential for understanding the health impacts of climate change in Harris County. Conducting localized research allows for more tailored adaptation and mitigation initiatives. These projects often require grants and outside funding along with partner collaboration which can take many months to plan and complete. With current staff, 2 projects a year is feasible.
20. Policy & Planning	# of joint planning meetings held with major public health and healthcare stakeholders	New	Excel	SO5	Baseline not established	Baseline year	# of joint planning meetings held with Quad Agencies and health stakeholders such as TMC, health plans, FQHCs, etc. will build HCPH's capacity for systems change.
22. Science and Research	# of Abstracts Accepted to State and National Conferences for Oral Presentation or in Academic and Professional Journals	New	internal programmatic	SO5	Baseline not established	30	Abstracts shared by HCPH builds the sharing of best practices, expands the reach of HCPH, and builds opportunity for collaboration.
7. Built Environment	# of environment and climate presentations delivered at conferences, meetings, universities/graduate programs, etc.	Currently in Use	Built Environment Unit	SO5	10	10	Presentations on built environment topics, projects, or activities educates stakeholders and builds opportunity for collaboration and advancing health in all policies.
17. Communications, Education, & Engagement	# of Media Interviews Conducted	Currently in use	Excel	SO6	1,200	1,250	Media interviews expand the public presence of public health and health education. COVID-19 has sent an unprecedented standard in media interviews that may not be able to be sustained over the years.
17. Communications, Education, & Engagement	# of 1 Pagers and Social Media Assets Developed	Currently in use	Asana	SO6	450	200	Social media assets and one pagers are necessary for the public to access available public health guidance. Target metrics are lower than YTD because of the extenuating circumstances COVID-19 has had on communications, since the initiation of the response. Our YTD metrics skyrocketed thus skewing our averages of OCEE normal numbers (not in relation to the response). Thus, targets were based last year's data and not where we currently are this year to date.
17. Communications, Education, & Engagement	# of Persons Reached and Engaged Across Social Media Platforms	Currently in use	Social media platform analytics	SO6	5,000,000	3,000,000	Target metrics are lower than YTD because of the extenuating circumstances COVID-19 has had on communications, since the initiation of the response. Our YTD metrics skyrocketed thus skewing our averages of OCEE normal numbers (not in relation to the response). Thus, targets were based 2019-2020 data and not where we currently are this year to date.

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
17. Communications, Education, & Engagement	# of Page Views on HCPH Website	Currently in use	Google Analytics	SO6	6,259,706	1,350,000	Target metrics are lower than YTD because of the extenuating circumstances COVID-19 has had on communications, since the initiation of the response. Our YTD metrics skyrocketed thus skewing our averages of OCEE normal numbers (not in relation to the response). Thus, targets were based on growth of platform from 2017 to 2019 and not where we currently are this year to date
17. Communications, Education, & Engagement	# of public information interviews conducted in Spanish		internal programmatic	SO6	200	100	Detailed tracking for interviews conducted in Spanish will begin this year. Spanish public information interviews are necessary for equitable access to public health guidance. This has gone up because of COVID-19, but will not be sustainable for years to come due to decreased media attention.
17. Communications, Education, & Engagement	# of social media posts translated and utilized for active engagement		Asana	SO6	300	200	Detailed tracking for interviews conducted in Spanish will begin this year. Spanish media posts are necessary for equitable access to public health guidance. This has gone up because of COVID-19, but will not be sustainable for years to come due to decreased media attention.
1. Preventive Health Services	# of New Eligibility Appointments	New	Epic	SO7	Baseline not established	Baseline year	Conservative increase as this is the first year tracking. Eligibility appointments build access to preventive health services in underserved communities.
1. Preventive Health Services	% Increase in Renewal Eligibility Appointments Per Grant Year	New	Epic	SO7	Baseline not established	Baseline year	Conservative increase as this is the first year tracking. Eligibility appointments build access to preventive health services in underserved communities.
19. Support Services	# Disproportionately Impacted Communities Served by PHI Lab Cohort Projects	Currently in use	Excel	SO7	9	18	Innovation projects focused in disproportionately impacted communities expands the reach and impact of collaboration on health inequities in the county.
11. Chronic Disease Prevention (including WIC Services)	# of Total WIC Participants	Currently in Use	HHSC/TXIN	SO7	40,000	40,800	WIC participation expands access to preventive health services and education within the county and are focused in disproportionately impacted communities.
11. Chronic Disease Prevention (including WIC Services)	# of referrals/connections to services for WIC participants	New	Outreach Resource Guide	SO7, SO18	Baseline not established	Baseline year	Although being currently recorded, detailed tracking for referrals will begin this year and will be assessed quarterly. This expands systems level coordination across Harris County's Safety Net. The typical categories of WIC referrals include Local Food Resource Assistance (Food Pantries, Assistance Ministries, Churches Food Bank, etc.); Local Medical Resources (Pediatricians, OBs,; Dentists, Family Practice and Speech and Occupational Therapy Referrals); Drug and Substance Abuse Referrals; Medicaid, TANF, SNAP Referrals; Other Family Resources (Counseling, Childcare, ESL); Housing/Shelter and Utility Referrals; and Legal Assistance.
17. Communications, Education, & Engagement	# of Attendees for Mobile Health Villages	Currently in use	QR Code Registration	SO7	3000	4000	Mobile health villages bring public health services to the community to meet them where they are. The village concept brings multiple services into one central location for expanded coordination. Mobile health villages have been paused for COVID-19. When reinstated, occupancy limits may affect total outreach.
1. Preventive Health Services	% of Eligible Clients for whom Health Assessments are Provided within 90 days of Their Arrival (unless a client refuses, relocates, cannot be located, etc.).	Currently in Use	Epic	SO7	100%	100%	Health assessments support providing effective preventive health services. The current metric should be sustained.

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
1. Preventive Health Services	# of Mobile Health Villages	Currently in use	Excel spreadsheet	SO7	1	4	Mobile health villages bring public health services to the community to meet them where they are. The village concept brings multiple services into one central location for expanded coordination. Mobile health villages have been paused for COVID-19.
11. Chronic Disease Prevention (including WIC Services)	# of Food Insecure Families Receiving Fresh Fruits and Vegetables	Currently in Use	USDA forms/excel spreadsheet	SO8	2828	3110	Mobile health villages bring public health services to the community to meet them where they are. The village concept brings multiple services into one central location for expanded coordination. Mobile health villages have been paused for COVID-19. When reinstated, occupancy limits may affect total outreach.
13. Dental Health and Prevention	# of Unduplicated Dental Patients	Currently in Use	Dentrix	SO9	992	1350	Goal established by current budget based on average cost of \$456.00 per unduplicated patient.
20. Policy & Planning	# of Equity-Driven Interventions, Workplace Practices, and Policies Implemented Across HCPH	New	OPP Excel Tracking Sheet/Data Warehouse	SO10	Baseline not established	5	This is the first year collecting this measure, baseline data is needed to set a more accurate target. Equity driven interventions and workplace practices will build capacity within the department and ultimately feed into community wide practices.
11. Chronic Disease Prevention (including WIC Services)	Rate of Self-Management Classes Completed	Currently in Use	Password protected spreadsheets	SO10	90%	95%	Given the unique circumstances with senior centers and other settings that support seniors, the number is a bit more conservative. A number of the classes will be virtual to keep seniors safe from COVID-19. Self management classes mitigate severe and adverse health outcomes with chronic disease.
11. Chronic Disease Prevention (including WIC Services)	Proportion of Students Enrolled in Chronic Disease Prevention Classes receiving a 90% or higher score on post-test	Currently in Use	Excel Spreadsheet	SO10	56%	70%	Post-test evaluation measures the efficacy of health education in the community.
17. Communications, Education, & Engagement	# of Attendees in HCPH-Led Conferences	Currently in use	Eventbrite	SO5	900	1000	HCPH led conferences supports shared best practices, supports multi sector collaboration, and expands public presence of HCPH within the community. Conference attendee baselines are based on three regular large conferences held over the last few years.
19. Support Services	% of Staff Trained in Innovation and/or Design Thinking	Currently in use	Excel	SO10	10%	12%	Innovation trainings typically involve intensive, and immersive events to provide staff access to tools and techniques towards building a culture of innovation. Target is a 25% increase to baseline of 10%.
21. Preparedness Planning, Response, & Recovery	# Local Community Or Community Representative Workshops Held Per Year on Preparedness Topics	New	Excel	SO10	Baseline not established	15 workshops/year	Community workshops on preparedness topics builds resilience to emergencies in disproportionately impacted communities.
18. Financial Services	# Individual Development Training Opportunities for Finance Staff	New	Excel	SO10	Baseline not established	12	Internal trainings offered to finance staff. Monthly lunch and learns on various topics.
22. Science and Research	# of Datasets Linked for Opioid Data To Action	Currently in Use	internal programmatic	SO11	Baseline not established	5	CDC Grant Deliverable
12. Mental and Behavioral Health	# of Individuals Enrolled in the "New Beginnings" Substance Use Program	Currently in Use	Password protected spreadsheets	SO11	350	400	HCPH Licensed Chemical Dependency Counselor (LCDC) allows for an increase in clients able to be seen due to caseload limits. New Beginnings supports direct intervention against substance use.
12. Mental and Behavioral Health	Proportion of Clinical Encounters Where Adults are Screened for Mental/Behavioral Health Issues	Currently in Use	EPIC, CRP, & password protected spreadsheets	SO12	20%	30%	Estimated based on preliminary pilot data collection. Screening for mental and behavioral health issues builds holistic service portfolios.
12. Mental and Behavioral Health	Proportion of Individuals Connected to Mental Health Services (according to data available to HCPH)	Suggested	EPIC, CRP, & password protected spreadsheets for internal metrics. Will need to identify an external data source for Harris County wide data	SO12	Baseline not established	Baseline year	Estimated based on preliminary pilot data collection. Referral for mental and behavioral health issues builds holistic service portfolios. This is a baseline year.
14. Animal Sheltering & Pet Wellness Clinical Services	# of Pet Visits at Wellness Clinic	Currently in Use	Chameleon	SO1	3936	4723	Increased pet visits increases pets being adopted and supports leave alive rates.

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16. Animal Health Outreach & Education	# of Animals Entering The Animal Shelter	Currently in Use	Chameleon	SO13	11,581	12,739	More animals entering the shelter decreases the number of animals stray in the community.
16. Animal Health Outreach & Education	# of Animals Transported	Currently in Use	Chameleon	SO13	725	725	Number of animals transported supports a leave alive rate and decreases number of animals in shelters.
16. Animal Health Outreach & Education	Adoption Wait Time	Currently in Use	QLess	SO13	3 minutes	5 minutes or less	Adoption wait time is a critical component of customer service satisfaction with the community and supports animal adoptions.
14. Animal Sheltering & Pet Wellness Clinical Services	# surgeries performed per day	New	Chameleon	SO13	25	30	Expanding clinical services for round the week surgery improves customer satisfaction and public assess to veterinary services.
14. Animal Sheltering & Pet Wellness Clinical Services	# days of surgery per week	New	Chameleon	SO13	5	7	Expanding clinical services for round the week surgery improves customer satisfaction and public assess to veterinary services.
14. Animal Sheltering & Pet Wellness Clinical Services	Spay and Neuter Surgeries Performed Per Year	New	Chameleon	SO13	6500	7800	Expanding clinical services for round the week spay and neuter surgery improves customer satisfaction and public assess to veterinary services. Spay and neutering decreases the amount of stray animals in the community and reduces risk for zoonotic disease as well as improving neighborhood conditions as a health supportive resource.
11. Chronic Disease Prevention (including WIC Services)	# of Individuals (3-17 years old) Receiving Education On Healthy Eating and Physical Activity in Schools	Currently in Use	EPIC	SO14	6000 last year, 0 since COVID-19 shutdowns	1000	# of individuals receiving health education decreases child obesity and health inequities through school settings. These programs were paused during COVID-19 due to school shutdowns, and getting programs back online may be delayed.
11. Chronic Disease Prevention (including WIC Services)	% of Individuals Seeing a Reduction in BMI from Obese to Overweight (in participating schools)	Suggested	Password protected spreadsheets	SO14	Baseline not established	5%	Since this program typically reports participation numbers to the state (DHS) annually, a percentage baseline for this metric has not been established. Furthermore, a reasonable first year target is proposed since behavioral interventions tend to have modest reductions in BMI. Additionally, these programs have been paused due to COVID-19 and will resume in virtual or other formats where impact is harder to measure.
8. Vector Surveillance	# of Mosquito Control Traps Set Per Week	Currently in Use	MCDWEB	SO15	9661	12500	Number of traps located and retrieved per week is determinant on environmental conditions (weather etc.) and availability of personnel. Mosquito traps set builds the granularity of mosquito surveillance within the county.
8. Vector Surveillance	% of Mosquito Surveillance Coverage (operational areas tested/all operational areas), May-November	New	MCDWEB	SO15	Baseline not established	90%	During the period of low disease risk (November to April) 150 areas will be covered weekly. During period of High Disease risk (May to October) 268 areas will be covered per week. This expands surveillance and resilience to vector borne diseases.
8. Vector Surveillance	# of samples (Avian, Mosquito, Other Vectors) tested per year	Currently in Use	MCDWEB	SO15	14587	174329	Avian and Tick samples will be tested in-house adding to an increase in the number of arbovirus disease tests conducted for virus detection. This expands
8. Vector Surveillance	Minimum Infection Rate: # of positive pools/total specimens collected x 1000	Currently in Use	MCDWEB	SO15	0	1	MIR allows MVCD to monitor the infection rate of disease transmitting mosquitoes (Culex, Aedes) over time in a geographic area. This metric helps to identify high risk areas and direct control measures.
10. Vector Education & Outreach; 8. Vector Surveillance; 9. Vector Treatment Activities	# of tests to evaluate new methodologies for vector surveillance and control	New	Excel	SO15	Baseline not established	4	Evaluation tests will support data driven policies and process improvements in vector bone disease control. Staff will be trained on the use of the new SIT equipment, protocols will be streamlined, and HCPH expects additional AMCAR staff currently assigned to COVID-19 response to return and help with the planned activities.

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9. Vector Treatment Activities	# of Insecticide Resistance Tests Conducted	Currently in Use	MCDWEB/Excel	SO15	67	75	New tests and processes should allow more tests to be run. Testing used to determine if HCPH's current products are effective on local vector populations.
9. Vector Treatment Activities	% of Areas Treated (Adulticide) within 72 Hours of Confirmation	Currently in Use	Excel	SO15	80%	90%	Early treatment is critical to preventing vector borne disease spread.
9. Vector Treatment Activities	# of Acres Treated (Adulticide)	Currently in Use	MCDWEB	SO15	268,507	500,000	Treatment acreage is an measure of the scope of vector treatment activities done to prevent disease spread.
9. Vector Treatment Activities	# of Acres Treated (Larvicide)	Currently in Use	MCDWEB	SO15	20.15	300	Treatment acreage is an measure of the scope of vector treatment activities done to prevent disease spread. New equipment will allow the larvicide of areas instead of single treatments by hand. Average over last 5 years (hand applications = 20.19)
4. Food, Pool, and Water Supply Protection	# of Total Food Safety Inspections	Currently in Use	Food Safety Program - Food Inspection Application	SO1	10299	19407	Food safety inspections are conducted periodically throughout the year on a risk based frequency that can range from 1 - 6 times per year. The target value is the total number of inspections that should be conducted if the frequency for each facility is met. Current data point value is low compared to target due to resources and personnel reassigned to COVID-19 response for the majority of 2020.
4. Food, Pool, and Water Supply Protection	# of restaurant closures as a result of food safety inspections	Currently in Use	Food Safety Program - Food Inspection Application	SO16	Baseline not established	130	When an imminent health hazard is observed at a food establishment, closure notices are issued. Decreases in food closures may indicate safer restaurants. However, increase in complaints and capacity for restaurant inspections will affect this metric. Current data shows lower than usual closures; this is a result of less EPH staff available to conduct regular inspections since many were reassigned to COVID-19 response for the majority of 2020. The target value represents a yearly average of historical values.
4. Food, Pool, and Water Supply Protection	% of restaurant inspections resulting in a reinspection	Currently in Use	Food Safety Program - Food Inspection Application	SO16	11.57%	10%	All food safety inspections can result in a follow-up inspection if the violations observed on the inspection are potential public health risks leading to foodborne illness. A general decrease in reinspection rates may indicate safer restaurants. However, increase in complaints and capacity for restaurant inspections will affect this metric.
4. Food, Pool, and Water Supply Protection	% of General/Other Food Complaints Investigated Within 72 Hours	New	Food Safety Program - Food Inspection Application	SO16	Baseline not established	80%	All food safety complaints received from community members are investigated with an inspection at the facility within 72 hours of receipt. Increase in response times indicate increased capacity and customer service satisfaction.
4. Food, Pool, and Water Supply Protection	# of Pool and Public Water System Inspections	Currently in Use	Pool Inspection Permitting Program (PIPP)	SO17	1293	4209	Public Drinking Water Inspection under Texas Administration Code Chapter 290 requires public pools to be permitted. Current data point value is low compared to target due to resources and personnel reassigned to COVID-19 response for the majority of 2020.
5. Neighborhood Nuisance & Abatement Program	% of "Immediate Public Health Issue" Complaints (e.g. refuse, dilapidated structures, unsecure refrigerators) Investigated Within 3 Business Days	New	Neighborhood Nuisance Management Application	SO17	Baseline not established	80%	Neighborhood nuisance complaints that are immediate public health issues should be investigated within 3 business days to prevent risk to health. Current data shows lower than usual closures; this is a result of less EPH staff available to conduct regular inspections since many were reassigned to COVID-19 response for the majority of 2020. The target value assumes EPH operating a normal personnel capacity.

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
5. Neighborhood Nuisance & Abatement Program	% of "Non-Immediate Public Health Issue Complaints (e.g. rubbish, high weeds, standing water) Investigated Within 10 Business Days	New	Neighborhood Nuisance Management Application	SO17	Baseline not established	80%	Neighborhood nuisance complaints that are lower risk public health issues should be investigated within 10 business days to prevent risk to health. The target value assumes EPH operating a normal personnel capacity.
5. Neighborhood Nuisance & Abatement Program	% of "24 Hour Public Health Issue" Complaints (e.g. dead animal, raw sewage) Investigated Within 24 Hours	New	Neighborhood Nuisance Management Application	SO17	Baseline not established	80%	Neighborhood nuisance complaints that are extremely high risk public health issues should be investigated within 24 hours to prevent risk to health. The target value assumes EPH operating a normal personnel capacity.
5. Neighborhood Nuisance & Abatement Program	% of NNA public health issues resolved or referred to appropriate Department	New	New: Neighborhood Nuisance Management Application	SO17	Baseline not established	100%	Many complaints are not public health issues and would therefore not fall under the neighborhood nuisance jurisdiction. For those complaints that are, these are all resolved by EPH. Ensuring that complaints are directed to the correct department increases customer satisfaction with HCPH services.
1. Preventive Health Services	# of Distinct Self Pay (True Title X) Patients Seen	Currently in Use	Epic	SO18	Grant year to date (March): 1,556 pts	Baseline year	Distinct self pay patients seen increases access to care within the community.
11. Chronic Disease Prevention (including WIC Services)	Rate of Infant Mortality seen with HCPH Clients	New	Excel	SO18	Baseline not established	Baseline year	Rate of infant mortality is a health inequity within Harris County. Tracking this measure with HCPH clients will help HCPH build data driven solutions. This is the first year of tracking this metric, so the initial target is conservative at 10%
11. Chronic Disease Prevention (including WIC Services)	Rate of Maternal Mortality seen with HCPH Clients	New	Excel	SO18	Baseline not established	Baseline year	Rate of maternal mortality is a health inequity within Harris County. Tracking this measure with HCPH clients will help HCPH build data driven solutions. This is the first year of tracking this metric, so the initial target is conservative at 10%
11. Chronic Disease Prevention (including WIC Services)	Rate of Low Birth Weight with HCPH Clients	New	Excel	SO18	Baseline not established	Baseline year	Rate of low birth weight is a health inequity within Harris County. Tracking this measure with HCPH clients will help HCPH build data driven solutions. This is the first year of tracking this metric, so the initial target is conservative at 10%
6. Lead Abatement & Child Lead Poisoning Investigations	# of Total Lead Risk Assessments and Inspections	Currently in Use	Lead Risk Assessments/Inspections Database	SO19	48	68	Lead based paint is toxic and found in older homes and exposure to lead based paint is a health inequity. Lead risk assessments and inspections leads to abatement programs to reduce the risk of lead based paint exposure and educates family residents on lead-safe practices. Target numbers are based on HUD benchmarks.
6. Lead Abatement & Child Lead Poisoning Investigations	# of Lead Abatement Projects Completed	Currently in Use	Lead Abatement Projects Completed Database	SO19	41	60	Conduct lead-based paint abatement on housing units that are positive for lead-based paint hazards to make the housing unit lead-safe for all family members, in particular children under the age of six. The target number is stipulated in the HUD grant benchmarks.
6. Lead Abatement & Child Lead Poisoning Investigations	# of Healthy Home Repairs	Currently in Use	Healthy Home Repairs Database	SO19	20	40	Homes with lead based paint often also suffer from other health and safety issues such as trips and fall hazards, mold and dampness, leaking pipes, structural collapse, pests, excessive heat and cold. These environmental conditions decrease the opportunity for good health. The target value is stipulated in the HUD grant.

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6. Lead Abatement & Child Lead Poisoning Investigations	# of Clients Receiving Lead Abatement Outreach	Currently in Use	Lead Abatement Outreach Database	SO19	1965	2240	Outreach to more vulnerable low-income communities living in pre-1978 housing. Outreach is held at health fairs, food fairs, school events, faith-based events and working with community partners to increase enrollment into the lead abatement programs, qualify applications for low-income families. The target number is stipulated in HUD grant benchmarks.
11. Chronic Disease Prevention (including WIC Services)	# of Individuals Reporting That They Have Successfully Quit Smoking	Suggested	Participant Self-reporting via survey	SO21	Baseline not established	10%	A percentage baseline has not been established, since participation numbers had only been previously collected. The reported YTD positive outcomes is expected to be lower than actual positive outcomes since most participants are also referred to other groups/providers for treatment (e.g. patches, gum) plan implementation. Full reply rate after referral to determine quit status is not guaranteed.
15. Animal Enforcement & Zoonotic Disease Investigations	% of non-negatives with a final status of postexposure prophylaxis (rabies vaccine) not explained	Currently in Use	Chameleon	SO22	0	0%	This metric tracks the risk for rabies within Harris County.
15. Animal Enforcement & Zoonotic Disease Investigations	Response Time for Animal Control Officers	Currently in Use	Chameleon	SO22	15.64 hrs.	14.07 hours	Response time for animal control officers impacts neighborhood quality, improves the environmental conditions that support healthy behaviors, and improves customer service.
23. Surveillance and Epidemiology	% of After Hour Epidemiology Calls Received, Responded, and Documented Within Appropriate Timeframes	Currently in use	After hours report (CCS-IS Report) is received by county operator in downtown quarterly	SO23	90.9% (Q4 2019)	95%	Capacity for after hour calls reduces the risk for infectious disease and expands capacity of public health to meet the needs of healthcare for quality public health reporting.
23. Surveillance and Epidemiology	% of Specimens Collected and Shipped by SEU Accepted by Public Health Laboratories	Currently in use	Specimen quarterly report	SO23	100% (Q4 2019)	100%	Ensuring acceptance rates for lab specimens increases the efficiency of disease investigations.
23. Surveillance and Epidemiology	% of High Priority Epidemiology Cases Investigated Within 1 day	Currently in use	Maven	SO23	90.3% (Q4 2019)	95%	95% of high priority cases of a quarter should be initiated within 1 day from the date they are received to meet DSHS and internal requirement to ensure investigations in a timely manner.
1. Preventive Health Services	# of Planned Activities to Engage in PrEP and nPEP outreach, education, and recruitment	Currently in Use	Epic	SO24	3	12	PrEP and nPEP outreach, education, and recruitment expands the breadth of HIV/STI prevention in disproportionately impacted communities.
1. Preventive Health Services	# of Local Clinical Providers Reached through PrEP/nPEP Education and Outreach Activities	Currently in Use	Epic	SO24	60	66	# of clinical providers reached through PrEP/nPEP education and outreach measures the impact of systems level coordination between public health and healthcare in addressing HIV/STI health inequities.
1. Preventive Health Services	# of African American/Hispanic Men Who Have Sex with Men Who are Prescribed a PrEP Regimen (HCPH data)	New	Epic	SO24	Baseline not established	45	# of men in minority populations prescribed a PrEP regimen is a measurement of access to health supportive resources in disproportionately impacted communities.
1. Preventive Health Services	# of educational opportunities provided by expanded mobile health services	Currently in Use	EMH Event Calendar	SO24	Grant start (Sept) to date: 37	12	# of educational opportunities provided by expanded mobile health services is a measure of expanded health outreach and education in disproportionately impacted communities.
1. Preventive Health Services	% of Unduplicated Patient Visits	Currently in Use	Epic	SO24	Grant start (Oct) to date: 2681	Baseline year	% of unduplicated patient visits is a measure of health access in disproportionately impacted communities.
1. Preventive Health Services	% of People Living with HIV (PLWH) who are in continuous HIV care (retention in care)	Currently in Use	Epic	SO24	69%	79%	Retention in care for people living with HIV is an important quality measure for preventive services.
1. Preventive Health Services	% of PLWH Who are Virally Suppressed	Currently in Use	Epic	SO24	80%	80%	Viral suppression is a health outcome measure for HIV/STIs in Harris County.
1. Preventive Health Services	% of newly identified contacts (identified through contact investigations associated with a sputum AFB smear-positive TB case) that are evaluated for TB infection and disease.	Currently in Use	Epic	SO25	92%	79%	% of newly identified contacts that are evaluated is a measure of the effectiveness of contact tracing and case investigations for TB positive individuals.

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
1. Preventive Health Services	% of Contacts for Whom Treatment Was Initiated for TB Infection That Completed Treatment Within The Recommended time frame.	Currently in Use	Epic	SO25	83%	50%	% of initiated treatments is a measure of disease control for TB positive individuals.
1. Preventive Health Services	% of Probable and Confirmed TB Clients Placed on DOT/VDOT at Start of Treatment	Currently in Use	Epic	SO25	94%	75%	(Video) Direct Observation Therapy ensures that TB clients are in compliance with methods to prevent further TB spread within the community.
19. Support Services	% Client Satisfaction Rate for PHI Lab Projects in HCPH	New	Survey Tool	SO26	Baseline not established	Baseline year	Client satisfaction rates for PHI Lab projects is an important measure of effectiveness and sustainability of systems change relationships and collaboration.
2. Clinical Quality Management (CQM)	% of Quarterly Chart Reviews Completed On Time	New	Excel	SO26	Baseline not established	Baseline year	Quarterly chart reviews improves quality, safety, and patient satisfaction of clinical services.
2. Clinical Quality Management (CQM)	% of Clinical Quality Management Policies and Procedures Up to Date	New	Excel	SO26	Baseline not established	Baseline year	Up to date clinical quality management policies and procedures are important for safety and quality of clinical services as well as innovation in scopes of work and practices that support quality improvement and value focused care.
19. Support Services	Percent of On-Time Service Delivery for Service Requests	New	Universal Services Ticketing System	SO26	Baseline not established	70%	On-time service delivery requests is a new metric that tracks capacity and efficiency of IT functions.
19. Support Services	# Total Accelerated Impacted Solutions in Harris County (PHI-Lab)	Currently in use	Excel	SO26	3	6	Accelerated impact solutions are novel solutions in public health and healthcare that may be identified on an ongoing basis. These accelerated solutions require multi sector collaboration and may lead to financial impact.
19. Support Services	Average # of FTEs assigned per Operational Request	Currently in use	CRM / HR	SO26	50	65	This metric identifies projects as well as ticket volume and indicates staffing capacity for operational support projects.
18. Financial Services	Average Amount of Match Exceptions	Currently in use	PeopleSoft	SO26	\$3MM	\$1.5MM	Match exceptions for invoicing causes non payment to vendor. By the end of FY2022 we expect to have more control over match exceptions as the PeopleSoft rollout improves.
18. Financial Services	# of Payroll Checks Processed Off Cycle	Currently in use	PeopleSoft	SO26	19	13	Payroll checks processed off cycle causes lags and delays in process.
18. Financial Services	# of Grant Performance Meetings Held With Divisions and Offices	New	Outlook	SO26	Baseline not established	20	Meetings to discuss grant performance builds financial accountability and is necessary for sustaining grants over the years. 20 grant meetings per year.
18. Financial Services	% of Audit Liabilities as a % of total HCPH Budget	Currently in Use	PeopleSoft	SO26	0	3% or below	Audit liabilities threaten fiscal integrity of the agency. The target is based upon historical audit findings
18. Financial Services	% of Grants Over \$50,000 That Have Completed Forecasts	New	PeopleSoft	SO1	Baseline not established	80%	Forecasting supports effective grant utilization and minimize necessary funding from other sources.
18. Financial Services	# of Invoices Paid After Grant End, Per Year	New	PeopleSoft	SO26	Baseline not established	\$50,000	Grant program invoices paid after the grant year overly relies on general fund. Increased analytics and fiscal accountability check ups can better account for funding needs before the grant expires.
19. Support Services	Average Age of Data Systems	New	Internal Audit of Systems	SO26	Baseline not established	6 years	Older data systems threaten the integrity of data-driven solutions and capacity for data integration projects and systems change.
18. Financial Services	# of process improvement projects completed	New	Excel	SO1	Baseline not established	2	Process improvement projects are long-term, multi-disciplinary endeavors. Since baseline has not been established, a 2-project is considered a reasonable starting point.
18. Financial Services	% of Customer Satisfaction Rating for OFSS Partnership and Responsiveness with HCPH Divisions and Offices	New	Survey123	SO27	Baseline not established	4	Service will be based on a 5 point score and will capture the internal and external customer satisfaction of OFSS partnerships and responsiveness with divisions and offices. Data collected quarterly and evaluated annually.
19. Support Services	% on-time deliveries through HCPH fleet within 24 hours of request	New	Internal system	SO26	Baseline not established	Baseline year	% of on time deliveries indicates efficiency of support services and enterprise wide needs. Increased capacity for on-time deliveries reduces dependence on financially exhaustive resources.

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24. Technology and Innovation	Customer Satisfaction Rate of Programs and Services Assisted by Technology and Innovation Unit	Suggested	Survey 123	SO27	Baseline not established	Baseline year	Customer Satisfaction rate of HCPH programs and services with the technology and innovation team indicates the performance of technology and innovation technical assistance provided by the support service for HCPH programs.
25. Data Warehouse Business Services	# of Dashboards Maintained by Data Warehouse	Currently in Use	Data Hub	SO26	127	136	# of dashboards maintained by the Data Warehouse Business Unit indicates the # of programs and projects that are using data to inform program delivery, process improvements, and systems change.
25. Data Warehouse Business Services	# of reports from Dashboards	Currently in Use	Data Hub	SO26	633	692	# of reports maintained by the Data Warehouse Business Unit indicates the # of programs and projects that are using data to inform program delivery, process improvements, and systems change.
25. Data Warehouse Business Services	% of Data Requests Fulfilled within 10 Business Days of Receipt	Currently in Use	Internal Request Records	SO27	73%	75%	% of data requests fulfilled within 10 business days indicates the capacity of HCPH to respond to data needs and inform decision making in a timely fashion.
1. Preventive Health Services	Conversion rate (Completed appointments /Scheduled appointments) for Clinical Services	New	Epic	SO27	Baseline not established	Baseline year	Conversion rate indicates quality of preventive services and patient satisfaction with preventive services. This is a baseline year.
19. Support Services	% of Ticket Service Level Agreements Met	Currently in use	CRM	SO27	70.52%	80%	Customer satisfaction for ticket service requests with PBT indicates capacity of agency to have an efficient workflow with appropriate technology resources.
19. Support Services	% Overall Customer Satisfaction Rating for Project, Business, and Technology Services	New	Internal Survey	SO27	Baseline not established	80%	PBT is responsible for IT infrastructure of the organization. This is a new metric being tracked and is meant to ensure internal and external customer satisfaction with technological needs.
18. Financial Services	Average Customer Satisfaction Rating for OFSS Partnership and Responsiveness with HCPH Divisions and Offices	New	Survey 123	SO27	Baseline not established	4	This satisfaction score indicates the capacity of HCPH divisions and offices to make sound fiscal decisions and coordinate with finance partners within the agency.
18. Financial Services	% overall customer satisfaction rating for financial analytics projects completed for internal clients	New	Internal Survey	SO27	Baseline not established	85%	The Finance Analytics team is responsible for cost-efficiency and performance cost index for the organization. This is a new metric being tracked and is meant to ensure internal and external customer satisfaction with performance measure assessments.
1. Preventive Health Services	# of immunizations provided	Currently in Use	Epic	SO27	9521	9500	Ensuring that Harris County residents receive scheduled immunizations is a crucial preventive service that can prevent severe health outcomes. Target is lower than YTD due to higher than normal flu immunizations, in an effort to increase personal immunity and decrease risk of contracting COVID-19. With expected COVID-19 vaccination availability, HCPH immunization administration levels are expected to resume to a more normal level.
3. Revenue Cycle Management (RCM)	% reduction in claim denial rate	Currently in Use	Epic	SO28	50%	45%	Claim denial rate is a metric that captures the capacity of HCPH to claim available revenue.
3. Revenue Cycle Management (RCM)	Average # of days after onboarding when provider enrollment process is initiated for all HCPH providers	Currently in Use	Epic	SO28	1 Year	14 Days	Claim denial rate is a metric that captures the capacity of HCPH to claim available revenue.
3. Revenue Cycle Management (RCM)	Reduction of Days in A/R (Accounts Receivable)	Currently in Use	Epic	SO28	663 days	630	PeopleSoft rollout will become a bit more stabilized over time.
18. Financial Services	# of Business and Financial Analytics Meetings Held With Divisions and Offices	New	Outlook	SO1	Baseline not established	40	5 divisions and 5 offices met with quarterly for analytic meetings for a total of 40. Financial analytics meetings provides technical assistance for fiscal integrity and accountability for dollars spent and budgeted.
19. Support Services	# of Systems Supported by PBT	Currently in use	Internal Audit	SO28	31	33	# of systems supported by PBT is a measure of system capacity for technology and innovation solutions.

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 #

19

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	Financial Services	Director of OFSS	OFSS	SO26, SO28	1		1
BR2	Support Services	Staff training and workforce development	OFSS	SO2, SO26	10	5	5
BR3	Surveillance and Epidemiology	Epidemiologists	OSST	SO23	23	15	8
BR4	Financial Services	Financial Analytics and Informatics build out	OFSS	SO28	3		3
BR5	Support Services	Information, Technology, and Public Health Informatics	OFSS	SO26, SO27	6	2	4
BR6	Policy and Planning	Cross-departmental planning and performance assessment	OPP	SO4	17	12	5
BR7	Vector Disease Surveillance	Scientific analytics team for mosquito vector control	MVC	SO4, SO15	30	28	2
BR8	Internal and External Communication, Education, & Engagement	Media, social media, and web management	OCEE	SO6	3	1	2
BR9	Internal and External Communication, Education, & Engagement	Expanding outreach and health education	OCEE	SO6	3	2	1
BR10	Support Services	Support service complete expansion	OFSS	SO26	3		3
BR11	Support Services	Fleet audit and update	OFSS	SO26	5	2	3
BR12	Animal Sheltering & Pet Wellness Clinical Services	Sheltering expansion support staff	VPH	SO13	68	61	7
BR13	Internal and External Communication, Education, & Engagement	Communications evaluation	OCEE	SO6	1		1
BR14	Internal and External Communication, Education, & Engagement	Expanding bilingual services	OCEE	SO6	3	2	1
BR15	Preparedness Planning, Response, and Recovery	Expanding disaster preparedness capacity	OPHPR	SO2, SO10, SO29	10	8	2
BR16	Lead Abatement and Child Lead Poisoning Investigations	Lead-based paint & CLPPP transition	EPH	SO19	2		2
BR17	Preventive Health Services	STI clinic lab tech for walk up testing	DCCP	SO24	1		1
BR18	Chronic Disease Prevention	Maternal, child, and adolescents program	NCDP	SO18	1		1
BR19	Preparedness Planning, Response, and Recovery	Warehouse space lease and security	OPHPR	SO2, SO10, SO29	0		
BR20							

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	\$28,930	\$145,019	\$173,948
\$0	\$98,767	\$430,521	\$529,287
\$0	\$151,781	\$727,771	\$879,552
\$0	\$70,046	\$289,376	\$359,422
\$0	\$82,700	\$400,573	\$483,273
\$0	\$108,963	\$505,119	\$614,082
\$0	\$43,205	\$195,809	\$239,015
\$0	\$33,405	\$160,175	\$193,580
\$0	\$14,433	\$69,204	\$83,637
\$0	\$41,937	\$190,873	\$232,809
\$0	\$35,127	\$153,117	\$188,244
\$0	\$113,305	\$493,893	\$607,198
\$0	\$18,519	\$88,795	\$107,313
\$0	\$18,519	\$88,795	\$107,313
\$0	\$31,590	\$154,811	\$186,401
\$0	\$68,427	\$141,241	\$209,669
\$0	\$14,530	\$70,074	\$84,604
\$0	\$25,957	\$108,851	\$134,808
\$0	\$126,000	\$0	\$126,000

Ongoing Annual Cost - Future Years (if applicable)			5-Year Total Cost
Materials, Supplies and Other Non-Labor	Salary & Benefits	Annual Ongoing Cost	
\$10,464	\$163,934	\$174,398	\$871,542
\$17,310	\$559,677	\$576,986	\$2,837,233
\$26,601	\$860,093	\$886,693	\$4,426,326
\$17,999	\$341,990	\$359,989	\$1,799,378
\$14,494	\$468,634	\$483,128	\$2,415,787
\$32,498	\$617,455	\$649,953	\$3,213,893
\$7,572	\$244,830	\$252,402	\$1,248,623
\$5,855	\$189,298	\$195,152	\$974,190
\$4,305	\$81,786	\$86,091	\$427,999
\$12,507	\$237,641	\$250,148	\$1,233,402
\$6,156	\$199,053	\$205,209	\$1,009,080
\$25,165	\$642,061	\$667,225	\$3,276,098
\$3,246	\$104,939	\$108,185	\$540,052
\$3,246	\$104,939	\$108,185	\$540,052
\$5,536	\$179,008	\$184,544	\$924,576
\$23,858	\$159,664	\$183,522	\$943,756
\$4,169	\$79,214	\$83,383	\$418,135
\$7,893	\$141,507	\$149,400	\$732,408
\$126,000	\$0	\$126,000	\$630,000

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	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)
BR1	Financial Services	OFSS	Director, OFSS	Full	2080	1	\$120,500	\$43,434	\$163,934	\$163,934	3/1/2020	23	\$145,019	\$145,019	N
BR2	Support Services	OFSS	Manager IV - HR Project Manager	Full	2080	1	\$80,700	\$34,010	\$114,710	\$114,710	4/1/2020	20	\$88,238	\$88,238	N
BR2	Support Services	OFSS	Specialist III - HR Business Partner	Full	2080	1	\$66,560	\$30,661	\$97,221	\$97,221	4/1/2020	20	\$74,786	\$74,786	N
BR2	Support Services	OFSS	Analyst IV - HR Analyst	Full	2080	1	\$80,704	\$34,011	\$114,715	\$114,715	4/1/2020	20	\$88,242	\$88,242	N
BR2	Support Services	OFSS	Analyst V - Training Analyst	Full	2080	1	\$93,600	\$37,064	\$130,664	\$130,664	4/1/2020	20	\$100,511	\$100,511	N
BR2	Support Services	OFSS	Specialist IV - Recruiter	Full	2080	1	\$70,720	\$31,646	\$102,366	\$102,366	4/1/2020	20	\$78,743	\$78,743	N
BR3	Surveillance and Epidemiology	OSST	General Epidemiologist	Full	2080	8	\$74,880	\$32,632	\$107,512	\$860,093	3/15/2020	22	\$90,971	\$727,771	N
BR4	Financial Services	OFSS	Analyst V - Financial Services Data Analyst	Full	2080	1	\$93,600	\$37,064	\$130,664	\$130,664	3/15/2020	22	\$110,562	\$110,562	N
BR4	Financial Services	OFSS	Manager IV - Financial Analytics Manager	Full	2080	1	\$84,520	\$34,914	\$119,434	\$119,434	3/15/2020	22	\$101,060	\$101,060	N
BR4	Financial Services	OFSS	Analyst IV - Financial Analyst	Full	2080	1	\$62,250	\$29,641	\$91,891	\$91,891	3/15/2020	22	\$77,754	\$77,754	N
BR5	Support Services	OFSS	Manager V - Project Manager PBT	Full	2080	1	\$93,600	\$37,064	\$130,664	\$130,664	3/15/2020	22	\$110,562	\$110,562	N
BR5	Support Services	OFSS	Dashboard Visualization Analysts	Full	2080	1	\$70,720	\$31,646	\$102,366	\$102,366	3/15/2020	22	\$86,618	\$86,618	N
BR5	Support Services	OFSS	Informatics Support Manager	Full	2080	1	\$93,600	\$37,064	\$130,664	\$130,664	3/15/2020	22	\$110,562	\$110,562	N
BR5	Support Services	OFSS	Informatics Support Analyst	Full	2080	1	\$72,800	\$32,139	\$104,939	\$104,939	3/1/2020	23	\$92,831	\$92,831	N
BR6	Policy and Planning	OPP	Analyst V, Performance Management	Full	2080	1	\$93,600	\$37,064	\$130,664	\$130,664	3/1/2020	23	\$115,588	\$115,588	N
BR6	Policy and Planning	OPP	Analyst V, Program Evaluation	Full	2080	1	\$93,600	\$37,064	\$130,664	\$130,664	3/1/2020	23	\$115,588	\$115,588	N
BR6	Policy and Planning	OPP	Analyst IV, Policy Analyst	Full	2080	1	\$80,700	\$34,010	\$114,710	\$114,710	4/1/2020	20	\$88,238	\$88,238	N
BR6	Policy and Planning	OPP	Analyst V, Accreditation Coordinator	Full	2080	1	\$90,400	\$36,307	\$126,707	\$126,707	4/1/2020	20	\$97,467	\$97,467	N
BR6	Policy and Planning	OPP	Analyst IV CHA/CHIP Coordinator (DSRIP- Policy Analyst IV)	Full	2080	1	\$80,700	\$34,010	\$114,710	\$114,710	4/1/2020	20	\$88,238	\$88,238	N
BR7	Vector Disease Surveillance	MVC	Science Officer	Full	2080	1	\$107,300	\$40,309	\$147,609	\$147,609	4/1/2020	20	\$113,545	\$113,545	N
BR7	Vector Disease Surveillance	MVC	Vector Control Analyst	Full	2080	1	\$66,560	\$30,661	\$97,221	\$97,221	3/15/2020	22	\$82,264	\$82,264	N
BR8	Internal and External Communication, Education, & Engagement	OCEE	Social Media Manager	Full	2080	1	\$66,560	\$30,661	\$97,221	\$97,221	3/15/2020	22	\$82,264	\$82,264	N
BR8	Internal and External Communication, Education, & Engagement	OCEE	Graphic Designer	Full	2080	1	\$62,400	\$29,676	\$92,076	\$92,076	3/15/2020	22	\$77,911	\$77,911	N
BR9	Internal and External Communication, Education, & Engagement	OCEE	Community Engagement Coordinator	Full	2080	1	\$54,080	\$27,706	\$81,786	\$81,786	3/15/2020	22	\$69,204	\$69,204	N
BR10	Support Services	OFSS	Logistics Manager	Full	2080	1	\$72,800	\$32,139	\$104,939	\$104,939	3/15/2020	22	\$88,795	\$88,795	N
BR10	Support Services	OFSS	Warehouse Support	Full	2080	2	\$41,600	\$24,751	\$66,351	\$132,702	4/1/2020	20	\$51,039	\$102,078	N
BR11	Support Services	OFSS	Drivers	Full	2080	3	\$41,600	\$24,751	\$66,351	\$199,053	4/1/2020	20	\$51,039	\$153,117	N
BR12	Animal Sheltering & Pet Wellness Clinical Services	VPH	Kennel Technician	Full	2080	4	\$38,500	\$24,017	\$62,517	\$250,067	4/1/2020	20	\$48,090	\$192,359	N
BR12	Animal Sheltering & Pet Wellness Clinical Services	VPH	Veterinarian	Full	2080	2	\$120,500	\$43,434	\$163,934	\$327,869	4/1/2020	20	\$126,103	\$252,207	N
BR12	Animal Sheltering & Pet Wellness Clinical Services	VPH	Veterinarian Technician	Full	2080	1	\$39,800	\$24,325	\$64,125	\$64,125	4/1/2020	20	\$49,327	\$49,327	N
BR13	Internal and External Communication, Education, & Engagement	OCEE	Webmaster	Full	2080	1	\$72,800	\$32,139	\$104,939	\$104,939	3/15/2020	22	\$88,795	\$88,795	N
BR14	Internal and External Communication, Education, & Engagement	OCEE	Public Information Officer (bilingual)	Full	2080	1	\$72,800	\$32,139	\$104,939	\$104,939	3/15/2020	22	\$88,795	\$88,795	N
BR15	Preparedness Planning, Response, and Recovery	OPHPR	Preparedness and Response Planner	Full	2080	1	\$62,400	\$29,676	\$92,076	\$92,076	3/15/2020	22	\$77,911	\$77,911	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 OFSS
Funding Request Description:	Director of OFSS
Division:	Office of Financial & Support Services
Funding Request - Next Fiscal Year:	\$173,948

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The Director of OFSS position is a new and necessary addition to HCPH. The Director is responsible for the agency’s operational and fiscal integrity and the responsibilities include Human Resource, Finance, Operations & Logistics, the Public Health Innovation Lab, and Project & Business Technology. Consistent and sustainable funding for this position is essential for the continued health of Harris County.
2) Which department-level goals does this support?
1) Strengthen Systems Level Coordination & Collaboration 7) Strengthen Internal Capacity for Data-Driven Policies & Systems Change
3) What do you want to achieve with these additional funds?
With these additional funds, Public Health Human Resources will continue to staff the Director of OFSS position; a position that provides leadership that will assist Harris County Public Health meet its strategic goals, specifically, to help Strengthen Internal Capacity for Data-Driven Policies & Systems Change. The healthcare world is ever changing rapidly, so we will grow and develop dynamic employees that will meet these Public Health challenges.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This position has been created and filled, however the funding is not currently linked to the general fund which would provide the necessary stability to the position.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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 OFSS
Funding Request Description:	Staff Training & Workforce Development
Division:	Office of Financial & Support Services
Funding Request - Next Fiscal Year:	\$529,287

1) Describe the specific problem, challenge or opportunity (why funding is needed).
There are increasing demands of Public Health and workforce needs have shifted in response. A trained and competent workforce is a need across the nation as public health professionals age out. HCPH Human Resources is challenged to identify, hire, onboard, and train employees that are well suited to provide services to residents of Harris County and lead as community health strategists. HCPH needs to provide employees with the opportunity for growth as well as prepare them to deliver on our strategic goals.
2) Which department-level goals does this support?
1) Strengthen Systems Level Coordination & Collaboration 7) Strengthen Internal Capacity for Data-Driven Policies & Systems Change
3) What do you want to achieve with these additional funds?
With these additional funds, Public Health Human Resources will hire additional staff that will prepare and execute programs that will assist Harris County Public Health meet its strategic goals. The public health and healthcare world is ever changing, so HCPH needs to grow and develop dynamic employees that will meet these Public Health challenges.
4) 787
In the first quarter of FY22, HCPH will hire the necessary positions. In Q2 HCPH will develop the necessary programs and training classes. In Q3, HCPH will roll out programs and track attendance. In Q4 HCPH will analyze data and make changes to programs and trainings.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of Contracts with Universities to be a Host Site for Student Practicums	internal programmatic	SO2	5	Increase in public health students supports a vibrant workforce.
# of Job Applications Reviewed	NeoGov	SO2	75% per position	Reviewing 75% of the candidates that meet the minimum qualifications should allow hiring of the best qualified candidate.
Average Time to Fill a Posted Position	NeoGov	SO2	60 days	The national average for time to fill for healthcare positions is over 55 days from posting time to start date. HCPH has set a reasonable target for 60, with hopes to continue lowering.
Reported Quality of Hire	Survey results in Excel	SO2	90%	Quality of employee is a key to delivering services, so we should hire the best candidates. This reported quality of hire is being collected from supervisors and managers.
Retention Rate of New Hires at One Year of Service	HR CRM	SO2	75%	Turnover in healthcare in Houston is high due to the Medical Center, other LHDs, and non-profit sector.
Overall Turnover Rate	HR CRM	SO2	25%	Turnover in healthcare in Houston is high due to the Medical Center, other LHDs, and non-profit sector.
Reported Satisfaction with HR-Led Training	Survey results in Excel	SO2	90%	Training supports a workforce that delivers innovative and modern solutions for systems change and equity focused solutions.
Rates of Reported Cultural Competency with Staff	Survey results in Excel	SO2	70%	Employees need to have a cultural competency in order to deliver services to the culturally diverse county residents and advance health equity.
Rates of Manager Satisfaction With Volunteer/Interns	Survey results in Excel	SO2	90%	Quality of volunteers/interns is important to delivering our services to the community and building a diverse and vibrant workforce.

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 OSST
Funding Request Description:	Epidemiologists
Division:	Office of Science, Surveillance, and Technology

Funding Request - Next Fiscal Year:	\$879,552
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1) Describe the specific problem, challenge or opportunity (why funding is needed).
HCPH serves a population of 2.5 million, and it is growing. According to the national Council of State and Territorial Epidemiologists, health departments with less than 1.0 epidemiologist per 100,000 population may not have adequate staffing to perform essential public health services and lack surge capacity to address emerging threats and disasters. The HCPH Surveillance and Epidemiology Unit (SEU) is operating at 0.48 epidemiologist per 100,000 population (12 FTE epidemiologists), which is 52% lower than the recommended ratio. The county has
2) Which department-level goals does this support?
1) Strengthen Systems Level Coordination & Collaboration 4) Improve Health Where we Live, Learn, Work, Worship, and Play 6) Reduce Preventable Non-Communicable and Communicable Diseases, Illnesses, and Injuries 7) Strengthen Internal Capacity for Data-Driven Policies & Systems Change
3) What do you want to achieve with these additional funds?
SEU will increase OSST capacity by hiring additional FTEs in specialized positions to address staffing gaps in order to optimize data collection, case reporting and analysis; ensure data reporting and requests from stakeholders are addressed in a timely manner to meet community demand; and provide accurate evidence for decision making. The additional staff will result in improved efficiency and quality through improved surveillance; emergency response capacity; development of epidemiologic research and dissemination of findings; and enhanced
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
In three months aiming to hire positions, procure required equipment, software and information access, upon receiving the approval of the budget. Within one month of onboarding, aiming to create a plan of action for each position/role. A mid-year and end-of-year summary will be performed to track outcome measures to ensure objectives are achieved.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
% of High Priority Epidemiology Cases Investigated Within 1 day	Maven	SO23	0.95	95% of high priority cases of a quarter should be initiated within 1 day from the date they are received to meet DSHS and internal requirement to ensure investigations in a timely manner.
% of After Hour Epidemiology Calls Received, Responded, and Documented Within Appropriate Timeframes	After hours report (CCS-IS Report) is received by county operator in downtown quarterly	SO23	0.95	Capacity for after hour calls reduces the risk for infectious disease and expands capacity of public health to meet the needs of healthcare for quality public health reporting.
% of Specimens Collected and Shipped by SEU Accepted by Public Health Laboratories	Specimen quarterly report	SO23	1	Ensuring acceptance rates for lab specimens increases the efficiency of disease investigations.

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 OFSS
Funding Request Description:	Financial Analytics and Informatics Build Out
Division:	Office of Financial & Support Services
Funding Request - Next Fiscal Year:	\$359,422

1) Describe the specific problem, challenge or opportunity (why funding is needed).
There is a need for an experienced team to compile financial data comparatives to programmatic performance within divisions/offices and communicate return of investment to leadership and the executive team. The group will support the organization's overall financial health: planning and budgeting, integrated financial planning, management and performance reporting, and forecasting and modeling.
2) Which department-level goals does this support?
7) Strengthen Internal Capacity for Data-Driven Policies & Systems Change
3) What do you want to achieve with these additional funds?
A dedicated team of 3 to a new service Financial, Planning, and Analytics. The team will consist of a manager and two analysts and will be dedicated to data driven analytics, dissemination of findings, and process improvements to improve and monitor the overall organization's financial health.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The timeline is immediate as there are critical needs requiring analytical services with respect to expenditures, planning, and process improvement. HCPH currently has two employees and a contractor dedicated to the cause however they are funded by special revenue streams.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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:	BR5 OFSS
Funding Request Description:	Information, Technology, and Public Health Informatics
Division:	Office of Financial & Support Services
Funding Request - Next Fiscal Year:	\$483,273

1) Describe the specific problem, challenge or opportunity (why funding is needed).
There is an organizational need for a team that is responsible for planning, connecting, designing, scheduling, and deploying data warehouse systems. The team will be responsible for integrating data from various systems within the organization and contain a "single version of the truth" and integrity. They will be required to construct, store, and maintain data stored in disparate internal and external operational databases. The Public Health Department needs a central repository for data from various data sources. Support is needed to work with existing divisions and offices to build informatics solutions. The need for displaying information in a publicly available format was readily
2) Which department-level goals does this support?
1) Strengthen Systems Level Coordination & Collaboration 7) Strengthen Internal Capacity for Data-Driven Policies & Systems Change 8) Improve the Resilience of Communities to Prepare, Respond, and Recover from a Variety of Emergencies and Environmental Conditions
3) What do you want to achieve with these additional funds?
The purpose of the team will be to create and maintain a data warehouse based on historical data derived from transactional sources for business intelligence and data mining purposes.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
HCPH will hire and build out informatics teams to support the agency and backend of program, performance, and business evaluation as well as ties to community health indicators and population health data. Building support in FY22 will support increased data partnerships. Positions will be hired by the end of FY 22 and utilized immediately to support needs for PHAB accreditation and budget program evaluation, led by OPP, OFSS, and OSST.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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 OPP
Funding Request Description:	Cross Departmental Planning and Performance Assessment
Division:	Office of Policy and Planning
Funding Request - Next Fiscal Year:	\$614,082

1) Describe the specific problem, challenge or opportunity (why funding is needed).
HCPH needs to build capacity in the Office of Policy and Planning to support the new performance-based budget process, implementation of recommendations in Harris Cares 2020, and better coordinate and implement accreditation requirements that have lapsed over the last few years due to emergencies (Hurricane Harvey, chemical fires, COVID-19, etc.). These accreditation requirements include a Community Health Assessment, Community Health Improvement Plan, Agency Strategic Plan, and Agency Performance and Quality Improvement Plan. The office's responsibilities increasingly include addressing systemic needs to connect residents to healthcare, systems-level coordination, internal performance management, and monitoring county-level health outcome data with data partners within the agency for policy change.
2) Which department-level goals does this support?
<ol style="list-style-type: none"> 1. Strengthen Systems Level Coordination and Collaboration 2. Improve Access to Opportunity and Advance Health Equity 7. Strengthen Internal Capacity for Data-Driven Policies & Systems Change
3) What do you want to achieve with these additional funds?
Increased capacity will allow the office to successfully update agency-wide plans, coordinate and monitor implementation of existing plans such as the 2018 Community Health Improvement Plan and Harris Cares, and meet standards for national accreditation. Strained staff capacity for Harris Cares, COVID-19, and a delay in leadership transition of the office has hindered capacity to successfully meet Harris Cares and PHAB deliverables. Additional resources are needed to maintain workload with the upcoming Texas Legislative Session and COVID-19 recovery planning.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
New staff will be on boarded in the first quarter to guide Harris Cares implementation and coordinate as necessary across county and city governments. Strategic planning and Community Health Improvement Plan processes will be resumed by mid 2021. The evidence for the planning and performance monitoring approaches used by HCPH is supported by the Public Health Accreditation Board (PHAB) through the accreditation process.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of Internal and External Educational and Community Engagement Opportunities	OPP Excel Tracking Sheet/Data Warehouse	SO4	10	This is the first year collecting this measure, tracking novel partnerships opportunities have been limited due to COVID-19. Internal and External engagement is necessary for Harris Cares and PHAB accreditation activities, as well as systems change.
# of Partnerships with Marginalized Communities and Stakeholder Organizations	OPP Excel Tracking Sheet/Data Warehouse	SO4, SO10	10	This is the first year collecting this measure. Number of partnerships with marginalized communities and stakeholder organizations is crucial to advancing health equity and supporting health planning across the agency. Traditional external engagement opportunities have been limited due to COVID-19.
# of Advocacy Actions Done to Support the Delivery of Essential Public Health Services	OPP Excel Tracking Sheet/Data Warehouse	SO4	5	This is the first year collecting this measure, baseline data is needed to set a more accurate target. Legislative Session is expected to be heavily engaged with public health.
# of Equity-Driven Interventions, Workplace Practices, and Policies Implemented Across HCPH	OPP Excel Tracking Sheet/Data Warehouse	SO10	5	This is the first year collecting this measure, baseline data is needed to set a more accurate target. Equity driven interventions and workplace practices will build capacity within the department and ultimately feed into community wide practices.
# of joint planning meetings held with major public health and healthcare stakeholders	Excel	SO5	Baseline year	# of joint planning meetings held with Quad Agencies and health stakeholders such as TMC, health plans, FQHCs, etc. will build HCPH's capacity for systems change.

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 MVC
Funding Request Description:	Scientific Analytics Team
Division:	Mosquito and Vector Control
Funding Request - Next Fiscal Year:	\$239,015

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Mosquito and Vector Control services need dedicated support to run statistical analyses and predictive analytics for recently implemented novel strategies on vector control. Scientific and data analysis support to review current processes and strategies and implement recommendations based on predictive analytics is needed.
2) Which department-level goals does this support?
6) Reduce preventable non-communicable and communicable diseases, illnesses, and injuries 7) Strengthen Internal Capacity for Data-Driven Policies & Systems Change
3) What do you want to achieve with these additional funds?
One analyst is needed to support grant activities, maximize ROI, design tests and evaluation techniques, and monitor grant deliverables is needed. A science officer, fluent in integrated vector management, is needed to incorporate latest scientific advancements into the program.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The two positions would be hired in 2021 and would review existing data and processes and determine which are most efficient at predicting mosquito populations, predicting the presence of mosquito-borne disease, and reducing mosquito populations.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of Vector Control Network Activities	MCDWEB	SO4	6	As process is established, additional events will be added. Vector Control Network includes partners across region to share best practices and engage a resilient vector response.
# of tests to evaluate new methodologies for vector surveillance and control	Excel	SO15	4	Staff will be trained on the use of the new SIT equipment, protocols will be streamlined, and expect an additional AMCAR staff currently assigned to COVID-19 response returns and help with the planned activities.
# of Collaborating Partners for Vector Control	Excel	SO4	5	Depending on COVID-19 restrictions, HCPH anticipates to expand collaboration efforts by at least 20% in the coming year.
# of Groups/Individuals Participating in Vector Training and Outreach Activities	MCDWEB	SO4	145	Vector training and outreach is done through community based partnerships. Training provided by HCPH builds capacity across the region.

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 OCEE
Funding Request Description:	Media, Social Media, and Web Management
Division:	Office of Communications, Education and Engagement
Funding Request - Next Fiscal Year:	\$193,580

1) Describe the specific problem, challenge or opportunity (why funding is needed).
As seen in COVID-19, accessing available health educational material and resources through a public health website is a critical need for Harris County. During 2020, HCPH's website received over 6 million hits. Maintenance of the website with relevant materials for all health topics in an accessible way has been difficult. A webmaster is needed to coordinate efforts and ensure that links, resources, and content are up to date on a regular basis.
2) Which department-level goals does this support?
2) Improve Access to Opportunity & Advance Health Equity 8) Improve the Resilience of Communities to Prepare, Respond, and Recover from a Variety of Emergencies and Environmental Conditions
3) What do you want to achieve with these additional funds?
It is cost-effective to create all education materials in-house versus outsourcing the creative element. In addition, having the source in-house allows for us to continually update and rush items without having to go to a third party. With the growth of the HCPH and all its programs, we need to expand the capacity to meet the demand of divisions and offices. With additional staff, OCEE would be capable of working more closely with individual operating divisions to develop division specific messages, and while always working to develop messages that have
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
We expect to hire a webmaster, social media manager, and graphic designer within 90 days of receiving the position. The webmaster manages the most public-facing part of Harris County Public Health--the website. This is where community members go to find HCPH programs and services and file complaints that impact public health (mosquitoes, food borne illness, poor restaurant cleanliness, nuisance abatement, etc.).
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of Persons Reached and Engaged Across Social Media Platforms	Social media platform analytics	SO6	3M	Based on total metric value from 2019-2020
# of Page Views on HCPH Website	Google Analytics	SO6	1,350,000	Based on growth of platform from 2017 to 2019
# of public information interviews conducted in Spanish	internal programmatic	SO6	100	Detailed tracking for interviews conducted in Spanish will begin this year. Spanish public information interviews are necessary for equitable access to public health guidance. This has gone up because of COVID-19, but will not be sustainable for years to come due to decreased media attention.
# of social media posts translated and utilized for active engagement	Asana	SO6	200	Detailed tracking for interviews conducted in Spanish will begin this year. Spanish media posts are necessary for equitable access to public health guidance. This has gone up because of COVID-19, but will not be sustainable for years to come due to decreased media attention.

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 OCEE
Funding Request Description:	Expanding outreach and health education
Division:	Office of Communications, Education and Engagement

Funding Request - Next Fiscal Year:	\$83,637
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1) Describe the specific problem, challenge or opportunity (why funding is needed).
OCEE oversees the community engagement platform for HCPH. Typically, HCPH receives between 20-30 outreach requests a month from faith-based orgs, schools, precinct community centers, etc. Moreover, HCPH hosts several regularly-scheduled and annual convenings, including the mobile health villages or the One Health Conference, which require much coordination, material resources, and labor. HCPH needs a Community Engagement Coordinator, who can logistically coordinate monthly community event requests, alongside the regular/annual events, and to maximize impact of HCPH's health educators and program staff across the department.
2) Which department-level goals does this support?
1) Strengthen Systems Level Coordination & Collaboration 2) Improve Access to Opportunity & Advance Health Equity
3) What do you want to achieve with these additional funds?
The additional funds will be used to hire a Community Engagement Coordinator to serve as a centralized force of coordination to meet the needs of community health education and outreach requests throughout the county. This person can rely on the various media resources already developed and maintained by OCEE and add content value through the subject matter expertise and staff of HCPH Divisions.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Health education outreach utilizes evidence-based practices to promote healthy behaviors, implement effective messaging, and raise awareness about disease and illness prevention. Although HCPH uses web media, social media, and other broadcasting avenues to disseminate information, in-person outreach is still necessary and imperative to reach the most vulnerable populations. The position will be hired and on boarded within 90 days of approval and funding availability.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of Media Interviews Conducted	Excel	SO6	1,250	Media interviews expand the public presence of public health and health education. COVID-19 has sent an unprecedented standard in media interviews that may not be able to be sustained over the years.
# of 1 Pagers and Social Media Assets Developed	Asana	SO6	200	Social media assets and one pagers are necessary for the public to access available public health guidance. Target metrics are lower than YTD because of the extenuating circumstances COVID-19 has had on communications, since the initiation of the response. Our YTD metrics skyrocketed thus skewing our averages of OCEE normal numbers (not in relation to the response). Thus, targets were based last year's data and not where we currently are this year to date.
# of Persons Reached and Engaged Across Social Media Platforms	Social media platform analytics	SO6	3M	Target metrics are lower than YTD because of the extenuating circumstances COVID-19 has had on communications, since the initiation of the response. Our YTD metrics skyrocketed thus skewing our averages of OCEE normal numbers (not in relation to the response). Thus, targets were based 2019-2020 data and not where we currently are this year to date.
# of Page Views on HCPH Website	Google Analytics	SO6	1,350,000	Target metrics are lower than YTD because of the extenuating circumstances COVID-19 has had on communications, since the initiation of the response. Our YTD metrics skyrocketed thus skewing our averages of OCEE normal numbers (not in relation to the response). Thus, targets were based on growth of platform from 2017 to 2019 and not where we currently are this year to date
# of Attendees in HCPH-Led Conferences	Eventbrite	SO10	70%	Post-test evaluation measures the efficacy of health education in the community.
# of Internal and External Educational and Community Engagement Opportunities	OPP Excel Tracking Sheet/Data Warehouse	SO4	10	This is the first year collecting this measure, tracking novel partnerships opportunities have been limited due to COVID-19. Internal and External engagement is necessary for Harris Cares and PHAB accreditation activities, as well as systems change.

# of Attendees for Mobile Health Villages	QR Code Registration	SO7	4000	Mobile health villages bring public health services to the community to meet them where they are. The village concept brings multiple services into one central location for expanded coordination. Mobile health villages have been paused for COVID-19. When reinstated, occupancy limits may affect total outreach.
# of Partnerships with Marginalized Communities and Stakeholder Organizations	OPP Excel Tracking Sheet/Data Warehouse	SO4, SO10	10	This is the first year collecting this measure. Number of partnerships with marginalized communities and stakeholder organizations is crucial to advancing health equity and supporting health planning across the agency. Traditional external engagement opportunities have been limited due to COVID-19.

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 OFSS
Funding Request Description:	Support Service Complete Expansion
Division:	Office of Financial & Support Services
Funding Request - Next Fiscal Year:	\$232,809

1) Describe the specific problem, challenge or opportunity (why funding is needed).
There is a need to strengthen the organization's supply chain management specifically with respect to the purchase and distribution of supplies and services. A logistics manager is needed to work with departments/programs within the organization to implement logistical improvements and support the maintenance of inventory. This request also requires the addition of warehouse support staff members.
2) Which department-level goals does this support?
7) Strengthen Internal Capacity for Data-Driven Policies & Systems Change
3) What do you want to achieve with these additional funds?
The purpose of this request is to standardize logistical support throughout the organization and minimize waste.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The need is immediate as we begin to build out the main inventory hub location for the organization.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">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 OFSS
Funding Request Description:	Fleet Audit & Update
Division:	Office of Financial & Support Services
Funding Request - Next Fiscal Year:	\$188,244

1) Describe the specific problem, challenge or opportunity (why funding is needed).
There is a need for more operational drivers within the organization to save expenses on outsourcing. This request requires the addition of three drivers to the operations and logistics team.
2) Which department-level goals does this support?
7) Strengthen Internal Capacity for Data-Driven Policies & Systems Change
3) What do you want to achieve with these additional funds?
The overall purpose of this request is to save money on outsourcing the transit of goods and services to the various locations within Harris County Public Health.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The need is immediate as we begin to build out the main inventory hub location for the organization.
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 (#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 VPH
Funding Request Description:	Sheltering expansion support staff
Division:	Veterinary Public Health (VPH)
Funding Request - Next Fiscal Year:	\$607,198

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The newly opened pet saving resource center provides a pet- and customer-friendly space for adoption, foster, animal transport, animal control and wellness services, and has the capacity to house up to 525 dogs and cats, and officially. This VPH center helps fill the lack of facilities that provide low-cost spay/neuter services in our community. We need to be able to offer low-cost spay/neuter services to the public but will require the staff and resources needed to provide this service.
2) Which department-level goals does this support?
2) Improve Access to Opportunity & Advance Health Equity 4) Improve Health Where we Live, Learn, Work, Worship, and Play
3) What do you want to achieve with these additional funds?
Provide resources to pet owners that need help in keeping their pets. Provide low-cost spay neuter services for the public to help reduce pet overpopulation
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Presently, we do not have the staffing level to provide this service. Once the positions can be hired or contracted, we will need additional funds for the supplies that will be utilized if the service is provided for free. If we charge a minimal amount, the program will pay for the supplies utilized.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of Pet Visits at Wellness Clinic	Chameleon	SO13	4723	Increased pet visits increases pets being adopted and supports leave alive rates.
# of Animals Entering The Animal Shelter	Chameleon	SO13	12,739	More animals entering the shelter decreases the number of animals stray in the community.
# of Animals Transported	Chameleon	SO13	725	Number of animals transported supports a leave alive rate and decreases number of animals in shelters.
Adoption Wait Time	Chameleon	SO13	5 minutes or less	Adoption wait time is a critical component of customer service satisfaction with the community and supports animal adoptions.
# surgeries performed per day	Chameleon	SO13	30	Expanding clinical services for round the week surgery improves customer satisfaction and public assess to veterinary services.
# days of surgery per week	Chameleon	SO13	7	Expanding clinical services for round the week surgery improves customer satisfaction and public assess to veterinary services.
Spay and Neuter Surgeries Performed Per Year	Chameleon	SO13	7800	Expanding clinical services for round the week spay and neuter surgery improves customer satisfaction and public assess to veterinary services. Spay and neutering decreases the amount of stray animals in the community and reduces risk for zoonotic disease as well as improving neighborhood conditions as a health supportive resource.

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 OCEE
Funding Request Description:	Communications evaluation
Division:	Office of Communications, Education and Engagement

Funding Request - Next Fiscal Year:	\$107,313
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1) Describe the specific problem, challenge or opportunity (why funding is needed).
Effective communications must be driven by data to target the right audience with the right message. Health education and community engagement are better informed by understanding the ways Harris County residents choose to stay informed. It is important that HCPH has the capability to have real-time analysis of communications data.
2) Which department-level goals does this support?
7) Strengthen Internal Capacity for Data-Driven Policies & Systems Change
3) What do you want to achieve with these additional funds?
Additional resources can help HCPH measure customer engagement and track customer feedback metrics through all education, outreach, media, and social media efforts each year. The ability to access analysis in-house in real-time allows OCEE to pivot strategies to more effectively communicate vital public health messaging to Harris County residents.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The OCEE will augment the in-house evaluation and analysis capacity being built in OPP to support the performance-based budgeting process and the day-to-day data needs of the office. The approach to have two offices coordinating on a staff-level reduces silos in the agency and allows for better data coordination and analysis. The timeline to implement this strategy is to begin hiring an evaluation team including the OCEE and OPP positions in Quarter 1 of FY22. At the federal level the policy and communications offices of agencies often work together to ensure seamless coordination of external messaging and strategic partnering. Coordinating on evaluation of efforts is a natural fit to ensure the expertise of each office can be accessed by the other office.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of Media Interviews Conducted	Excel	SO6	1,250	Media interviews expand the public presence of public health and health education. COVID-19 has sent an unprecedented standard in media interviews that may not be able to be sustained over the years.
# of 1 Pagers and Social Media Assets Developed	Asana	SO6	200	Social media assets and one pagers are necessary for the public to access available public health guidance. Target metrics are lower than YTD because of the extenuating circumstances COVID-19 has had on communications, since the initiation of the response. Our YTD metrics skyrocketed thus skewing our averages of OCEE normal numbers (not in relation to the response). Thus, targets were based last year's data and not where we currently are this year to date.
# of Persons Reached and Engaged Across Social Media Platforms	Social media platform analytics	SO6	3M	Target metrics are lower than YTD because of the extenuating circumstances COVID-19 has had on communications, since the initiation of the response. Our YTD metrics skyrocketed thus skewing our averages of OCEE normal numbers (not in relation to the response). Thus, targets were based 2019-2020 data and not where we currently are this year to date.
# of Page Views on HCPH Website	Google Analytics	SO6	1,350,000	Target metrics are lower than YTD because of the extenuating circumstances COVID-19 has had on communications, since the initiation of the response. Our YTD metrics skyrocketed thus skewing our averages of OCEE normal numbers (not in relation to the response). Thus, targets were based on growth of platform from 2017 to 2019 and not where we currently are this year to date
# of Attendees in HCPH-Led Conferences	Eventbrite	SO10	70%	Post-test evaluation measures the efficacy of health education in the community.
# of Internal and External Educational and Community Engagement Opportunities	OPP Excel Tracking Sheet/Data Warehouse	SO4	10	This is the first year collecting this measure, tracking novel partnerships opportunities have been limited due to COVID-19. Internal and External engagement is necessary for Harris Cares and PHAB accreditation activities, as well as systems change.

# of Attendees for Mobile Health Villages	QR Code Registration	SO7	4000	Mobile health villages bring public health services to the community to meet them where they are. The village concept brings multiple services into one central location for expanded coordination. Mobile health villages have been paused for COVID-19. When reinstated, occupancy limits may affect total outreach.
# of Partnerships with Marginalized Communities and Stakeholder Organizations	OPP Excel Tracking Sheet/Data Warehouse	SO4, SO10	10	This is the first year collecting this measure. Number of partnerships with marginalized communities and stakeholder organizations is crucial to advancing health equity and supporting health planning across the agency. Traditional external engagement opportunities have been limited due to COVID-19.

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 OCEE
Funding Request Description:	Expanding bilingual services
Division:	Office of Communications, Education and Engagement
Funding Request - Next Fiscal Year:	\$107,313

1) Describe the specific problem, challenge or opportunity (why funding is needed).
HCPH services a population that speaks multiple languages, and resources are needed to expand health communications with Spanish-speaking communities, many of whom are disproportionately impacted by health inequities. PIOs develop content and write information for programs, services for all materials used in the community. They also assist in strategizing how to reach certain community demographics that may benefit from an HCPH program and service.
2) Which department-level goals does this support?
1) Strengthen Systems Level Coordination & Collaboration 2) Improve Access to Opportunity & Advance Health Equity
3) What do you want to achieve with these additional funds?
Bilingual (English/Spanish) staff are needed to ensure that health information is accessible equitably. HCPH will also use funds to support services in other languages.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
We anticipate to fulfill these positions within 90 days of receiving approval and funding. Health communication science is supported and continually researched by the Science Team of the CDC Communications Office. Also shown as a focus of Healthy People 2030, effective health communication is critical to health and well-being so that people can easily understand and act on health information.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of public information interviews conducted in Spanish	internal programmatic	SO6	100	Detailed tracking for interviews conducted in Spanish will begin this year. Spanish public information interviews are necessary for equitable access to public health guidance. This has gone up because of COVID-19, but will not be sustainable for years to come due to decreased media attention.
# of social media posts translated and utilized for active engagement	Asana	SO6	200	Detailed tracking for interviews conducted in Spanish will begin this year. Spanish media posts are necessary for equitable access to public health guidance. This has gone up because of COVID-19, but will not be sustainable for years to come due to decreased media attention.
# of Media Interviews Conducted	Excel	SO6	1,250	Media interviews expand the public presence of public health and health education. COVID-19 has sent an unprecedented standard in media interviews that may not be able to be sustained over the years.
# of 1 Pagers and Social Media Assets Developed	Asana	SO6	200	Social media assets and one pagers are necessary for the public to access available public health guidance. Target metrics are lower than YTD because of the extenuating circumstances COVID-19 has had on communications, since the initiation of the response. Our YTD metrics skyrocketed thus skewing our averages of OCEE normal numbers (not in relation to the response). Thus, targets were based last year's data and not where we currently are this year to date.
# of Persons Reached and Engaged Across Social Media Platforms	Social media platform analytics	SO6	3M	Target metrics are lower than YTD because of the extenuating circumstances COVID-19 has had on communications, since the initiation of the response. Our YTD metrics skyrocketed thus skewing our averages of OCEE normal numbers (not in relation to the response). Thus, targets were based 2019-2020 data and not where we currently are this year to date.

# of Page Views on HCPH Website	Google Analytics	SO6	1,350,000	Target metrics are lower than YTD because of the extenuating circumstances COVID-19 has had on communications, since the initiation of the response. Our YTD metrics skyrocketed thus skewing our averages of OCEE normal numbers (not in relation to the response). Thus, targets were based on growth of platform from 2017 to 2019 and not where we currently are this year to date
# of Attendees in HCPH-Led Conferences	Eventbrite	SO10	70%	Post-test evaluation measures the efficacy of health education in the community.
# of Internal and External Educational and Community Engagement Opportunities	OPP Excel Tracking Sheet/Data Warehouse	SO4	10	This is the first year collecting this measure, tracking novel partnerships opportunities have been limited due to COVID-19. Internal and External engagement is necessary for Harris Cares and PHAB accreditation activities, as well as systems change.
# of Attendees for Mobile Health Villages	QR Code Registration	SO7	4000	Mobile health villages bring public health services to the community to meet them where they are. The village concept brings multiple services into one central location for expanded coordination. Mobile health villages have been paused for COVID-19. When reinstated, occupancy limits may affect total outreach.
# of Partnerships with Marginalized Communities and Stakeholder Organizations	OPP Excel Tracking Sheet/Data Warehouse	SO4, SO10	10	This is the first year collecting this measure. Number of partnerships with marginalized communities and stakeholder organizations is crucial to advancing health equity and supporting health planning across the agency. Traditional external engagement opportunities have been limited due to COVID-19.

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 OPHPR
Funding Request Description:	Expanding Disaster Preparedness Capacity
Division:	Office of Public Health Preparedness and Response
Funding Request - Next Fiscal Year:	\$186,401

1) Describe the specific problem, challenge or opportunity (why funding is needed).
With the current staffing, OPHPR does not have the ability to conduct all essential activities to address the preparedness and resiliency of the residents of Harris County and respond to or coordinate all health and medical concerns during an emergency. Given the current public health crisis and ongoing pandemic, expanding this capacity to ensure the health and safety of Harris County residents is essential. OPHPR will need to continue and enhance preparedness planning and training/exercising among staff and Harris County residents.
2) Which department-level goals does this support?
4) Improve Health Where we Live, Learn, Work, Worship, and Play 8) Improve the Resilience of Communities to Prepare, Respond, and Recover from a Variety of Emergencies and Environmental Conditions
3) What do you want to achieve with these additional funds?
HCPH hopes to become more prepared community and staff for public health related emergencies. The Disaster Epidemiologist will allow HCPH and OPHPR to annually conduct CDC Community Assessments for Public Health Emergency Response (CASPER) throughout the community to engage with residents and educate and obtain feedback on their needs. Through these assessments OPHPR has been able to better understand the status of preparedness and the anticipated needs of each community within Harris County. The preparedness and response planner will oversee all-hazards planning for the department including chemical, radiological, and biological planning. This will allow OPHPR to align plans with community and environmental needs. The Inventory Management Coordinator will be tasked with ensuring all materials and equipment that have been purchased by OPHPR to prepare for emergencies are logged into an inventory management system and tracked when leaving or returning to the OPHPR warehouse. There is a need to have better tracking of this equipment that is often used during trainings, exercises and responses.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

OPHPR is currently understaffed to fully conduct adequate preparedness and response for a county with current and previous environmental, chemical, biological threats. The approach is to focus on all components of the preparedness cycle: prevention, preparedness, response, and recovery. Thus, for prevention, preparedness and recovery, requesting a disaster epidemiologist and a planner/trainer; and for response, an inventory management coordinator. Tangible staff feedback from After Action Reports for Hurricane Harvey and an In-Action Review for COVID-19 states that there is a need for more staff, more in-depth response training, and a better inventory management system for supplies and equipment during a response; this feedback supports the request for additional OPHPR positions. Past CASPER After Action Reviews revealed that a disaster epidemiologist would allow for a better assessment completion and follow-up in the community. Once funding and staffing is approved, OPHPR will hire the FTEs. After onboarding, all FTEs will start working in their areas of expertise to enhance the preparedness and response abilities among HCPH employees and also residents of Harris County.

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
# Local Community Or Community Representative Workshops Held Per Year on Preparedness Topics	Excel	SO10	15 workshops/year	Community workshops on preparedness topics builds resilience to emergencies in disproportionately impacted communities.
% of HCPH Staff Trained in Emergency Preparedness (IS 700, 800, 100, 200)	Excel	SO2	80%	Emergency training is essential for a public health workforce that can build and sustain resiliency.
% of All-Hazards Response Plans reviewed and/or Updated each year	Excel	SO29	100%	Updated all hazard plans is a measure of emergency preparedness and resilience.
# of Strategic National Stockpile Exercises, per year	Excel	SO29	2/year	one drive thru and one walk thru exercise per year supports community resiliency for emergencies.
# of New MRC Volunteers added per year	Excel	SO29	10% increase from previous year (or at least 4 events offered or 50%)	Conservative increase as this is the first year tracking. MRC volunteers increase capacity of the healthcare and public health workforce.

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 EPH
Funding Request Description:	Lead-based Paint & CLPPP
Division:	Environmental Public Health
Funding Request - Next Fiscal Year:	\$209,669

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Over 100,000 homes (built before 1978) within Harris County have lead-based paint, a toxic substance. In 2017, studies of Harris County showed approximately 1,000 children with elevated blood lead levels in Harris County. However, the CDC has decided to discontinue funding through local level health departments, instead deferring to state level health departments, and provide approximately \$300,000 less than what was previously granted. CDC funding is expected to continue support state local health departments and cities with direct pipelines,
2) Which department-level goals does this support?
1) Strengthen Systems Level Coordination and Collaboration 2) Improve Access to Opportunity and Advance Health Equity 4) Improve Health Where we Live, Learn, Work, Worship, and Play 5) Improve Health Across the Life Span
3) What do you want to achieve with these additional funds?
Loss of CDC funding will greatly inhibit coordination, systems alignment, provider education, and outreach to combat childhood lead poisoning in Harris County. This additional funding request would allow for us to remediate an additional 45 homes per year, while we continue to apply for grants, which on average allows us to remediate approximately 80 homes per year. In addition, the funds would afford us the option to pay vendors in a timely manner and maintain open business accounts instead of the current process which requires waiting on reimbursement
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Starting in September 2021, outreach efforts, case coordination for home visits, provider training sessions, surveillance as well as data analysis will need to be funded through General Funds. Recruiting, hiring, and training new positions will commence upon approval and funding of positions.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">Fill in Table Below</div>

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of Total Lead Risk Assessments and Inspections	Lead Risk Assessments/Inspections Database	SO19	68	Lead based paint is toxic and found in older homes and exposure to lead based paint is a health inequity. Lead risk assessments and inspections leads to abatement programs to reduce the risk of lead based paint exposure and educates family residents on lead-safe practices. Target numbers are based on HUD benchmarks.
# of Lead Abatement Projects Completed	Lead Abatement Projects Completed Database	SO19	60	Conduct lead-based paint abatement on housing units that are positive for lead-based paint hazards to make the housing unit lead-safe for all family members, in particular children under the age of six. The target number is stipulated in the HUD grant benchmarks.
# of Healthy Home Repairs	Lead Abatement Outreach Database	SO19	40	Homes with lead based paint often also suffer from other health and safety issues such as trips and fall hazards, mold and dampness, leaking pipes, structural collapse, pests, excessive heat and cold. These environmental conditions decrease the opportunity for good health. The target value is stipulated in the HUD grant.
# of Clients Receiving Lead Abatement Outreach	Participant Self-reporting via survey	SO21	2240	Outreach to more vulnerable low-income communities living in pre-1978 housing. Outreach is held at health fairs, food fairs, school events, faith-based events and working with community partners to increase enrollment into the lead abatement programs, qualify applications for low-income families. The target number is stipulated in HUD grant benchmarks.

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

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

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

Instructions

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

Budget Request Priority ID:	BR17 DCCP
Funding Request Description:	STI clinic lab tech for walk up testing
Division:	Disease Control and Clinical Prevention Division
Funding Request - Next Fiscal Year:	\$84,604

1) Describe the specific problem, challenge or opportunity (why funding is needed).
DCCP plans to support a walk in clinic in 2021. However, a Stat-Test Laboratory technician is needed to collect and test for Sexually Transmitted Infections on site. Even with expedited operations, sample collection and lab turnaround time is three to five days. With a Stat-Lab technician, results are available within minutes. This would reduce cost of lab fees and increase timely and convenient access to preventive services in disproportionately impacted communities.
2) Which department-level goals does this support?
2) Improve access to opportunity and advance health equity 6) Reduce preventable non-communicable and communicable diseases, illnesses, and injuries
3) What do you want to achieve with these additional funds?
With faster turnaround time through a technician dedicated to a walk in clinic and familiar with the necessary technologies, HCPH will be able to provide faster counseling, treatment options, and referrals to reduce the spread of STIs.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This objective is to fill the position by the end of 2021. HCPH is planning to develop walk in clinics by mid 2021.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
# of Planned Activities to Engage in PrEP and nPEP outreach, education, and recruitment	Epic	SO24	12	PrEP and nPEP outreach, education, and recruitment expands the breadth of HIV/STI prevention in disproportionately impacted communities.
# of Local Clinical Providers Reached through PrEP/nPEP Education and Outreach Activities	Epic	SO24	66	# of clinical providers reached through PrEP/nPEP education and outreach measures the impact of systems level coordination between public health and healthcare in addressing HIV/STI health inequities.
# of African American/Hispanic Men Who Have Sex with Men Who are Prescribed a PrEP Regimen (HCPH data)	Epic	SO24	45	# of men in minority populations prescribed a PrEP regimen is a measurement of access to health supportive resources in disproportionately impacted communities.

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

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

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

Instructions

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

Budget Request Priority ID:	BR18 NCDP
Funding Request Description:	Maternal, Adolescent, and Child Health Programs Manager
Division:	Nutrition and Chronic Disease Prevention
Funding Request - Next Fiscal Year:	\$134,808

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Currently there are several services that focus on maternal or child health across HCPH. A dedicated Maternal and Child Health Program would support coordination and expansion of HCPH's health across the life span portfolio. Given HCPH's robust WIC program and creation of Early Childhood Programs there is a greater need to have a specific focus on Infant and Maternal Morbidity and Mortality, including Low Birth Weight (LBW), adolescent health services, as well as factors contributing to Maternal Morbidity and Mortality. Maternal health is a severe health disparity in Texas and in Harris County and is a major health priority of the 2018 Community Health Improvement Plan.
2) Which department-level goals does this support?
1) Strengthen Systems Level Coordination & Collaboration 2) Improve Access to Opportunity and Advance Health Equity 5) Improve Health Across the Life Span
3) What do you want to achieve with these additional funds?
Additional funds would create a Maternal Child Health Program Manager to focus and prioritize HCPH's programmatic areas, enhance collaboration throughout the agency, and decrease duplicated efforts. This program manager would also build a Harris County wide, Maternal, Child and Adolescent Health Coalition and implement child injury reduction initiatives. This is in alignment with recommendations from PFM on HCPH operations.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Creation of this job position, roles, and responsibilities would be done in collaboration with internal stakeholders such as DCCP, WIC and Early Childhood, and OPP. Several other local health departments across the country have dedicated maternal, child, and adolescent health programs, and the creation of this position would allow for HCPH to continue to align with state and national innovations.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
Rate of Infant Mortality seen with HCPH Clients	Excel	SO18	Baseline Year	Rate of infant mortality is a health inequity within Harris County. Tracking this measure with HCPH clients will help HCPH build data driven solutions. This is the first year of tracking this metric, so the initial target is conservative at 10%
Rate of Maternal Mortality seen with HCPH Clients	Excel	SO18	Baseline Year	Rate of maternal mortality is a health inequity within Harris County. Tracking this measure with HCPH clients will help HCPH build data driven solutions. This is the first year of tracking this metric, so the initial target is conservative at 10%
Rate of Low Birth Weight with HCPH Clients	Excel	SO18	Baseline Year	Rate of low birth weight is a health inequity within Harris County. Tracking this measure with HCPH clients will help HCPH build data driven solutions. This is the first year of tracking this metric, so the initial target is conservative at 10%

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

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

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

Instructions

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

Budget Request Priority ID:	BP19 OPHPR
Funding Request Description:	Warehouse Space Lease
Division:	Office of Public Health Preparedness and Response
Funding Request - Next Fiscal Year:	\$126,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
HCPH is currently leasing warehouse space to house disaster response. The current vendor is requesting an increase in lease payment, and the grant currently supporting the lease cannot absorb the increased cost.
2) Which department-level goals does this support?
8) Improve the Resilience of Communities to Prepare, Respond, and Recover from a Variety of Emergencies and Environmental Conditions
3) What do you want to achieve with these additional funds?
Secure lease agreement using general funds and ensure needed space is secure for the period of the lease agreement. The OPHPR warehouse space contains all the supplies and equipment needed for a Public Health response in a secure and ready state. The warehouse space is located at 4010 and 4000 Ace street. Total lease expense request is \$124,000 for 15,000 square feet inside space and 5000 square feet external space.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Currently the lease space utilized by OPHPR is at capacity therefore there is a definite need for more space to allow for a safe storage environment of all preparedness and response essential supplies and equipment. This includes prepackaged and readily deployable trailers and prime movers. This need is immediate.
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
# Local Community Or Community Representative Workshops Held Per Year on Preparedness Topics	Excel	SO10	15 workshops/year	Community workshops on preparedness topics builds resilience to emergencies in disproportionately impacted communities.
% of HCPH Staff Trained in Emergency Preparedness (IS 700, 800, 100, 200)	Excel	SO2	80%	Emergency training is essential for a public health workforce that can build and sustain resiliency.
% of All-Hazards Response Plans reviewed and/or Updated each year	Excel	SO29	100%	Updated all hazard plans is a measure of emergency preparedness and resilience.
# of Strategic National Stockpile Exercises, per year	Excel	SO29	2/year	one drive thru and one walk thru exercise per year supports community resiliency for emergencies.
# of New MRC Volunteers added per year	Excel	SO29	10% increase from previous year (or at least 4 events offered or 50%)	Conservative increase as this is the first year tracking. MRC volunteers increase capacity of the healthcare and public health workforce.

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		Operational needs for new HCPH location (Riverside)	0	\$500,000	\$500,000	\$1,400,000	\$0	\$0
LTF2		Long Term COVID-19 Recovery Support	10	\$0	\$936,000	\$982,800	\$1,031,940	\$1,083,537
LTF3		Upgrade current HCPH fleet vehicles to environmentally-friendly vehicles	0	\$0	\$875,000	\$875,000	\$875,000	\$0
LTF4		Upgrade and Modify Data Warehouse for Public Health Informatics Capacity Across Agency	0	\$350,000	\$0	\$0	\$0	\$0
LTF5		Transition DSRIP During Step-down of Funding	5	\$0	\$0	\$500,000	\$525,000	\$551,250
LTF6		Coordinate and Implement Harris Cares Recommendations with Other County Departments and Partners (countywide health initiative, improved access to care through innovative financing, city-county and quad agency alignment of services)	2	\$85,000	\$165,000	\$165,000	\$0	\$0
LTF7		Upgrade MAVEN Surveillance & Outbreak Management Systems	0	\$0	\$300,000	\$0	\$0	\$0
LTF8		Expand PHAB Accreditation Support for Community Health Assessments, Community Health Improvement Plan, Agency Strategic Plan, and Performance and Quality Improvement Plans	1	\$0	\$94,500	\$99,225	\$104,186	\$109,395
LTF9		Expand Mental & Behavioral Health Portfolio	8	\$0	\$975,000	\$1,072,500	\$1,126,125	\$1,182,431

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:

Unspecified priority needs and new programs - HCPH added two mobile medical units and one mobile dental unit. The mobile medical units are staffed with a nurse, patient outreach coordinator, referral technician, and medical records specialist. HCPH also was able to hire additional staff and expand certain programs.

	One-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:	-	\$5,700,308	56	50
Projected Spending in FY 2020-21:		\$5,097,074		

Continued Funding Requested for FY 2021-22:

\$5,700,308

1) Provide the purpose of the funding that was provided and what you expected to accomplish.
<p>The purpose of the funding was multi-faceted but largely centered around expanding mobile outreach services. HCPH's Nutritional and Chronic Disease Prevention (NCDP) division and its Disease Control and Clinical Prevention (DCCP) division were expanded to provide underserved communities with more early care and education, TB and HIV prevention programs. The early care and education programs provide support for optimal health and quality educational options in facilities that receive subsidies. The TB and HIV prevention provides funding supporting program initiatives before a positive diagnosis. HCPH's Clinical and Quality Management Program (CQMP) provides healthy workforce initiatives for current and expanded staff. The data warehouse provides data coordination across the department and supports the backend of improved evaluation and data-driven decision making at the programmatic level. The additional five epidemiologists allowed HCPH to come closer to meeting the National Council of State and Territorial epidemiologists recommended staffing level of three epidemiologists per 100,000 residents.</p>
2) What has been accomplished so far and are you meeting your goals? Include key measurements.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">Fill in Table Below</div>
3) What remains to be done and what is the outlook and timeline for completion?
<p>The mobile units were purchased and deployed into the community but shifted focus from HCPH normal operations into community COVID-19 response with other existing mobile unit assets. HCPH intended to host mobile health village events in various communities (at least one in each Precinct) but was prohibited from accomplishing this due to the unrelenting pandemic. Over half of HCPH's staff members were activated in the COVID-19 response at the onset of fiscal year FY 2020-2021. To date, over 91,000 COVID 19 tests have been performed by the Harris County mobile units. The CQMP program has identified an electronic solution to chart and track employee health and is currently in the procurement process of purchasing the software application. As previously mentioned, most of HCPH programs in FY20-21 have been realigned to assist with the COVID-19 response. Depending on positivity rates, case counts and vaccine deployment and adoption, HCPH expects to continue many aspects its COVID-19 response well into FY 2021-2022. The funding for these positions is vital to public health response during COVID-19 and is still intended to be leveraged for health priority areas beyond COVID-19.</p>

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 Mobile Health Villages	Excel spreadsheet	SO7	1	4	Mobile health services allow HCPH to bring preventative health measures directly to the community. Mobile Health Villages paused for COVID-19 mobile outreach.
# of Dashboards Maintained by Data Warehouse	Data Hub	SO26	127 dashboards, 633 reports	136 dashboards, 692 reports	Supports Goals 1-8
% of Data Requests Fulfilled within 10 Business Days of Receipt	Internal Request Records	SO26	73%	70%	Supports Goals 1-8
% of High Priority Epidemiology Cases Investigated Within 1 day	Maven	SO23	90.3% (Q4 2019)	0.95	95% of high priority cases of a quarter should be initiated within 1 day from the date they are received to meet DSHS and internal requirement to ensure investigations in a timely manner.
% of Clinical Quality Management Policies and Procedures Up to Date	Excel	SO26	NA	10% YOY increase	Keeping up to date on administrative tasks
% of Quarterly Chart Reviews Completed On Time	Excel	SO26	NA	10% YOY increase	Keeping up to date on administrative tasks
# of Food Insecure Families Receiving Fresh Fruits and Vegetables	USDA forms/excel spreadsheet	SO8	2828	10% increase	Metric is conservative given that the mobile health villages are temporarily on hold and when reinstated mobile market events may be fewer in order to keep staff and residents safe.

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:

GAP Analysis for PHES. Phased implementation. Reflects ongoing cost, not capital equipment.

	One-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:	-	\$1,100,000	8	5
Projected Spending in FY 2020-21:		\$770,000		

Continued Funding Requested for FY 2021-22:

\$1,100,000

1) Provide the purpose of the funding that was provided and what you expected to accomplish.
Post the chemical fires that occurred in March 2019, Commissioners Court asked HCPH to work with County partners to identify needs related to environmental public health response activities. Following the completion of the Harris County Multi-Agency Coordinating Group Gap Analysis, HCPH was given eight positions.
2) What has been accomplished so far and are you meeting your goals? Include key measurements.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">Fill in Table Below</div>
3) What remains to be done and what is the outlook and timeline for completion?
HCPH needs to fill the remaining positions. HCPH continues to address and identify personnel gaps and recommendations for an effective department environmental public health response, acknowledging that additional longer-term resource needs may also be requested at a future date. Additional resource needs related to equipment, technology, and data analytics would be part of this longer-term resource need assessment.

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 All-Hazards Response Plans reviewed and/or Updated each year	Excel	SO29	NA	100%	All hazard plans must be updated yearly
# Local Community Or Community Representative Workshops Held Per Year on Preparedness Topics	Excel	SO10	NA	15 workshops/year	at least one per month
% of HCPH Staff Trained in Emergency Preparedness (IS 700, 800, 100, 200)	Excel	SO2	NA	80%	Emergency training is essential for a strong and resilient public health workforce.
# of Hours Directly Engaging Built Environment and Climate Stakeholders Through Meetings, Phone Calls, etc.	Built Environment Unit	SO4	333	360	Captures community engagement and outreach activities the BE Unit is participating in. Includes formal meetings, coalition meetings, steering committee participation, etc.
# of Projects Completed that Enhance Local Climate Science and Surveillance	Built Environment Unit	SO4	NA	2	Accessing and creating better data is essential for understanding the health impacts of climate change in Harris County. Conducting localized research allows for more tailored adaptation and mitigation initiatives. These projects often require grants and outside funding along with partner collaboration which can take many months to plan and complete. With current staff, 2 projects a year is feasible.
# of Advocacy Actions Done to Support the Delivery of Essential Public Health Services	OPP Excel Tracking Sheet/Data Warehouse	SO4	NA	5	This is the first year collecting this measure, baseline data is needed to set a more accurate target. Legislative Session is expected to be heavily engaged with public health.

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:

25 Veterinary-related positions.

	One-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:	-	\$1,400,000	25	24
Projected Spending in FY 2020-21:		\$1,260,000		

Continued Funding Requested for FY 2021-22:

\$1,400,000

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

In November 2015, Harris County voters approved a \$24 million bond refer to fund the construction and buildout of a new \$24 million animal shelter. The pet saving resource center, as it is now known, provides a pet- and customer-friendly space for adoption, foster, animal transport, animal control and wellness services. The 55,000-square-foot facility has the capacity to house up to 525 dogs and cats, and officially. The funding was expected to provide more streamlined, faster services, and to extend the housing capacity for the animals. Moreover, the resource center should improve the overall customer experience.

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?

VPH appreciates the 25 positions. However, more positions are needed to increase number of appointments, improve various standards of care for animals such as adding playgroups/socialization, and implementing much needed mobile community services. Additionally, the new positions should continue bolster the leave alive rate for the animals. With the new resource center now open for business, the focus now is staffing and improving the customer experience. The timeline will be determined by: (1) COVID-19 restrictions and (2) when new positions are created to operate the programs or contract staff can be hired.

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 pet adoptions	Chameleon	SO1	4,935	Increase 20%, YOY	Pet adoptions support a leave-alive rate.
# of Pet Visits at Wellness Clinic	Chameleon	SO13	\$3,936	YOY increase by 20%	More pets being adopted, more wellness clinics, increases in education to increase wellness clinic

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 Animals Entering The Animal Shelter	Chameleon	SO13	11581	YOY decrease by 10%	More pets adopted to should be able to meet this target.
Adoption Wait Time	Qless	SO13	3 minutes	5 minutes or less	This is only possible as long as we maintain the appointment system.
# surgeries performed per day	Chameleon	SO13	NA	35 surgeries per day	Roughly 25% higher than higher than projected surgeries per day in FY 2020-2021; Needed to maintain the number of surgeries required for adoption and the Harris County Community Cat Program (CCP).

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:

Add 1 Veterinarian position, engage a search firm, and provide salary increases.

	One-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:	\$160,000	\$323,000	1	1
Projected Spending in FY 2020-21:		\$145,000		

Continued Funding Requested for FY 2021-22:

\$163,000

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

The major components of the shelter operations revolve around animal husbandry, veterinary medicine, outreach (education, foster, rescue, and transfer), and customer service. Veterinarians are critical to provide medical and surgical services. VPH was awarded an additional veterinarian position to have at least one veterinarian on duty on the weekends and to be able to cover the veterinary medical needs. The additional position was also needed to lessen the workload for the veterinarians to allow for a better work-life balance and to reduce heavy shelter veterinarian turn over. One of the reasons VPH had a difficult time recruiting and retaining shelter veterinarians was VPH had low salaries for veterinarians compared to the other shelters in the area. Higher salaries for veterinarians enhanced its ability to compete in today's market. The search firm was ultimately not engaged for a number of factors, including, but not limited to, the timing of the search firm's engagement.

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?

VPH needs to hire and retain a full staff of veterinarians to maximize the output of the new resource center. VPH has a shelter veterinarian onboarding in December and another in February 2021. This should help to make the new resource center operate much more efficiently by the end of fiscal year 2022. Some of the metrics described herein revolve around staffing the new resource center.

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
# surgeries performed per day	Chameleon	SO13	NA	35 surgeries per day	Roughly 25% higher than higher than projected surgeries per day in FY 2020-2021; Needed to maintain the number of surgeries required for adoption and the Harris County Community Cat Program (CCP).
# of pet adoptions	Chameleon	SO1	4,935	Increase 20%, YOY	Pet adoptions support a leave-alive rate.
# of Pet Visits at Wellness Clinic	Chameleon	SO13	\$3,936	YOY increase by 20%	More pets being adopted, more wellness clinics, increases in education to increase wellness clinic
# of Animals Entering The Animal Shelter	Chameleon	SO13	11581	YOY decrease by 10%	More pets adopted to should be able to meet this target.
Adoption Wait Time	Qless	SO13	3 minutes	5 minutes or less	This is only possible as long as we maintain the appointment system.

HCPH COVID-19 Supplemental Narrative

All HCPH operations and planning were significantly impacted and delayed by the COVID-19 pandemic and emergency response. HCPH began its COVID-19 response on January 9, 2020 when it sent the first Health Alert Network message to warn healthcare workers about COVID-19. From January to March 2020, HCPH reviewed existing pandemic plans, coordinated across all levels of government, engaged health stakeholders and community partners, began health education outreach to reinforce prevention and public health measures, and held regular meetings with public health staff to coordinate and plan.

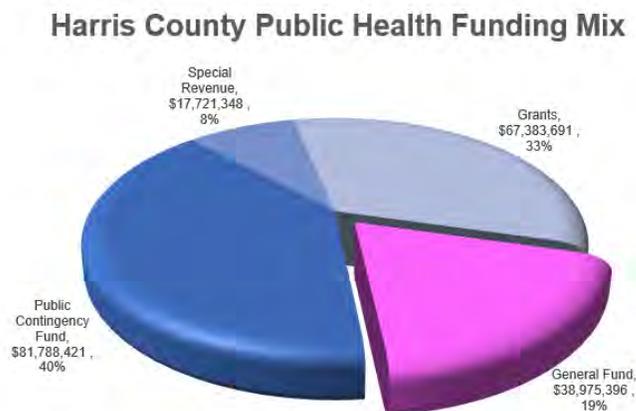
COVID-19 Response Operation Highlights

When the first COVID-19 case was detected in Harris County on March 4th, HCPH activated the Incident Command System (ICS) with the formalized initial COVID-19 response team, consisting of finance, operations, logistics, and planning sections. To support COVID-19 response, full time staff and existing contractors were pulled from performing their usual job functions across the agency to support fast-paced and emerging needs across epidemiology, testing, data analysis, policy coordination, health planning, communications, and support functions. The timeline below demonstrates significant shifts in resources throughout the response:

- At the beginning of the fiscal year (March 2020), HCPH had an operating budget of **\$120 million** and 527 employees and 87 contractors (totaling 614 staff members) across general, special revenue, and grant funding.
- By August 2020, HCPH had a total of 1,106 personnel dedicated to the response; 265 employees and 841 contractors.
- Currently (December 2020), HCPH has an operational budget of **\$206 million** and a total of 1379 staff members. Of these, 635 are employees (194 activated for HCPH COVID-19 response) and 744 are contractors (674 dedicated to the response).

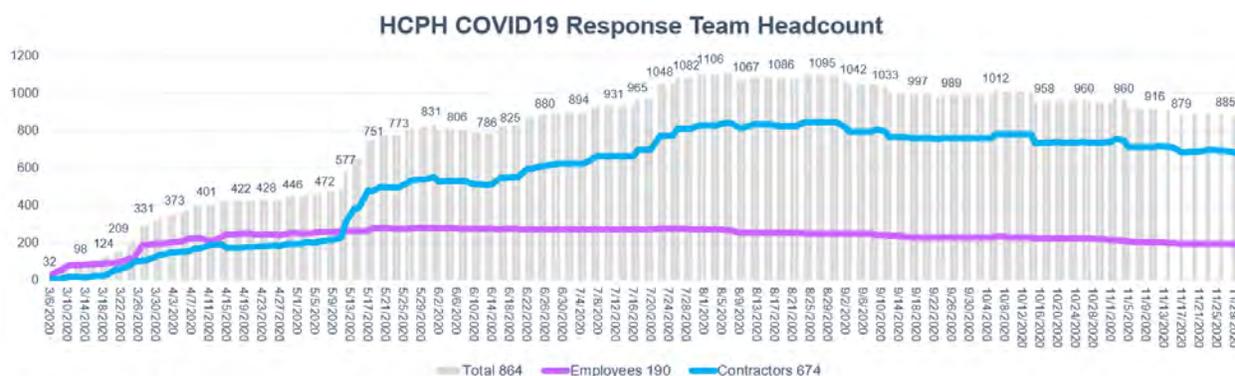
For its COVID-19 response, HCPH has surpassed \$81 million in expenses and encumbrances and expects to spend approximately \$101 million by the end of the Harris County fiscal year 2021. **The enhanced need for emergency funds demonstrates the need for consistent and higher general fund allocations year to year.** HCPH’s activated COVID-19 personnel alone is larger than the size of the HCPH’s personnel count in March 2020. Continuity of operations for non-COVID-19 functions were all impacted by the workforce reorganizations required to meet COVID-19 response needs.

Exhibit 1: HCPH Public Health Funding Mix



SOURCE: HCPH Financial Services and PeopleSoft data extracted December 10, 2020

Exhibit 2: HCPH COVID-19 Response Headcount



Historical HCPH COVID-19 responder headcount trend as of December 1, 2020
 SOURCE: HCPH COVID-19 Response Team Headcount Master Template and PeopleSoft

At the beginning of the response, HCPH epidemiologists and preparedness staff were met with an influx of questions and needs from the general public, health agencies, and community partner institutions. By May, HCPH expanded its COVID-19 response with over 450 contract employees to include 300 contact tracers. This effort was supported by the Harris County Judge and Commissioners Court. Additionally, two call centers for general and epidemiologically related questions were set up. Because of the pandemic, the amount of epidemiological caseload, call volumes, investigation workload, and delays were exponentially higher than a typical year.

Unfortunately, existing case investigation and surveillance software did not meet the robust needs for contact tracing, record management, and data analysis. Data resources were pulled from across the department and expanded through emergency funding streams to build a COVID-19 Response Program (CRP) software from scratch. New coordinated data systems and technology solutions were required across the response from COVID-19 contact tracing to testing operations. This investment was necessary to ensure efficient operations and public health investigations, while increasing the agency's capacity to provide data transparency and visualizations for the County's decision-making processes. Expanded partnerships with the Houston Health Department, Texas Medical Center, UT School of Public Health, and others were especially crucial to building public health data infrastructure to provide data visualization for all of Harris County, including the City of Houston.

Additionally, HCPH expanded beyond normal operations to coordinate COVID-19 testing within the community and assemble a non-congregate medical shelter. Equipment was staged at NRG Park to support Harris County in the event hospital bed capacity surged above 85%, and teams (volunteer and staff) were trained and ready to activate and accept patients within 72 hours of notification. By March, HCPH operated two stationary COVID-19 testing sites, that were federally supported by absorption of lab costs for specimen collected at these sites. Extensions for state and federal support of testing sites have been repeatedly requested throughout the pandemic. Local public contingency funding has been used to augment testing operations with multiple mobile testing sites in partnership with local private labs and new operations for congregate facility testing. Increased planning and outreach coordination were put in place to support community wide mitigation measures such as the Stay Home, Work Safe Order and COVID-19 threat level system as well as coordination with local, state, and federal officials. Communications and outreach were massively scaled to meet the need for up-to-date public health guidance, messaging, and resources for the general public and community stakeholders. Media and outreach requests, visibility, website visits, and engagement of partners directly seeking public health support were at all-time highs because of the COVID-19 pandemic.

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Impact to Continuity of Operations

Prior to COVID-19, major plans for 2020 included a draft process presented to executive leadership in March to revisit HCPH's mission, vision, and values, further implement the 2018 *Community Health Improvement Plan*, further plan coordination for the *Harris Cares Transformational Recommendations*, and develop a *Performance and Quality Improvement* plan. Due to emergencies and major projects such as Hurricane Harvey, petrochemical fires, development of a health study, and now COVID-19, **HCPH has several agency wide planning documents that are lapsed and require agency wide support to reinstate.**

HCPH's ability to maintain regular preventive health services and community outreach has been significantly inhibited by the **reorganization of HCPH's workforce for COVID-19 response alongside massive community closures** associated with the state closures and the Stay Home, Work Safe Order. Notable impacts to services have included the following examples: school-based health services, community outreach at local non-profits, health fairs, and more were all cancelled throughout the year; clinical services were closed and multiple field operations were paused or drastically modified; mobile health villages were cancelled due to the utilization of mobile units for COVID-19 testing; environmental public health operations, many of which are revenue generating, were drastically modified since at one point over half of its staff were activated to respond to COVID-19; and almost all data resources were shifted to COVID-19 response which resulted in delay of ongoing data projects, especially for performance measures and dashboard development. These examples are just a few of the multiple impacts felt across the agency.

Continued restrictions on social distancing and the move towards virtual engagement will continue to negatively impact target thresholds for engagement and public health activity into 2021. **Closures where people live, learn, work, worship, and play alongside delay of traditional public health operations have threatened and will continue to threaten HCPH's current budget and financial portfolio security because of lack of opportunity for state and federal reimbursements and special revenue.**

Grants account for 33% of HCPH's fiscal 2021 budget. Prior to the pandemic, grants typically accounted for 65% of HCPH's total budget. HCPH grantees requested delays on 2020 financial reporting, all of which were approved. Several grants were awarded the ability to roll unspent funds into the next grant cycle. CDC Overdose to Action, CDC EHS-Net, Family Planning, Healthy Texas Women's, HIV Prevention, Immunization, and the Children's Dental Title V grants contributed to \$1.8 million of unspent grant funds due to delays associated with COVID-19. As of September 30, 2020 (the year end for multiple grants), **67% of the staff for those grant programs** were activated for the COVID-19 response. Additionally, several grant-funded personnel, although not able to fully maintain their current operations, were not able to be reassigned to COVID-19 response due to grant restrictions on the deliverables. This further **highlights the shortfalls of grant restrictions and reliance on grants for necessary public health services.**

HCPH has long recognized the need to deactivate staff from COVID-19 response to better maintain continuity of operations after an 11-month emergency operation. During November, over 35 staff members were deactivated. The reassignment of staff back to regular duties allows for HCPH to reinstate delayed projects as well as ensure that longstanding health inequities and secondary public health impacts of COVID-19 are addressed. COVID-19 transmission and patterns continue to be concerning into 2021. However, the automation and streamlining of COVID-19 functions will allow for a smaller footprint while maintaining regular operations.

Much of HCPH's FY21-22 budget submission are in line with needs highlighted during the COVID-19 response. Supporting epidemiology, data analysis, preparedness, quality improvement and performance management, communications, policy, workforce development, financial accountability support, and more required major workforce reorganization and resource infusion. For HCPH to be better prepared to respond to and recover from COVID-19 and future emergencies, increased financial support is necessary.

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Additionally, on November 17th, HCPH Executive Director, Dr. Umair A. Shah, announced his plans to step down and assume the role as the next Secretary of Health in the state of Washington under Governor Jay Inslee. Dr. Shah has served the Harris County community for over 16 years and leaves behind a strong and dedicated leadership team and staff. His last day will be December 18th and a national search for a permanent director is underway.

Harris County Commissioners Court named HCPH Deputy Director Gwen Sims, who joined the department in 1997, as the Interim Executive Director effective December 18th. She will provide leadership to the department in the interim and is expected to announce a Local Health Authority soon. Additionally, Josh Stuckey, now serving as Chief Transition Officer for Harris County, will assist HCPH with the transition of leadership and management/operations of the COVID-19 response. Although change and transition are never easy, the support from Commissioners Court and strong leadership across the department will continue to advance public health and support the agency's cornerstone values of innovation, equity, and engagement.

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296 – Mental Health - THCMH

Wayne Young



296 – Mental Health - THCMH

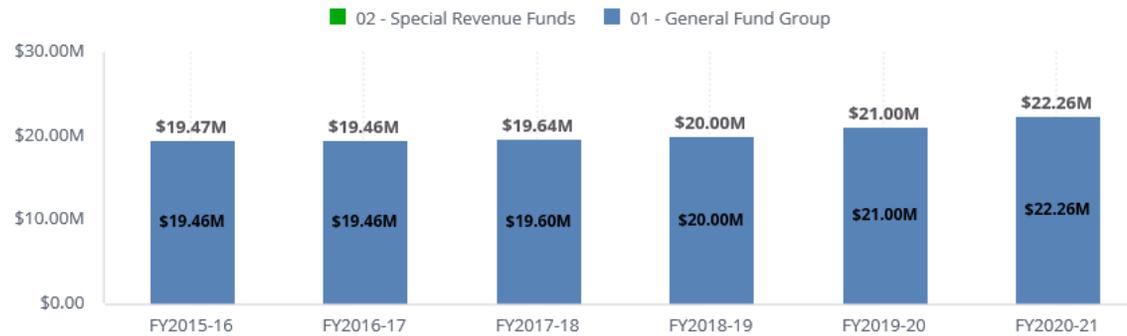
Data as of 12/14/2020

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

Expenditures Total for FY 2020-2021

\$22,261,000

Expenditures by Year (Does not include Grant Funds)



General Fund FY 2020-21 Adopted Budget: \$22.26M

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

Department # <i>(3-digit code)</i>	Department ¹ Name
296	The Harris Center

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

Transform the lives of people with behavioral health and IDD needs.

2. Vision

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

Empower people with behavioral health and IDD needs to improve their lives through an accessible, integrated and comprehensive recovery oriented system of care.

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 Center is the state-designated Local Mental Health Authority and Local Intellectual and Developmental Disability Authority serving Harris County, Texas. As the largest behavioral and developmental disability care center in Texas, The Harris Center has an annual budget of \$286 million. As part of its commitment to transform the lives of people with behavioral health and IDD needs in the third largest county in the United States, The Harris Center provides an array of services at over 70 different sites across Harris County. In addition, services are provided in over 40 different languages as well as sign language in order to better serve what is one of the most diverse and multi-cultural communities in the nation. By utilizing the unique expertise of its more than 2,300 employees, The Harris Center is committed to meeting the behavioral health and IDD needs of Harris County residents so that those served are empowered to improve their lives through an accessible, integrated and comprehensive recovery oriented system of care. This is directly reflected in the Agency's core values, which include:

- Collaboration
- Compassion
- Excellence
- Integrity
- Leadership
- Quality
- Responsiveness
- Safety

The Harris Center is governed by a nine member Board of Trustees appointed by the Harris County Commissioners Court.

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.

- **Adult Forensic Services** provides services to meet the needs of mentally disabled adults with criminal justice involvement both in the community and in secure/detention settings. Entry to services provided within the division are driven by booking into the Harris County Jail, along with referrals from the courts, juvenile and adult probation, Child Protective Services and Texas Department of Criminal Justice Reentry division.
- **Forensic Children** division delivers medication services and other wrap around services that facilitate growth for children and families that will help them succeed in both their schooling and thrive in their community and reduce their incidents with the Juvenile Justice System. The division is comprised of a variety of providers including physicians, nurses, counselors, peers, and other support personnel who are able to provide a variety of evidence-based practices.
- **Comprehensive Psychiatric Emergency Program (CPEP)** of the Harris Center for Mental Health and IDD promptly and accurately assesses and evaluates consumers in Harris County experiencing a mental health crisis. CPEP utilizes the least restrictive means of stabilizing and treating consumers to maximize social, occupational, and educational and familial functioning.
- **Harris County Psychiatric Intervention (HCPI)** provides assessments for individuals seeking voluntary admission to the Harris County Psychiatric Center (HCPC) and those seeking involuntary admission to HCPC for another individual who is also underinsured or indigent.
- **Adult Mental Health Services (AMH)** division delivers medication services and other wrap around services that facilitate patients integrating into the community they live in and developing their ability to live a meaningful life. The AMH division is comprised of a variety of providers including physicians, nurses, counselors, peers, and other support personnel who are able to provide a variety of evidence-based practices.
- **Child and Adolescent Mental Health Services (CAS)** division delivers medication services and other wrap around services that facilitate growth for children and families that will help them succeed in both their schooling and thrive in their community. The CAS division is comprised of a variety of providers including physicians, nurses, counselors, peers, and other support personnel who are able to provide a variety of evidence-based practices.

- **Intellectual and Developmental Disability (IDD) Admin** provides the administrative support office for the IDD Division. The office has five (5) staff: Vice President, Budget Manager, Community Outreach Educator, Office Manager, and Contracts Manager. The Vice President for IDD Services manages both the IDD Authority and Provider Services.
- **IDD Authority Services** is comprised of two offices: Eligibility Office evaluates and confirms an individual's eligibility for IDD services by The Harris Center and Service Coordination Office processes the individual determined as eligible for an IDD service from The Harris Center and manages the array of services they may choose.
- **IDD Provider Services** include all non IDD Authority Services offered by The Harris Center either directly or through contract. Provider services include:
 1. Early Childhood Intervention
 2. In and Out of Home Respite
 3. Day Habilitation (day-hab)
 4. Behavioral Supports and Therapy
 5. IDD Crisis Intervention
 6. IDD Feeding Clinic
 7. Residential Services
- **Access Division** is responsible for managing and ensuring multiple technology-centered access points as well as community-facing subject matter expertise in the areas of mental health and suicide prevention, intervention, and postvention. As an example, the 24-hour Crisis Line that provides counseling via telephone for crisis situations is part of Access.
- **Clinician and Officer Remote Evaluation (CORE)** The Clinician and Officer Remote Evaluation (CORE) clinicians using Tele-Health video technology, links law enforcement with stationary mental health clinicians to complete mental health crisis assessments.

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.

- **Harris County Sheriff's Office (HCSO) Clinical and Crisis Intervention Response Team (CIRT) Services** – contract through the county to provide mental health assessment and treatment to all defendants/inmates housed in the HCSO detention facilities who exhibited or report mental health issues. CIRT includes experienced law enforcement officers, certified in crisis intervention training, partnering with licensed master-level clinicians from The Harris Center to respond to law enforcement calls involving individuals experiencing a mental illness crisis.

- **Adult Competency and Sanity Unit** – contract through Harris County Criminal Courts Administration to provide evaluations for competency to stand trial and evaluations to determine the mental state of a defendant at the time of the alleged offense (Sanity). These evaluations are all court-ordered and take place in the community or the jail.
- **Infirmity Discharged Treatment Planning**- contract through HCSO to provide discharge planning for mentally disabled inmates housed in any of the designated mental health housing units. Discharge planning consists of providing continuity of care upon discharge from mental health housing to the community and/or general housing units within the jail.
- **Atascocita Dual Diagnosis Residential Program (DDRP)** 100 beds – contract through Harris County Corrections and Community Supervision Department (Adult Probation) to provide residential treatment for felony probationers to address mental health, substance abuse and criminality to help probationers successfully reintegrate back into the community.
- **Jail Diversion SB292 Grant** - This voluntary program serves as a one-stop shop for law enforcement to divert persons with mental illness who have been picked up for low-level, non-violent offenses, such as trespassing. It is an alternative to incarceration.
- **TRIAD Children’s Forensic Evaluation Services** – contract through county with Harris County Juvenile Probation Department (HCJPD) to provide psychological, psychiatric, family and individual assessment to juveniles who are under the jurisdiction of Harris County Juvenile Court System. In addition, Fitness to Proceed evaluations are rendered to the courts regarding juvenile ability to proceed with the trial. Assessments are provided to HCJPD to aid in the treatment and placement planning for juvenile offenders.
- **TRIAD Prevention Children's Mental Health Services** – contract through county with Child Protective Services (CPS) that provides a family-centered approach that includes home and family-based counseling, family assessments, school advocacy, individual and family therapy and case management with juveniles who are under CPS custody.
- **Youth Psychological Screenings** - contract through Harris County Juvenile Probation Department to provide in-depth court order psychological evaluations, screening and report to the Juvenile Courts.
- **Family Protection Fee Grant** – contract with county through Children’s Assessment Center to provide an additional 0.5 FTE individual and family counseling to juveniles referred by community/schools, CPS and JPD.
- **Juvenile Forensic Re-Entry Services Community Unit (JF RESCU)** contract through HCJPD
 - Medication/Psychiatric Services
 - Transitional/Eligibility Services – Pending

- **Forensic Court Clinical Interview Unit (Magistrate Order 16.22)** – contract through Harris County Criminal Court Administration to conduct mental health interviews for defendants identified early as possibly having mental health issues as required by Article 16.22 statues. Interviews are conducted at the Harris County Jail, the Harris County Criminal Courthouse Building and in the community at The Harris Center outpatient community clinics.
- **Community Mental Health Grant**
 - **Outpatient Competency Restoration (OCR):** Is designed for people with a mental health diagnosis or co-occurring psychiatric and substance abuse disorder who are found incompetent to stand trial and are court ordered to participate in competency restoration treatment. OCR programs provide community-based competency restoration services which include mental health, substance abuse treatment as well as legal education for people found incompetent to stand trial.
 - **Joint Processing Center (JPC):** Licensed clinicians complete assessments and provide opportunities to divert individuals from jail to the Jail Diversion Center. Clinicians also answer phone calls from Law Enforcement to provide information and support regarding individuals with mental illness they have in custody.
- **Behavioral Health Response Team** All referrals are generated by the Coalition for the Homeless and clients reside in Permanent Supportive Housing. The program team provides intensive services to address the needs of the clients experiencing mental health and addiction issues by delivering and supporting access to psychiatric treatment and rehabilitation.

6. Goals

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

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

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

1. To become the most innovative behavioral health system in the country
2. To improve access to care
3. To create a fully integrated system of care (Behavioral Health, Substance Use Disorder, Intellectual and Developmental Disabilities and Primary Care)
4. To continuously improve quality of care
5. To serve as a community leader in all aspects of behavioral health and IDD
6. To become the organization of choice for both persons served and employees

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).

All of The Harris Center's divisions work to support goal 1 by working to implement a new Electronic Health Record (EHR) system, evolving and building our data ecosystem and providing data as a service internally and externally, and being certified as Certified Community Behavioral Health Clinic (CCBHC).

Intellectual and Development Disability (IDD) Admin works on meeting goal 5 by increasing the Agency's number of formal collaborations.

IDD Authority Services and IDD Provider Services works to meet goals 4 and 6, by working to achieve 100% competency in all 28 CARF Behavioral Health accreditation domains and increasing overall patient satisfaction from FY18 baselines of 82.97%.

Access Crisis Line supports goals 1, 4 and 5 by continuing to provide care without limitations for Harris County residents. Access is also moving to reduce the suicide rate to 0 for Harris Center Clinical Programs and striving to increase the Agency's role in providing community outcomes/education.

CPEP works to support goals 1, 2, 5 and 6 by providing care without limitations – for Harris County residents, defining and establishing baselines for productivity and implementing process to increase production, striving to increase the Agency's role in providing community outcomes/education, and ensuring consumers are satisfied with the quality of services they are receiving.

HCPI supports goal 2 by defining and establishing baselines for productivity and implementing process to increase production.

CORE supports goals 1, 2 and 5 by working to provide care without limitations for Harris County residents, adding new points of care for our consumers, defining and establishing baselines for productivity and implementing process to increase production, and increasing the Agency's number of formal collaborations.

AMH and CAS and Forensic Children support goals 2, 3, 4 and 6 by increasing the number of individuals receiving services above contract requirements, defining and establishing baselines for productivity and implementing process to increase production, establishing a model for Integrated Primary Care, Behavior Health, SUD and IDD Service delivery, increase the number of individuals receiving primary care health service, improved integrated primary care and behavioral health delivery system, reduce suicide rate to 0 for Harris Center Clinical Programs, meet 100% of Agency quality care metrics of MACRA and CCBHC, and increase overall patient satisfaction from FY18 baseline of 82.97%

Mental Health Forensics supports goals 1, 3 and 6 by striving to provide care without limitation for Harris County residents, increasing the number of individuals receiving primary care health services, improving integrated primary care and behavioral health delivery and increasing overall employee satisfaction.

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

The goals of becoming the most innovative behavioral health system in the country (goal 1), improving access to care (goal 2), serving as community leader in all aspects of behavioral health and IDD (goal 5) and striving to become the organization of choice for both persons served and employees (goal 6) directly impact the county's goals of Justice and Safety, Economic Opportunity, Public Health, and Governance and Customer Service.

The goal to improve access to care (goal 2) coincides with the county's goals of Justice and Safety, Public Health and Governance and Customer Service.

By striving to create a fully integrated system of care (Behavioral Health, Substance Use Disorder, Intellectual and Developmental Disabilities, and Primary Care) (goal 3) and improve quality of care (goal 4), we look to further support public health and housing needs 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.*

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.*

- **Achieved 3-year Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation** - 3-year CARF accreditation obtained for 15 program areas.
- **Clinician and Officer Remote Evaluation (CORE)** - Established tele-health program enabling law enforcement to connect with mental health clinicians to complete mental health crisis assessment in real-time.
- **System of Care – Project CHANGE** - Change how adolescents and young adults gain access to care build supports and engage in healthcare with the implementation of Wraparound services.
- **Assisted Outpatient Treatment (AOT) Program** - A 4-year project with the goal of allowing struggling individuals to adhere to treatment while continuing to live in the community; thus, reducing duration of inpatient psychiatric hospitalizations, homelessness, incarcerations and interactions with the criminal justice system.

- **Continued and increased services despite COVID-19** - Services continued through the year and Agency was able to provide services via expanded tele-health capabilities and the establishment of a statewide COVID-19 hotline.
3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
- Implementation of the Epic Electronic Health Record
 - Integrated care – expansion of primary care, behavioral health, SUD and IDD service delivery
 - Implementation of Respite, Rehabilitation and Re-entry Center operations
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.*

FY2018 September 1, 2017 – August 31, 2018

Texas Children’s Health Plan

- Review 09/20/2017

Texas Department of Aging and Disability Services

- ICF Survey, Inspection or Investigation: TxHML Westbury House 9/19/2018- 9/20/2018

Texas Health and Human Services (HHSC)

- Onsite Quality Management Review of (YES) Waiver: 10/30/2018
- Waiver Survey and Certification TxHML Review Report: 10/16/2018- 10/17/2018
- Billing & Payment Review 2/14/2018
- Chart Review CSU 2/5/2018
- Desk Review – 6/26/2018 for FY17
- UR Review – 3/14/2018
- Home and Community Based Services Authority Review 1/2018
- Pre- Admission Screening and Resident Review Authority Review 1/2018
- Quality Assurance Authority Review (CFC, GR,) 1/2018
- Texas Home Living Authority Review 1/2018

Texas Department of Criminal Justice

- Compliance Review of TCOOMMI Jr. 10/23/2018

United Healthcare Optum:

- The Harris Center for Mental Health and IDD 10/22/2018

Evidence-Based Correctional Program Checklist

- Dual Diagnosis Residential Program (DDRP) 10/2018

Office of Inspector General Texas Health and Human Services Commission

- OIG Audits Tied to Amerigroup & Their Extended MOUs – 2/26/2018
- The Harris Center for Mental Health and IDD Investigation of claims 11/16/2018

Beacon Health Options

- Onsite Audit – 10/24/2018

Amerigroup

- Re-Credentialing Site Visit 2/28/2018

Texas Children’s Health Plan

- Review 2/13/2018

Magellan Health – 4/30/2018

- RSP Fiscal Desk Review Provider/SAMHSA/State 2/21/2018

FY2019 September 1, 2018 – August 31, 2019

Texas Department of Criminal Justice:

- TCOOMMI Program Compliance Review 10/30/2019 - 11/1/2019

Texas Health and Human Services Commission (HHSC)

- IDD-BH Fiscal Monitoring Review 10/21/2019
- ECI Performance Review 11/18/2019
- Fiscal Year 2019 Corrective Action Plan Compliance Desk Review TxHmL 11/7/2019
- Fiscal Year 2019 Mystery calls 10/8/2019
- Billing and Payment Review of HCS/TxHmL
- ECI Quality Assurance team visit 8/9/2019 – 8/13/2019
- ECI Analysis Indicator 8a, Indicator 8b, Indicator 8c
- FY2019 Quality Assurance Authority Review CAP of TxHmL Jan 7 – 10 & Jan 14 – 17 of 2019
- FY2019 Quality Assurance Authority Review CAP of Home & Community Based Services performed on Jan 7 – 10 & Jan 14 – 17 of 2019
- FY2019 Quality Assurance Authority Review CAP of The Pre-Admission Screening & Resident Review performed on Jan 7 – 10 & Jan 14 – 17 of 2019

Beacon

- Outpatient Behavioral Health Chart Audit. 9/12/2019

Superior Healthplan

- Quarterly Chart Review 8/21/2020

Texas Department of Aging and Disability Services:

- ICF Survey, Inspection or Investigation Pasadena Cottage B 4/22/2019 – 4/24/2019

Texas Department of Criminal Justice, Community Justice Assistance Division (CJAD)

- Dual Diagnosis Residential Program (DDRP) – audit conducted JULY 2019

Texas Department of Criminal Justice, Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI)

- DDRP NOV 2019

FY2020 September 1, 2019 – August 31, 2020

Texas Health Human Services Commission (HHSC)

- The Harris Center Southmoore Residential Crisis 1/22/2020-1/24/2020
- Youth Empowerment Services (YES) Waiver Program 1/24/2020
- Home and Community Based Services Authority Review 1/6/2020-1/16/2020
- Pre- Admission Screening and Resident Review Authority Review 1/6/2020-1/16/2020
- Quality Assurance Authority Review 1/6/2020-1/16/2020
- Texas Home Living Authority Review 1/6/2020-1/16/2020
- Community First Choice Authority Review 1/6/2020 – 1/16/2020
- 'HHSC Audit of MH PCN'. This audit occurred in May 2020
- HHSC, IDD-BHS Quality Management (QM) SU review Outreach Screening Assessment and Referral OSAR September 11 – 23, 2020,
- Projects for Assistance in Transition from Homelessness (PATH) grant audit
- September 21-22, 2020 Pending Results

Superior Healthplan

- Quarterly Chart Review 11/26/2019 – 1/26/2020

Commission on Accreditation of Rehabilitation Facilities (CARF)

- Commission on Accreditation of Rehabilitation Facilities (CARF): Sept. scheduled for Dec. 2021 or Jan. 2022

Certified Community Behavioral Health Clinic (CCBHC)

- Certified Community Behavioral Health Clinic (CCBHC) Jeanne: June 2019, 3-year certification, with next certification desk review scheduled for June 2022; next on-site certification review scheduled for June 2025.

Office of Inspector General Texas Health and Human Services Commission

- PATH Audit (The Harris Center for Mental Health and IDD) (CIN: A-02-19-02003) October 21-20, 2020 Pending results

Myers & Stauffer (HHSC DSRIP) desk review audits

- M1-256 Initiation of Depression Treatment: August 2020
- M1-263 Assessment for Psychosocial Issues of Psychiatric Patients: August 2020
- M1-317 Preventive Care and Screening Unhealthy Alcohol Use Screening: August 2020
- M1-342 Time to Initial Evaluation - Evaluation within 10 Business Days: August 2020

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

- Harris County Commissioners Court
- Harris County Attorney's Office
- Harris County Protective Services for Children and Adults
- Harris County Community Supervision and Corrections Department
- Harris County and District Criminal Courts
- Harris County Court Administration
- Harris County Community Services Development
- Harris County District Attorney's Office
- Harris County District Court Administration
- Harris County Domestic Violence Coalition
- Harris County Guardianship
- Harris County District Courts, including Family and Juvenile Courts
- Harris County Justice Administration Department
- Harris County Probate Courts
- Harris County Probation Department
- Harris County Public Defenders Office
- Harris County Public Health
- Harris County Sheriff's Office
- Harris Health

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

- Alief ISD
- The Arc of Greater Houston
- Baylor College of Medicine
- Beacon Law
- Channelview ISD
- Cheyenne Center
- City of Houston
- City of Houston Health Department
- City of Houston Housing and Community Development
- Centers for Medicaid and Medicare Services (CMS)
- Coalition for the Homeless
- El Centro Federally Qualified Health Center (FQHC)
- Galena Park ISD
- Harris County Housing Authority
- Healthcare for the Homeless
- Home and Community Based Services

- Houston Council on Recovery
- Houston Downtown Business District
- Houston Fire Department
- Houston Guardianship Program
- Houston Housing Authority
- Houston ISD
- Houston Police Department
- Legacy FQHC
- Magnificat House
- Mental Health America of Greater Houston
- Montrose Counseling
- Multiple local shelters and residential facilities
- Multiple Residential Treatment Facilities
- National Alliance on Mental Illness (NAMI)
- Open Door Mission
- Pasadena ISD
- Substance Abuse Mental Health Services Administration
- Santa Maria Hostel
- SEARCH
- Supplemental Security Income/Social Security Disability Insurance Outreach, Access and Recovery (SOAR) Houston
- Sobering Center
- Spring Branch ISD
- St. Joseph Hospital
- State of Texas – Health and Human Services (HHSC)
- Texans Can Academy (Charter Schools)
- Texas Department of Housing and Community Affairs
- Texas House (Substance use rehabilitation)
- Texas Targeted Opioid Response –Health and Human Service Commission (HHSC)
- The Beacon
- The Council on Recovery
- The Sobering Center / Houston Recovery Center
- Tomball ISD
- University of Houston
- University of Texas Health Science Center (Harris County Psychiatric Center)
- US Vets
- Veterans Administration
- West Oaks Hospital

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.*

The general population which The Harris Center serves are individuals with mental illness and/or IDD with low income. This population as a whole suffers from disparities as a group, for example over-represented in low-income group, in criminal justice involvement and homelessness. The Harris Center exists to reduce the disparities experienced by those we serve through programs and partnerships to assist disability applications, provide vocational training, day-hab services, jail diversion, juvenile diversion, and PATH (Projects for Assistance in Transition from Homelessness).

- 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? -*

The Harris Center is an extremely diverse organization. The HR department along with the Harris Center Inclusion Hub (our staff composed Diversity and Inclusion council) is tasked with developing, implementing and monitoring a formal Diversity and Inclusion (D&I) strategy utilizing suggestions and feedback from our staff, leadership and data. This strategy includes a statement we recognize our commitment to leveraging our human capital while appreciating differences. In 2021, we are upgrading our current Human Resources Information System platform which will improve our ability to track meaningful D&I metrics, connect our initiatives to innovation, retention, engagement and other organization goals. This tool will allow for effective applicant tracking, onboarding, performance management and succession planning which will increase our talent acquisition process and create more accountability for building an inclusive culture and leveraging the mobility of talent within the agency.

Currently, our Talent Acquisition team utilizes the top online job boards for attracting diverse candidates for our positions. In the effort to make strides in this area, we have existing relationships with organizations in the healthcare community, the HR community and community at large within Harris County. We present our opportunities specifically with agencies known for working with underrepresented groups within our city such as the Texas Workforce Commission, HR Houston, United Way of Houston, National Council for Behavioral Health, Texas Council and the Harris County Medical Community. Our Talent Acquisition strategic plan encompasses a new initiative developed to launch our employer brand. Employer Brand awareness will increase opportunities to further promote our commitment to maintain our diversified workforce, reduce unconscious bias, hire millennial staff and leverage mobile technology to capture more job seekers across the board.

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 diversity and inclusion training is provided through on-line classes for both at the time of on-boarding employees, and as an annual requirement for existing employees. The Harris Center is continuing to develop training opportunities within the Organizational Development department to help our employees with awareness of issues related to equity, racism, bias and discrimination. We have launched a formal series with learning modules detailed with compliance and intelligence initiatives in partnership with Karczewski Bradshaw Spalding, our outside legal counsel. Targeted training is currently provided from a Certified Diversity Professional on staff within the HR/Organizational Development departments. The first module was delivered in our September leadership meeting and the second module is scheduled. The training will equip our Managers and front-line Supervisors to recognize these issues and train them on best practices in working and sustaining a diverse workforce. The organization's Diversity and Inclusion council, The Harris Center Inclusion Hub, will have input and insight on the formulation and development of this training before its formal launch to ensure that we are capturing the exact issues that are important to our workforce based on exercises conducted earlier this year where specific feedback was provided and evaluated by Executive leadership.

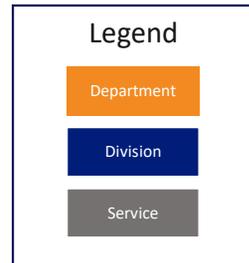
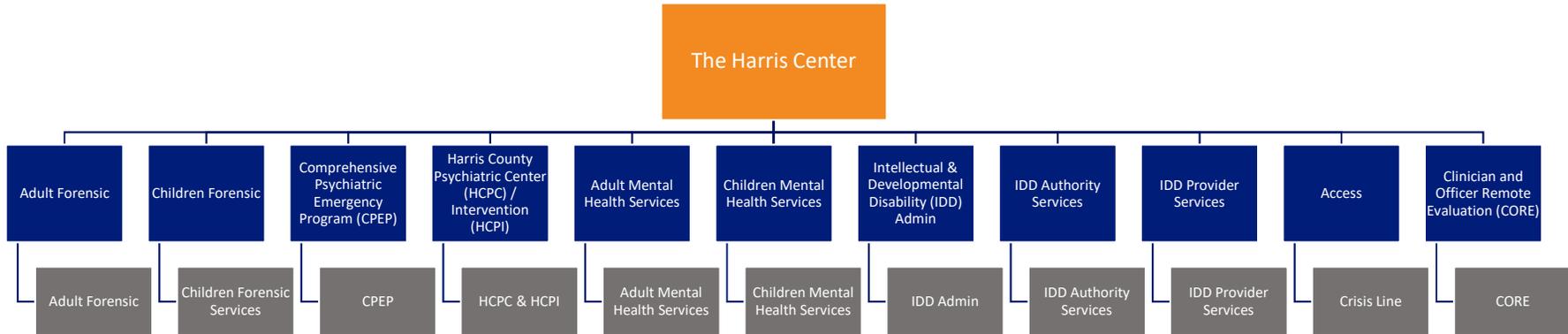
FORM 1. Divisions

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)
Adult Forensic Services	Adult Forensic Services provides court-ordered competency and sanity evaluations of inmates housed in detention facilities operated by the Harris County Sheriff's Office and of defendants out on bond and other services to meet the needs of adults with criminal justice involvement in both community and secure settings.	\$895,673	\$895,673	8.44
Children Forensic Services	Children Forensic services delivers medication services and wrap around services that facilitate growth for children and families that will help them succeed in both their schooling and thrive in their community and reduce their incidents with the Juvenile Justice System	\$817,251	\$817,251	10.59
Comprehensive Psychiatric Emergency Program (CPEP)	Comprehensive Psychiatric Emergency Program (CPEP) provides assessments and stabilization services for individuals experiencing a mental health crisis, including crisis line, inpatient services, crisis outreach and intervention, residential services, etc.	\$11,398,418	\$11,398,418	96.36
Harris County Psychiatric Center (HCPC) / Intervention (HCPI)	Harris County Psychiatric Center (HCPC) / Intervention (HCPI) provides inpatient psychiatric care	\$3,613,698	\$3,613,698	0.76
Adult Mental Health Services	Adult Mental Health Services delivers medication services and other wrap around services in an outpatient setting that facilitate patients integrating into the community they live in and developing their ability to live a meaningful life	\$684,140	\$684,140	4.74

The Harris Center Org Chart



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:	Adult Forensic
Divisions (list all):	Adult Forensic Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$895,673	8.44

<p>1) Describe the Service and how it supports department goals.</p> <p>Providing court-ordered competency and sanity evaluations of inmates housed in detention facilities operated by the Harris County Sheriff's Office and of defendants out on bond. The department goals to performs evaluations to determine competency to stand trial and the sanity of the inmate at the time of the alleged offense. The division also monitors program guidelines, contracts and budgetary necessities to keep departments running efficiently and encourage positive principles and procedures. Department goals to promote integrity and leadership. Provide up-to-date communication and disclosure for staff throughout the agency. Finally, the program services the national prescription opioid and heroin crisis to provide "in-reach" support during incarceration to ensure inmates with an Opioid Use Disorder (OUD) transition from a county jail into clinically appropriate community-based care. Department goals to decrease hospitalizations, recidivism and symptomology of mental health and substance use issues. Increase residential stability, employment, living skills, self-care and decision making.</p>
<p>2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?</p> <p>Customers - Inmates housed in Harris County Sheriff Office detention facilities or out on bond in the community. County jail inmates with Opioid Use Disorder (OUD) being released back into the community. Staff at The Harris Center for MH and IDD services who work direct and indirectly with clients receiving services for mental and behavioral health. Expectations - To evaluate for competency and sanity and return a written report of the evaluator's findings to the courts in the designated statutory timeframe. To support transition/re-entry into the community by linkage to appropriate behavioral supports for both their addiction, mental health and other identified socioeconomic needs. To be informed and trained to provide services to our clients. Collect Customer Feedback - Quarterly Competency and Sanity Evaluation Oversight Committee meeting which consist of representatives from the following agencies: District Court Administration; Criminal Courts at Law Administration; Public Defender's Office, Harris County Community Supervision and Corrections Department, Harris County Sheriff's Department and The Harris Center Jail and C&S Administrative Managers. Utilize Visit Specific Satisfaction Survey 2nd Revision (VSSS2) -while incarcerated.</p>
<p>3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.</p> <p>Yes, this service is statutorily mandated. Statutory Reference - Code of Criminal Procedures Chapter 46B. Incompetency to Stand Trial, specifically, Subchapter B. Examination. Specific to this function is section 46B.021 thru 46B.027 Key excerpts are as follows: appointment of experts; qualifications of experts; factors considered in examination; expert's report; report deadlines; and compensation of experts. Harris County is the sponsoring entity of The Harris Center for Mental Health & IDD; thus, county dollars are required local match to draw down state funds to benefit our local community.</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:	Children Forensic
Divisions (list all):	Children Forensic Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$817,251	10.59

1) Describe the Service and how it supports department goals.
Division delivers medication services and other wrap around services that facilitate growth for children and families that will help them succeed in both their schooling and thrive in their community and reduce their incidents with the Juvenile Justice System. The division is comprised of a variety of providers including physicians, nurses, counselors, peers, and other support personnel who are able to provide a variety of evidence-based practices.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Children and families with criminal justice involvement, based on referrals from the courts, juvenile probation, Child Protective Services and TDCJ Reentry division. The expectation is to support families in developing better relationships with the people they live with and with the community they reside in. Our support includes many wrap around services that help families with substance abuse issues, employment and housing needs, along with the basic medication, counseling, and psychosocial supports. We offer a variety of evidence based services and programs to help families attain their goals. We do routine customer service surveys to constantly monitor the satisfaction levels of the patients who come to us for assistance.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No, however, Harris County is the sponsoring entity of The Harris Center for Mental Health & IDD; thus, county dollars are required local match to draw down state funds to benefit our local community.

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:	Comprehensive Psychiatric Emergency Program (CPEP)
Divisions (list all):	Comprehensive Psychiatric Emergency Program (CPEP)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$11,398,418	96.36

1) Describe the Service and how it supports department goals.
The Comprehensive Psychiatric Emergency Program of the Harris Center for Mental Health and IDD, promptly and accurately assesses and evaluates consumers in Harris County experiencing a mental health crisis. The CPEP will utilize the least restrictive means of stabilizing and treating consumers so as to maximize social, occupational and educational and familial functioning. The services provided in CPEP supports the agency's goal of becoming the most innovative behavioral health system as well as improving access to care.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The residents of Harris County, Harris County Psychiatric Center (HCPC) and Law Enforcement. The expectation is to improve access to psychiatric care as well as continuously working on improving quality care to residents of Harris County. The customers do have the opportunity to respond to consumer satisfaction surveys and also meet with law enforcement officials regularly to discuss satisfaction.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No, however Crisis Residential Unit (CRU) and Mobile Crisis Outreach Team (MCOT) are HHSC Performance Contract Information Item V – Crisis Service Standards. Harris County is the sponsoring entity of The Harris Center for Mental Health & IDD; thus, county dollars are required local match to draw down state funds to benefit our local community.

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:	Harris County Psychiatric Center (HCPC)
Divisions (list all):	Harris County Psychiatric Center (HCPC)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$3,613,698	0.76

1) Describe the Service and how it supports department goals.
Assessments for individuals seeking voluntary admission to the Harris County Psychiatric Center (HCPC) and those seeking involuntary admission to Harris County Psychiatric Center (HCPC) for another individual who is also underinsured or indigent. Voluntary and involuntary admissions to HCPC who are indigent, are provided with a psychiatric hospital bed for mental health stabilization.
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. Quality psychiatric assessment to determine the need for hospitalization. The Harris Center staff meet with HCPC administrative staff monthly.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No, however Harris County is the sponsoring entity of The Harris Center for Mental Health & IDD; thus, county dollars are required local match to draw down state funds to benefit our local community.

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:	Adult Mental Health
Divisions (list all):	Adult Mental Health Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$684,140	4.74

1) Describe the Service and how it supports department goals.
Adult Mental Health Services – The Adult Mental Health Services (AMH) division delivers medication services and other wrap around services that facilitate patients integrating into the community they live in and developing their ability to live a meaningful life. The AMH division is comprised of a variety of providers including physicians, nurses, counselors, peers, and other support personnel who are able to provide a variety of evidence based practices. The program is open to all residents of Harris County. The Adult division supports many collaborative partners around the county including law enforcement, hospitals, probation and parole departments, various County Departments, City of Houston, Substance Abuse providers. Its mission is to support community members in need of psychiatric support to transform their lives and integrate into the community.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Services are open to all residents of Harris County ages 18 and up. The expectation is to support patients in developing better relationships with the people they live with and with the community they reside in. Our support includes many wrap around services that help patients with substance abuse issues, employment and housing needs, along with the basic medication, counseling, and psychosocial supports. We offer a variety of evidence based services and programs to help the patients attain their goals. We do routine customer service surveys to constantly monitor the satisfaction levels of the patients who come to us for assistance.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No, however services are mandated through contract with HHSC - State of Texas. Harris County is the sponsoring entity of The Harris Center for Mental Health & IDD; thus, county dollars are required local match to draw down state funds to benefit our local community.

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:	Children Mental Health
Divisions (list all):	Children Mental Health Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$580,473	18.38

1) Describe the Service and how it supports department goals.
Children and Adolescent Health Services – The Children and Adolescent Health Services (CAS) division delivers medication services and other wrap around services that facilitate children and family's growth that will help them succeed in both their schooling and thrive in the community they live in. The CAS division is comprised of a variety of providers including doctors, nurses, counselors, peers, and other support personnel who are able to provide a variety of evidence based practices. The program is open to all residents of Harris County. The Children and Adolescent division supports many collaborative partners around the county including law enforcement, hospitals, juvenile probation, various County Departments, City of Houston, Substance Abuse providers. Its mission is to support community families in need of psychiatric support to transform their lives and integrate into the community.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The services are open to all residents of Harris County ages 3 to 19. The expectation is to support families in developing better relationships with the people they live with and with the community they reside in. That support extends to integration with ISD partners to support successful schooling outcomes. Our support includes many wrap around services that help families with substance abuse issues, employment and housing needs, along with the basic medication, counseling, and psychosocial supports. We offer a variety of evidence based services and programs to help families attain their goals. We do routine customer service surveys to constantly monitor the satisfaction levels of the patients who come to us for assistance.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No, however services are mandated through contract with HHSC - State of Texas. Harris County is the sponsoring entity of The Harris Center for Mental Health & IDD; thus, county dollars are required local match to draw down state funds to benefit our local community.

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:	Intellectual & Developmental Disability (IDD) Admin
Divisions (list all):	Intellectual & Developmental Disability (IDD) Admin

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$116,133	1.27

1) Describe the Service and how it supports department goals.
The IDD Administrative Office supports the overall functioning of the IDD Division. It offers support for IDD budget development, IDD contract management, serves as the primary community contact and coordinates community stakeholders of individuals needing IDD services or those providing them services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Internally all staff working in the IDD Division and the administrative leadership of the Center as well as the Center's Board of Directors. Externally, all individuals and providers or parties interested in IDD services. Expectations are that the IDD Division provide quality services, maintain the Center's Mission and Strategic Plan, and comply with the state performance contract and all state and federal regulations. We receive feedback through active customer satisfaction survey distribution and through input from the community listening sessions.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Texas Health and Safety Code, Title 7, Subtitle D. Harris County is the sponsoring entity of The Harris Center for Mental Health & IDD; thus, county dollars are required local match to draw down state funds to benefit our local community.

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:	IDD Authority
Divisions (list all):	IDD Authority Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,163,064	13.14

1) Describe the Service and how it supports department goals.
IDD Authority Services are essential services and are required by statute. These services include intake and service coordination.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
All individuals who receive or want to receive services from the Harris Center. We actively distribute satisfaction surveys to individuals.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, Texas Health and Safety Code, Title 7, Subtitle D. Harris County is the sponsoring entity of The Harris Center for Mental Health & IDD; thus, county dollars are required local match to draw down state funds to benefit our local community.

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:	IDD Provider
Divisions (list all):	IDD Provider Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,332,445	5.27

1) Describe the Service and how it supports department goals.
The IDD Provider network are the support services offered to and chosen by the individual served; these include respite, crisis, habilitation, therapeutic and support services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
All individuals receiving or wanting to receive service through The Harris Center. We actively distribute customer satisfaction surveys to individuals served. Individuals expect quality services which support and/or improve their lives.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, IDD Provider Services are statutorily mandated under the Texas Health and Safety Code, Title 7 Subtitle D. Harris County is the sponsoring entity of The Harris Center for Mental Health & IDD; thus, county dollars are required local match to draw down state funds to benefit our local community.

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:	Crisis Line
Divisions (list all):	Access

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$754,134	10.92

1) Describe the Service and how it supports department goals.
The Crisis Line provides 24/7/365 crisis support, assessment and response to Local Mental Health Authority (LMHA) Crisis Line callers from 36 Texas counties, Community Health Choice, the Santa Fe community, and National Suicide Prevention Lifeline callers from 20 Texas counties. It is one of the primary access points for The Harris Center services. The Crisis Line backs up the Access Line to ensure 24-hour access for agency clients or other seeking information about accessing care afterhours. The Crisis Line also serves as the intake and initial assessment hub for the Mobile Crisis Outreach Team.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service include Harris County Sheriffs Office and citizens of Harris County. Their expectations are that The Harris Center clinicians will provide appropriate and thorough clinical assessments and feedback, including recommendations for care to HCSO Deputies. CORE administration meets with ranking HCSO staff monthly to discuss issues and program improvement strategies.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes, an accredited 24-hour crisis line is required by the Texas Administrative Code for every LMHA under Rule 412.314.(b) Crisis screening and response system. The LMHA and Managed Care Organization (MCO) must have a crisis screening and response system in operation 24 hours a day, every day of the year, that is available to individuals throughout its contracted service delivery area. The telephone system to access the crisis screening and response system must include a toll-free crisis hotline number and be easily accessible and well publicized. Calls to the crisis hotline must be answered by a hotline staff member who is trained in compliance with this subchapter. Hotline Crisis Service Standards are also laid out under Information Item V. Harris County is the sponsoring entity of The Harris Center for Mental Health & IDD; thus, county dollars are required local match to draw down state funds to benefit our local community.

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:	Clinician and Officer Remote Evaluation (CORE)
Divisions (list all):	Clinician and Officer Remote Evaluation (CORE)

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$905,600	7.73

1) Describe the Service and how it supports department goals.
The Clinician and Officer Remote Evaluation (CORE) clinicians use Tele-Health video technology to link law enforcement with stationary mental health clinicians to complete mental health crisis assessments. Telehealth is used as an alternative to face to face evaluations making crisis mental health services more accessible to HCSO across the county.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this service include Harris County Sheriffs Office and citizens of Harris County. Their expectations are that The Harris Center clinicians will provide appropriate and thorough clinical assessments and feedback, including recommendations for care to HCSO Deputies. CORE administration meets with ranking HCSO staff monthly to discuss issues and program improvement strategies.
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 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
Clinician and Officer Remote Evaluation (CORE)	Number of iPads deployed to Sheriff Deputies to run services with Sheriff's Department	New	Staff Documentation	1.1, 2.1	TBD	100	To ensure that services are accurately and thoroughly documented.
CORE	Percentage of calls resolved on scene during evaluation period	Currently in use	Staff Documentation	1.1	42%	TBD	CORE's focus was to divert patients from being taken to jail. Program is currently in year 1. Baseline needs to be established before determining target metric
CORE	Percentage of calls transported to hospital emergency room or behavioral health treatment center, during evaluation period	Currently in use	Staff Documentation	1.1	45%	TBD	CORE's focus was to divert patients from being taken to jail. Program is currently in year 1. Baseline needs to be established before determining target metric
Comprehensive Psychiatric Emergency Program (CPEP)	Percentage of direct face-to-face contact time	Currently in use	Client Service Reports	1.1	50%	50%	Ensure that staff are being productive in the amount of services provided to clients.
CPEP	Number of face-to-face contacts per week per clients	Currently in use	Client Service Reports	1.1	2	2	Ensure that staff are being productive in the amount of services provided to clients.
CPEP	Consumer satisfaction score	Currently in use	POC-IP	1.1	92.36%	84.60%	To ensure consumers are satisfied with the quality of services they are receiving. Target metric is based off of 3-year strategic plan formulated in FY18.
Crisis Line	Percentage of calls answered within 30 seconds for the Crisis Line	Currently in use	Phone System	1.1	90%	95%	Target metric is derived from HHSC contract
Crisis Line	Percentage of calls answered within 30 seconds for Access Line	Currently in use	Phone System	1.1	95%	80%	Target metric is derived internally to match HHSC contract target
Crisis Line	Percentage of calls answered within 30 seconds for COVID line	Currently in use	Phone System	1.1	85%	80%	Target metric is derived from HHSC contract
Crisis Line	Number of HPD/HFD 911 calls diverted	Currently in use	iCarol call log system	1.1	N/A	3,600	partnership expectations from HPD/HFD
CPEP	% of reviewed documentation meeting agency standards required by State and Federal guideline for accurate and thorough documentation	Currently in use	Staff Documentation	1.2	TBD	80%	To ensure that services are accurately and thoroughly documented.
Adult Mental Health (AMH)	Percentage of patients recommended for Assertive community treatment (ACT) target and are served in ACT or intensive rehab program	Currently in use	Mental and Behavioral Health Outpatient Data Warehouse (MBOW) State reporting data base	2.2	92.20%	54%	Target metric derived from State Contract
AMH	Percentage of patients who are recommended for therapy program and receiving counseling from therapy program	Currently in use	MBOW State reporting data base	2.2	96.60%	12%	Target metric derived from State Contract
AMH	AMH monthly patients served	Currently in use	MBOW State reporting data base	2.2	13886	13764	Target metric derived from State Contract
Children Mental Health Services (CAS)	CAS monthly patients served	Currently in use	MBOW State reporting data base	2.2	3304	3481	Target metric derived from State Contract
AMH	Percentage of higher acuity patients receiving face-to-face AMH service	Currently in use	MBOW State reporting data base	2.3	N/A	65.60%	State Contract - Data N/A due to COVID-19
CAS and Children Forensic	Percentage of higher acuity patients receiving face-to-face CAS service	Currently in use	MBOW State reporting data base	2.3	N/A	65%	State Contract - Data N/A due to COVID-19

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
CAS and Children Forensic	Percentage of families receiving peer services	Currently in use	MBOW State reporting data base	2.3	43%	10%	Target metric derived from State Contract
CPEP	Hours per month of direct service time for homeless support services per direct care staff	Currently in use	Client Service Reports	2.3	35	80	Ensure that staff are being productive in providing services and the amount of services to clients.
CPEP	Count of face-to-face contacts for homeless support services	Currently in use	Client Service Reports	2.3	80	80	Ensure that staff are being productive in providing services and the amount of services to clients.
CPEP	Direct face-to-face contact time percentage	Currently in use	Client Service Reports	2.3	50%	50%	Ensure that staff are being productive in the amount of services provided to clients.
CPEP	Number of face-to-face contacts per week per clients	Currently in use	Client Service Reports	2.3, 5.2	2	2	Ensure that staff are being productive in the amount of services provided to clients.
AMH	Percentage of consumers receiving opioid addiction - psychosocial and pharmacologic options	Currently in use	Electronic Health Record	3.1	29.88%	21.16%	Target metric derived from DSRIP measurement requirement
AMH	Percentage of consumers receiving Dx of current alcohol dependence counseled on options	Currently in use	Electronic Health Record	3.1	11.32%	17.55%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of consumers receiving care planning for dual diagnosis	Currently in use	Electronic Health Record	3.1	22.99%	25.38%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of consumers receiving assessment for Substance Abuse problems	Currently in use	Electronic Health Record	3.1	62.77%	56.78%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of consumers receiving unhealthy alcohol use, screening and brief counseling	Currently in use	Electronic Health Record	3.1	63.09%	26.33%	Target metric derived from DSRIP measurement requirement
Adult Forensic	Count of court-ordered Competency/Sanity evaluations per year	Currently in use	Inter-Local Agreement	3.2	<1700	<1700	Court-ordered not to exceed amount to stay within budget
AMH	Percent of patients with schizophrenia assigned to PCP	Currently in use	Electronic Health Record	3.2	35.75%	21.00%	Target metric derived from DSRIP measurement requirement
Adult Forensic	Number of 90 day assessments using Adult Needs and Strengths Assessment (ANSA)	Currently in use	ANSA & State requirement	3.3	178	200	Target metric derived from State Contracts and applicable to opioid users and abusers of other substances
AMH, CAS and Children Forensic	Percentage of consumers receiving Preventative Care: Body Mass Index (BMI) Assessment	Currently in use	Electronic Health Record	3.3	85.54%	78.43%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of consumers receiving screening for high blood pressure and follow-up	Currently in use	Electronic Health Record	3.3	37.79%	35.62%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of consumers receiving annual physical exam	Currently in use	Electronic Health Record	3.3	15.00%	12.40%	Target metric derived from DSRIP measurement requirement
IDD Authority	Meet state contract requirements and individual choice	Currently in use	Performance Measures	4.1, 6.1	100	100	State Performance Measures
IDD Provider	Meet state contract requirements and individual choice	Currently in use	Performance Measures	4.1, 6.1	100	100	State Performance Measures
AMH	Percentage of consumers receiving AMH MDD suicide risk assessment	Currently in use	Electronic Health Record	4.2	53.46%	50.65%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of consumers receiving assessment of Risk to self and/or others.	Currently in use	Electronic Health Record	4.2	62.76%	41.17%	Target metric derived from DSRIP measurement requirement
CAS and Children Forensic	Percentage of Consumer visits for those Consumers aged 6 through 17 years with a diagnosis of major depressive disorder with an assessment for suicide risk.	Currently in use	Electronic Health Record	4.2	81.09%	58.93%	Target metric derived from DSRIP measurement requirement
Crisis Line	Number of touches per quarter with 10 Regional LMHAs	Currently in use	department data reports	4.2	N/A	40	HHSC contract targets
AMH	Percentage of adult jail diversions	Currently in use	MBOW State reporting data base	4.3	<10.46%	7.03%	Target metric derived from State Contract
AMH	Percentage of individuals with Schizophrenia receiving vocational rehabilitation	Currently in use	Electronic Health Record	4.3	15.61%	14.28%	Target metric derived from DSRIP measurement requirement
AMH	Percentage of individuals with Schizophrenia receiving housing assessment	Currently in use	Electronic Health Record	4.3	2.27%	15.29%	Target metric derived from DSRIP measurement requirement
AMH	Percentage of individuals with Schizophrenia receiving independent living skills	Currently in use	Electronic Health Record	4.3	26.59%	16.75%	Target metric derived from DSRIP measurement requirement
AMH	Percentage of consumers receiving Bipolar and depression SA assessment	Currently in use	Electronic Health Record	4.3	77.92%	68.94%	Target metric derived from DSRIP measurement requirement

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
AMH, CAS and Children Forensic	Percentage of consumers with no hospital admissions within 6 months	Currently in use	MBOW State reporting data base	4.3	97.80%	96.80%	Target metric derived from State Contract
AMH, CAS and Children Forensic	Percentage of consumers receiving hospital 7 day follow up	Currently in use	MBOW State reporting data base	4.3	98%	75%	Target metric derived from State Contract
AMH, CAS and Children Forensic	Percentage of hospitalizations adjusted for population and poverty levels within 6 months	Currently in use	MBOW State reporting data base	4.3	0.44%	<1.9%	Target metric derived from State Contract
AMH, CAS and Children Forensic	Percentage of consumers receiving frequent admissions	Currently in use	MBOW State reporting data base	4.3	0.30%	0.34%	Target metric derived from State Contract
AMH, CAS and Children Forensic	Percentage of consumers receiving Tobacco Use: Screening and Cessation.	Currently in use	Electronic Health Record	4.3	16.69%	15.96%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of consumers receiving medication reconciliation post discharge	Currently in use	Electronic Health Record	4.3	27.88%	23.69%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of consumers receiving Preventative care: Depression, screening and planning.	Currently in use	Electronic Health Record	4.3	51.85%	35.57%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of consumers receiving follow up after hospitalization for mental illness (MI) - 7 days	Currently in use	Electronic Health Record	4.3	49.43%	42.48%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of consumers receiving follow up after hospitalization for MI - 30 days	Currently in use	Electronic Health Record	4.3	58.66%	57.01%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of consumers initiating depression treatment	Currently in use	Electronic Health Record	4.3	50.28%	57.47%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of consumers receiving assessment of psychosocial issues of psychiatric patients.	Currently in use	Electronic Health Record	4.3	31.88%	35.77%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of psychiatric patients receiving assessment of psychosocial issues	Currently in use	Electronic Health Record	4.3	31.88%	35.77%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Percentage of consumers with documentation of current medication	Currently in use	Electronic Health Record	4.3	34.56%	18.24%	Target metric derived from DSRIP measurement requirement
AMH, CAS and Children Forensic	Days until initial evaluation	Currently in use	Electronic Health Record	4.3	11.92	<21.29	Target metric derived from DSRIP measurement requirement
CPEP	Consumer satisfaction score	Currently in use	POC-IP	4.3	93%	84.60%	To ensure consumers are satisfied with the quality of services they are receiving. Target metric is based off of 3-year strategic plan formulated in FY18.
IDD Admin	Meet state contract requirements	Currently in use	Performance Measures	5.1	100%	100%	State Performance Measures
CPEP	Percentage of direct face-to-face contact time	Currently in use	Client Service Reports	5.2	50%	50%	Ensure that staff are being productive in the amount of services provided to clients.
CPEP	Consumer satisfaction score	Currently in use	POC-IP	5.2	93%	84.60%	To ensure consumers are satisfied with the quality of services they are receiving. Target metric is based off of 3-year strategic plan formulated in FY18.
Crisis Line	Number of community members trained	Currently in use	Department Data Reports	5.2	N/A	2,500	HHSC contract targets
AMH	Percentage of patients showing improvement in AMH	Currently in use	MBOW State reporting data base	6.1	44.70%	20%	Target metric derived from State Contract
AMH	Percentage of patients showing improvement in employment performance	Currently in use	MBOW State reporting data base	6.1	68%	39.80%	Target metric derived from State Contract
AMH	Percentage of patients showing improvement in education volunteering performance	Currently in use	MBOW State reporting data base	6.1	40.50%	26.50%	Target metric derived from State Contract
AMH	Percentage of patients showing improvement in residential stability	Currently in use	MBOW State reporting data base	6.1	84.50%	84%	Target metric derived from State Contract
CAS and Children Forensic	Percentage of patients showing improvement in CAS	Currently in use	MBOW State reporting data base	6.1	44.60%	25%	Target metric derived from State Contract
CAS and Children Forensic	Percentage of patients showing improvement in school performance improvement	Currently in use	MBOW State reporting data base	6.1	79.60%	60%	Target metric derived from State Contract
CAS and Children Forensic	Percentage of patients showing improvement in juvenile justice avoidance	Currently in use	MBOW State reporting data base	6.1	99%	95%	Target metric derived from State Contract
CAS and Children Forensic	Percentage of patients showing improvement in living and family improvement	Currently in use	MBOW State reporting data base	6.1	92.30%	67.50%	Target metric derived from State Contract
CPEP	Homeless consumer satisfaction score	Currently in use	CPOSS	6.1	86.87%	84.60%	To ensure homeless consumers are satisfied with the quality of services they are receiving. Target metric is based off of 3-year strategic plan formulated in FY18.

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:	Market Based Compensation Increase
Division:	All
Funding Request - Next Fiscal Year:	\$108,171

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Compensation for The Harris Center is below the 50th percentile for similar jobs in similar environments based on third party market compensation evaluation. This poses a threat to talent retention and an inability to remain competitive when recruiting for new talent, which threatens our ability to meet community needs.
2) Which department-level goals does this support?
G6.2 - to become the organization of choice for both persons served and employees
3) What do you want to achieve with these additional funds?
Provide salary adjustments raising salaries closer to the 50th percentile in a phased approach, based on third party market compensation data.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Position salaries will be reviewed against third party market compensation data, funds will be spread across the department in an equitable manner, this will be effective at the start of the fiscal year. These funds only cover county specific funded staff or positions supported by county matching funds.
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
Increase Overall Employee Satisfaction from the FY18 Baseline of 138.2 (+1%)	Employee Engagement Survey	SO6.2	142.30	Quantify employee satisfaction, utilizing holistic and objective methods
Decrease Staff Voluntary Turnover from the FY18 Baseline of 16.25% to 14.75%	Human Resource Information System	SO6.3	14.75%	Compensation is one factor in staff turnover. Target metric is based off of 3-year strategic plan formulated in FY18.
Decrease the "Days Open" for Vacant Positions from the FY18 baseline of 68.42 days to 58.2 days	Human Resource Information System	SO6.4	58.2	Compensation is one factor in recruitment, days Open is a traditional recruitment metric. Target metric is based off of 3-year strategic plan formulated in FY18.

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:	Jail Re-entry for Nov '21 - Feb '22
Division:	Jail Re-entry
Funding Request - Next Fiscal Year:	\$250,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Current funding covers only November 2020 to October 2021, without the remaining 4 months occurring in FY21-22, the program will not be able to continue operating. Normal annual cost is budgeted to be \$750,000. The Jail Re-entry program is part of Respite, Rehab and Re-Entry facility.
2) Which department-level goals does this support?
G1.1: to improve access to care and G2.1: To create a fully integrated system of care (Behavioral Health, Substance Use Disorder, Intellectual and Developmental Disabilities and Primary Care)
3) What do you want to achieve with these additional funds?
Continue to make available 20 beds for individuals leaving Harris County Jail with no place to live. These beds are intended to be short-term in nature and transition quickly as individuals are supported in finding appropriate living arrangements.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
These beds are intended to be short-term in nature and transition quickly as individuals find appropriate living arrangements. The estimated length of stay: 3-5 days. This division is part of a larger progression of rehabilitation as described in The Stages of Homeless Rehabilitation model (McQuiston & Gillig, 2006).
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">Fill in Table Below</div>

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:	Non-law enforcement 911 response
Division:	Holistic Emergency Assistance Response Team (HEART)
Funding Request - Next Fiscal Year:	\$4,113,603

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Nearly 80% of 911 calls received by Harris County Sheriffs Office, are considered non-emergent and include calls to address family disputes, behavioral issues such as truancy, requests for community resources, non-imminent suicidal thoughts, or other causes where intervention by a mental health professional is the most appropriate public safety response. This proposal creates an alternative response when 911 is contacted and a criminal nexus does not exist in the call.
2) Which department-level goals does this support?
G1.1: to improve access to care and G5.1: To serve as a community leader in all aspects of behavioral health and IDD
3) What do you want to achieve with these additional funds?
In partnership with 911 call center, establish the Holistic Emergency Assistance Response Team (HEART) collaborative model allowing HCSO dispatch to make a comprehensive risk assessment of an incoming call and determine the most appropriate responder, whether law enforcement or a mental health professional. Staff will include 23 Licensed Practitioners of the Healing Arts (LPHA), 22 Care Coordinators.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
HCSO dispatchers will screen 911 calls, if a non-law enforcement response is appropriate a HEART team of, behavioral health staff from The Harris Center will be available to respond to the call 24 hours a day, 7 days a week. Implementation planning has already begun so that the program can be implemented quickly once the funds have been allocated.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
Number of people served	Phone System	SO2.1	TBD	Those served would avoid incarceration
Number of non-law enforcement responses to non-emergent calls	Staff documentation	SO2.1	TBD	This service should increase the number of non-law enforcement responses to non-emergent calls
Count of non-emergent 911 calls	Phone System	SO2.1	TBD	This service should reduce law enforcement responses to non-emergent 911 calls
Count of individuals directed to behavioral health and community resources	Phone System	SO2.1	TBD	This service should increase citizen access to these resources
Frequency of 911 calls for non-emergent calls after initial response	Phone System	SO2.1	TBD	This service should reduce non-emergent 911 calls

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:

New program: Clinician and Officer Remote Evaluation (CORE)

	One-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:	-	\$905,600	7	7
Projected Spending in FY 2020-21:		\$905,600	7	7

Continued Funding Requested for FY 2021-22:

\$905,600

1) Provide the purpose of the funding that was provided and what you expected to accomplish.
Hired two-day, two-evening and two-overnight mental health clinicians who use video technology to conduct mental health assessments for patients identified by Harris County Sheriff Office deputies. The Harris County Sheriff Office deputies have 100 Apple iPad in the field to call the clinicians to complete the patient assessments. Also hired was a The Harris Center clinician team leader to supervise the clinicians and Harris County Sheriff Deputy Sergeant to be a consult to The Harris Center for Mental Health and IDD in the CORE program.
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?
Within the year of the CORE program, a single CORE handbook to inform deputies, clinicians and supervisors of the expectations for CORE collaborators should be developed and expand the usage of iPads beyond Field Training to Patrol Harris County Sheriff Deputies with the goal of increasing calls.

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
iPads deployed to Sheriff Deputies to run services with Sheriff's Department	Staff documentation	1.1	TBD	100	To ensure that services are accurately and thoroughly documented.
Percentage of calls resolved on scene during evaluation period	Staff documentation	1.1	42%	TBD	CORE's focus was to divert patients from being taken to jail.

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
Percentage of calls transported to hospital emergency room or behavioral health treatment center, during evaluation period	Staff documentation	1.1	45%	TBD	CORE's focus was to divert patients from being taken to jail.
iPads deployed to Sheriff Deputies to run services with Sheriff's Department	Staff documentation	2.1	TBD	100	To ensure that services are accurately and thoroughly documented. Enabling 50% of calls to be deescalated on the scene, only 2 individuals transport to jail
Pilot new collaboration with Sheriff's Department	Staff documentation	5.1	Complete	Year 1 of pilot successfully launched	To ensure that services are accurately and thoroughly documented.

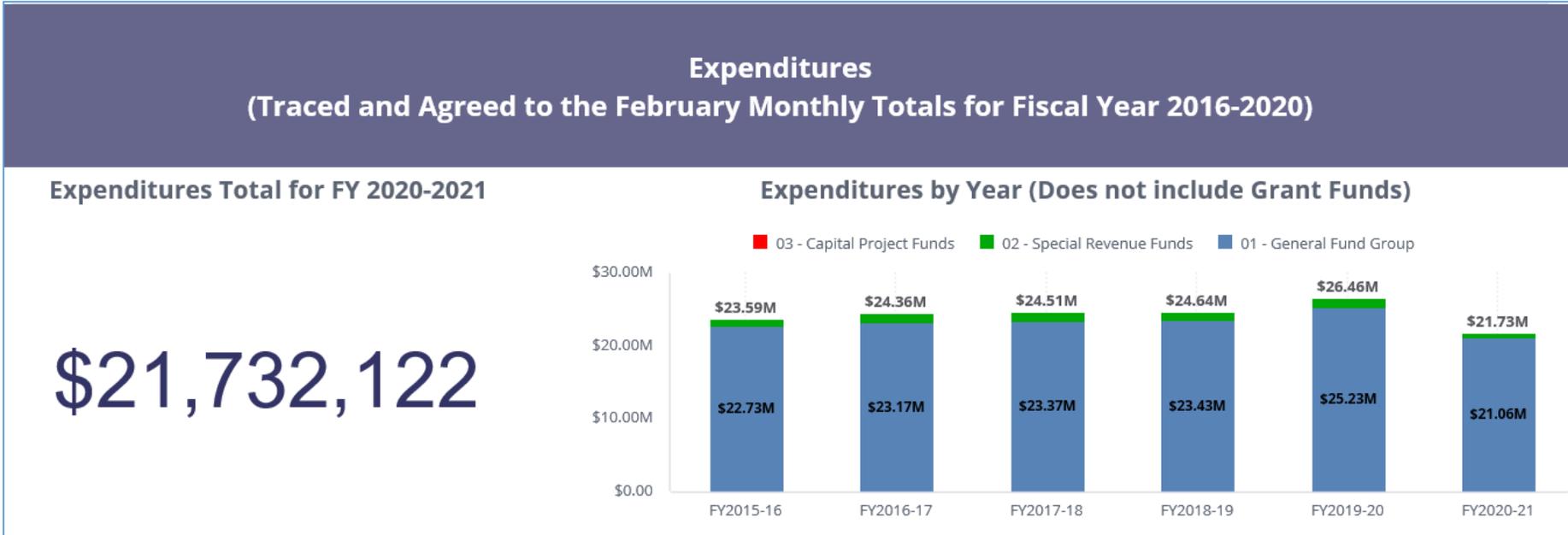
880 – Protective Services

Joel Levine



880 – Protective Services

Data as of 12/14/2020



\$21,732,122

General Fund FY 2020-21 Adopted Budget: \$26.41M

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

Department # <i>(3-digit code)</i>	Department ¹ Name
880	Protective Services for Children and Adults

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

To support, enhance and advocate for the safety and well-being of children and adults in Harris County.

2. Vision

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

To better the lives of children and adults in Harris County.

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.*

Harris County Protective Services for Children and Adults (HCPS) is committed to providing the highest level of professional services to children, families, and vulnerable adults through the administration of well-defined, well-managed, prevention and intervention programs.

HCPS was established as a child welfare board in 1966 for the purpose of supporting children involved with the Texas child welfare system. While Child Protective Services (CPS) in Texas is a state-managed program through the Texas Department of Family and Protective Services (DFPS), there has been a long-standing tradition of county-level involvement in Harris County. Through a unique governmental collaboration, protective services for abused and neglected children and adults in Harris County are seamlessly provided by the State of Texas, through DFPS, and Harris County, through HCPS.

Since 1966, our department has grown from a child welfare board to a Harris County department with more than 400 employees and eighteen programs serving at-risk youth, families in crisis, vulnerable adults, and child and senior victims of abuse, neglect and exploitation.

Our mission and core values guide us in the work we do to strengthen families, divert youth from the juvenile justice system, ensure the safety of children, and protect vulnerable adults. We achieve this through proven models of intervention and services that include:

Services for At-Risk Youth

- Crisis intervention
- School and community-based programs and counseling
- Parent/Child conflict resolution
- 24-hour crisis/intake hotline
- Truancy prevention
- Mental Health Services

Services for Abused and Neglected Children

- Emergency residential services
- Medical, dental, and behavior health services
- Psychosocial assessments
- Transitional services for current and former foster youth
- Basic necessities
- Housing and employment services
- Parenting education

Services for Seniors and Disabled Adults

- Guardianship services for incapacitated adults
- Multidisciplinary services for senior victims of abuse
- Money management services for seniors and disabled adults

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 and Development Division** engages in developing strategies for improving organizational performance, and adapting to changes and challenges in the workplace. The division consists of the Training Institute, Quality Improvement Program, Communications Program and Permanency Support Services.
- **The Adult Services Division** provides services to adults in Harris County who no longer have the ability to care for themselves or need assistance with financial management to continue to live independently. Multi-disciplinary services to senior victims of crime, abuse, neglect, and exploitation are also provided through the Senior Justice Assessment Center.
- **Youth Services Division** provides an array of prevention and early intervention services to school aged youth with the specific goal of reducing further penetration into the child welfare and juvenile justice systems. Programs are designed to respond to a variety of family needs and situations, from short-term crisis intervention to long-term transformational programs serving both individuals and groups.
- **The Integrated Health Services Division** provides essential medical, dental, psychiatric, behavioral health, and assessment services to children (ages 0 to 18) involved in the local child welfare system. All services are provided by a team of professionals working together, in one location, to treat the whole child.
- **The Financial and Business Services Division (FABS)** provides accounting, operations, asset management services and grants administration for the department. FABS also provides additional services for clients of the Texas Department of Family Protective Services (DFPS), including clothing vouchers, Concrete Services, and support for children who are in the care and custody of the state.
- **The Human Resources Division** provides comprehensive human resource management services which include, but not limited to, organizational and employee development, implementation and communication of policies and procedures, recruitment, staffing, retention, employee relations, compensation, benefits, health and safety, and regulatory compliance. The division is the department's liaison with communication of and compliance with Harris County Human Resources and Risk Management's policies and regulations.
- **The HAY Center** is a public/private partnership that empowers current and former foster youth, ages 14 to 25, to be successful productive adults through training and mentorship in education, employment and personal achievement. Every year more than 1,400 current and former foster youth in our community engage in a range of services offered to meet their individual and unique needs.
- **BEAR...BE A Resource for CPS Kids** is a public/private partnership that provides emergency items and basic necessities to abused and neglected children involved with Texas Child Protective Service and to clients of HCPS. BEAR addresses the emergency needs of these children through four core programs: BEAR Necessities, BEARing Gifts holiday program, BEAR Back to School and Heart Gallery Houston, a traveling exhibit and online gallery of CPS children waiting to be adopted.

5. Non-General Fund Division Summaries

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

NONE

6. Goals

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

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

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

1. Improve employee retention rates.
2. Protect vulnerable adults.
3. Promote the well-being of youth and their families through effective, integrated service delivery.
4. Expand access to health and dental services
5. Strengthen the performance, administration, and organization of HCPS
6. Continue to meet the increased needs of children under the care of CPS and HCPS
7. Support youth in foster care in finding adoptive homes, accessing support services, and developing independent living opportunities to prevent homelessness

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. HCPS has hired a consultant to work on the development and coaching of agency managers and supervisors to improve their skillset and confidence as it relates to supervising direct line staff. The need for this is based on a common pattern seen in employee exit interviews when they separate from the agency.
2. The Adult Services Division provides:
 - a. Guardianship services for indigent, incapacitated adults that include housing, medical care, public benefits, management of financial affairs, and advocacy.
 - b. Representative Payee services for indigent senior and disabled adults who require assistance in managing financial affairs.
 - c. Senior Justice Assessment Center provides services to address the complex and unique needs of senior victims of crime and/or exploitation, through collaboration with experts in the geriatric medicine, social services, protective services, law enforcement, civil and criminal prosecution.
 - d. Public awareness, education and advocacy to address the needs of seniors and adults with disabilities in Harris County.
3. The Youth Services division provides:
 - a. Prevention and early intervention services to at-risk youth and their family county-wide.
 - b. Triad Intake Diversion and Kinder Emergency Shelter work collaboratively to provide crisis intervention and placement for youth and their families 24/7 at the Youth Services Center.
 - c. School based crisis intervention and on-going services for youth and their families in 14 Harris County school districts.
 - d. An array of services is offered to youth in Justice of the Peace court settings that includes brief assessment/information and referral to intensive case management services based on systems of care principles.
 - e. Counseling services to youth with mental health diagnoses and trauma by staff as well as contracted therapy services offered in the community.
 - f. Intensive assessments, multi-disciplinary meetings and care coordination services for high need youth.
 - g. Group services of various intensity levels are offered in English and Spanish in multiple sites with the goal of improving family functioning between youth and their parents (Common Sense Parenting (evidence-based), Parent Teen Survival, Triad Truancy classes).
 - h. Positive Youth Development provided by both Community Youth Development grants (Gulfton and Pasadena) and through the Youth on Board program
4. HCPS is exploring a partnership with UT Dentistry that will increase the dental capacity in the Health Clinic. HCPS has also applied for additional grant funding to support the additional dental clinic hours. HCPS is implementing an updated work schedule to ensure coverage in the Integrated Health Clinic. HCPS has already worked with the UT Medical School to add a Nurse Practitioner who will provide Pediatric Services in the Health Clinic on Saturdays.
5. Workgroups have been developed to address processes and procedures. Managers and staff are involved in these groups (Quality Improvement teams, Safety Committee, Staff Development Committee and Human Resources Committee).
6. BEAR leverages Harris County funds to increase awareness and garner support from community stakeholders to meet the increased needs of children under the care of HCPS and DFPS. BEAR will support traveling photographic exhibits throughout the community featuring children in the Heart Gallery. Houston Heart Gallery's website features each child's photo with a profile and partnerships with local media outlets will give viewers and listeners a glimpse into the eyes of a child in foster care waiting for adoption.
7. The agency has submitted two CDBG-DHR applications to develop a housing continuum which includes trained housing case managers. For the past 4 years, the agency has run a privately funded Bridge Housing program where youth sign a lease to live in an apartment and wraparound services are provided on site. The agency has also adopted the wraparound case management model for all program delivery which includes the youth voice leading the discussion

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. Aligns with the “Governance and Customer Service” goal by helping to reduce the agency turnover.
2. Aligns with “Justice and Safety” goal by promoting the health and safety of indigent, incapacitated, and senior adults through restorative and evidence-based services. Our services contribute to the reduction of re-victimization, reduction of recidivism into the criminal justice system, decreased medical and psychiatric hospitalizations, and improved quality of life.
3. Aligns with “Governance and Customer Services” and “Justice and Safety” goals by reinforcing Youth Services Division’s efforts to reduce further penetration into the child welfare and juvenile justice systems, by providing comprehensive and seamless prevention and early intervention services to all school age youth and their families.
4. Aligns with the “Public Health” goal by providing additional access to essential health and dental care for children already at an increased risk of not receiving that care due to their involvement in the child welfare system.
5. Aligns with “Governance and Customer Service” goal by improving work processes, policies, programs and services.
6. Aligns with the “Public Health” goal by implementing preventative and responsive public health strategies.
7. Aligns with “Housing” goal by reducing the number of foster youth who experience homelessness by providing them affordable housing with the support services they need to meet their goals.

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.*
 1. **Instituted and implemented a new Employee Performance Appraisal Instrument.** The HCPS Human Resources committee created a new performance appraisal that aligns with the department’s Core Values and is more user friendly than the previous instrument.
 2. **TRIAD Child Sex Trafficking Added the new TRIAD Home Safe grant** The Home Safe grant assists the already existing Child Sex Trafficking grant to allow survivors from other counties to return safely and access services in their home county.

3. **Agency Re-Organization and Expansion** The Children's Services Division was restructured creating the Integrated Health Services Division and the Medical and Dental Clinic hours were expanded to include Saturdays from 8am to 5pm.
 4. **Increase in the number of clients served by the BEAR program** This year BEAR saw a 25% increase in services provided through its Back to School Program, 12% increase in services provided through its BEARing Gifts Program and 10% increase in services provided through its BEAR Necessities Program; a program designed to meet children's immediate needs for basic necessities including clothing, shoes, diapers, infant formula, car-seats, booster seats, pack-n-plays, toddler cots, hygiene items, etc.
 5. **As an essential operation, HCPS continued to provide services and to support clients during the global health crisis, whether in-person or virtually.** While some programs were able to use creative ways to continue services, such as drive-by, virtual, and/or no contact home visits; many programs remained fully operational, providing face-to-face services to ensure that children and vulnerable adults remained safe, youth and families in crisis received help, and clients obtained critical supplies and resources.
- *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.*
 - **Name change and associated rebranding:** HCPS has been working with our Board and CC to come up with a new name that better fits the services we provide while also eliminating confusion between our agency and Children's Protective Services which is part of DFPS.
 - **Policies and Procedures Manual:** HCPS is updating its Personnel Policies and Procedures Manual.
 - **Ensuring a smooth transition from IFAS to PeopleSoft** for Payroll, Onboarding, Time & Leave and Position Control.
 - **Guardianship software system:** currently, the program utilizes three different systems to manage client cases; thus, the program is working with the Fiscal Department and Universal Services to purchase a software system that will integrate all functions of the current systems.
 - **Financial sustainability for the Senior Justice Assessment Center:** Currently, the SJAC is primarily funded by a VOCA Grant; therefore, efforts are underway to identify and secure funding sources to sustain and grow the Center.
 - **Virtual Classes:** Conversion of in-person group classes to virtual.
 - **Electronic Medical Record (EMR):** HCPS is working with Universal Services to identify a viable (EMR) and implement it in the Integrated Health Clinic.
 - **Clinic Renovation:** HCPS is in the process of renovating the Integrated Health Clinic to improve the layout of the work space and to ultimately enhance the quality of services provided .
 - **Implementation of Heart Gallery Houston:** BEAR is developing a Heart Gallery Houston which promotes the matching of children awaiting adoption with families looking to adopt; a project that has shown a 60% increase in adoptions in other cities with existing Heart Galleries.
 - **Building a HAY Center Campus:** This will include 50 apartments in order for foster youth to avoid homelessness and receive the wraparound services they have requested.
 - *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*
 - Texas Department of Public Safety audit of background checks (2019)
 - Harris County Fraud Waste and Abuse Division audit of timesheets (2020)
 - Community Youth Development (CYD) grant fiscal audit (2020)
 - Petty cash audit (2019)
 - Former CFO close out audit (2020)
 - Deloitte & Touche audit on Senior Justice Assessment Center cases and processes (2010)

- Disability Rights of Texas audit on Representative Payee Program's management of Social Security Benefits (2020)
- Department of Veterans Affairs audit of Guardianship program's management of VA benefits (2017 & 2020)
- Disability Rights of Texas audit of Guardianship program's management of Social Security benefits (2019)

- *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
 - Commissioners Court
 - HRRM
 - Budget Management
 - Auditor's Office
 - District Attorney's Office
 - Juvenile Probation Department
 - Probate Courts and JP Courts
 - The Harris Center of Mental Health & IDD
 - County Attorney's Office
 - Community Development
 - Children's Assessment Center
 - Domestic Relations
 - Law Enforcement (Constable's & Sheriff's offices)
 - County Clerk
 - Harris County Appraisal District
 - Institute of Forensic Sciences
 - Public Health
 - Harris County Department of Education

- *Who are the department's key external stakeholders? Provide a bulleted list.*
 - Texas Department of Public Safety
 - Depelchin Children's Center
 - Catholic Charities
 - Houston Area Women's Center
 - Parent Partners
 - Texas Department of Family and Protective Services (Child and Adult Protective Services)
 - 14 of 23 School Districts in Harris County
 - Private Nursing Homes
 - State supported living facilities
 - Crime Stoppers
 - City of Houston
 - Law Enforcement (HPD, Pasadena Police Dept.)
 - Office of the Governor
 - Office of the Attorney General of Texas
 - Better Business Bureau Education Foundation
 - UT Health
 - Superior Health
 - Long-term Ombudsman
 - Houston Fire Department
 - Catholic Charities

- Health and Human Services Commission
- Social Security Administration
- Department of Veterans Affairs
- Area Agency on Aging
- Texas Forensic Nurse Examiners
- Houston Area Women Center
- Crime Victims Compensation
- Privately owned nursing home and personal care homes
- State Supported Living Centers
- US Department of Homeland Security
- Baker Ripley
- Interfaith Ministries/ Meals on Wheels
- TSU

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.

- a. The Adult Services Division is aware of the disparities for the following populations: senior adults, disabled adults, incapacitated adults, homeless population, adults with mental illness, elderly victims of crime, indigent adults, and disabled veterans. These populations are at a higher risk of abuse, neglect and financial exploitation; chronic disease; higher mortality rates; homelessness; incarceration; re-victimization; extended hospitalization; institutionalization; premature death; and loss of financial independence.
- b. The Youth Services Division, through a partnership with the City of Houston Health Department My Brother's Keeper (MBK) Initiative, are addressing the needs of male youth of color that have been identified as the target population for this program.
- c. The Youth Services Division Community Youth Development (CYD) programs in Gulfton and Pasadena have disproportionately large populations of parents who only speak Spanish. Both zip codes receive state CYD grant funding because they are identified as having large numbers of youth referred for juvenile justice.
- d. BEAR (HCPS) is aware of the disparities among foster youth aging out of care are at a greater risk of poor outcomes associated pregnancy, homelessness, incarceration, unemployment, alcoholism, drug abuse, mental health issues, and involvement with the child welfare system, to name a few.

- e. Youth aging out of foster care have few affordable housing options available to them. Approximately 10% of children in the foster care system will emancipate/age out of the system with little support or the skills needed to navigate adulthood successfully.
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.*
- a. The Adult Services Division provides guardianship services, money management and case management services to these vulnerable populations to address these disparities.
 - b. Given that some of the most underserved neighborhoods with at-risk youth in communities of color also lack transportation and easy access to services, Youth Services Division provides walk-in access to services in a variety of locations, including Justice of the Peace courts, 14 different school districts, 2 alternative schools, and one police department. In addition, parent-child therapeutic groups are offered in various Harris County buildings and community based locations scattered across the county.
 - a. To address language barriers to services (especially for parents), Youth Services Division has a contract for a 24-hour language line with access to over 90 languages. This service is accessible across the agency. In addition, several YSD programs require Spanish-speaking staff as a prerequisite for hire.
 - b. BEAR is developing the Heart Gallery Houston, a traveling exhibit and online gallery of CPS children waiting to be adopted. The Heart Gallery is a proven model for finding permanent homes, especially for older children, sibling groups and children with special needs.
 - c. We are planning on building a campus for foster youth aging out of care. The campus will include affordable housing and wraparound support services onsite.

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 don't currently use any tools to evaluate the diversity of our staff as Harris County Protective Services has a very diverse staff at all levels. These are the demographics of the organization as of October 2020:

Ethnicity	Full Time	Part Time	Total	Percent of Total
ASIAN	6	1	7	2%
BLACK	212	20	232	65%
HISPANIC	58	8	66	18%
WHITE	51	1	52	15%
Total	327	30	357	100%

We don't currently conduct outreach to any organizations to improve 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.*
- One of the core courses that all HCPS staff are required to take is "Celebrating Diversity: One County Many Cultures". The curriculum is designed to help improve the quality of services provided to children, youth, adults and families by strengthening the cultural competency of our human service personnel. It provides staff with a common knowledge base of cultural diversity, which increases their cultural awareness and provides an

opportunity to explore their own cultural identity. This training also helps to empower staff with the skills and abilities to effectively communicate, work with, and support individuals from diverse backgrounds. The training offers a group learning experience to enhance team building among staff, a continuing education opportunity to enhance job competency and promote a positive work attitude.

- Our staff are also strongly encouraged to participate in additional continuing educational diversity topics such as “Implicit Bias,” “Elder Abuse & Neglect,” “Diversity and Inclusion Awareness”, “Generational Issues in the Workplace”, “Communicating Across Differences” and “LGBTQIA Youth Community” that are all offered on a monthly or quarterly basis.

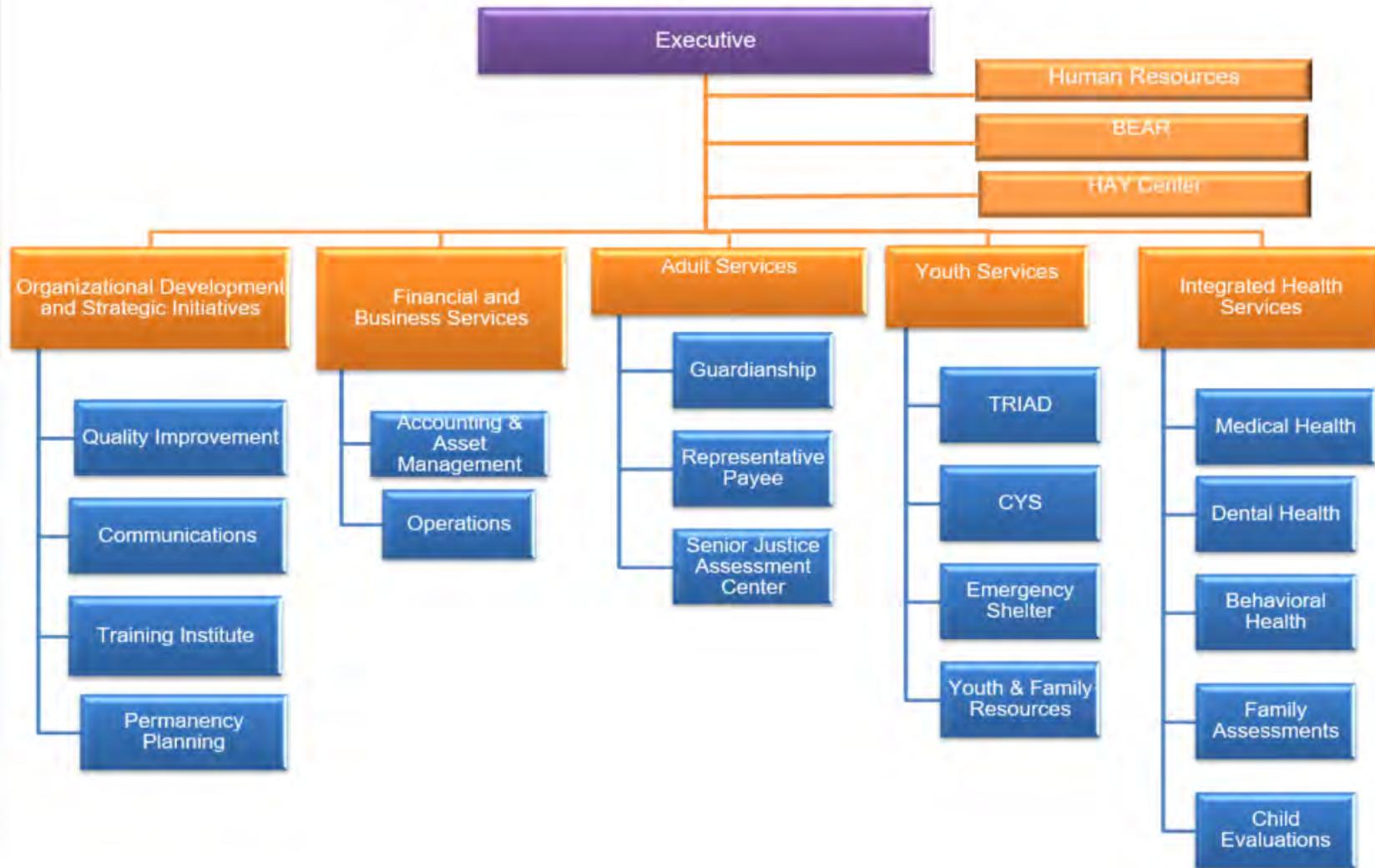
FORM 1. Divisions

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)
Adult Services	Guardianship Services, Representative Payee Services, Senior Justice Assessment Center (SJAC) Services	\$5,998,261	\$6,050,261	70
BEAR	BEAR BE A Resource for CPS Kids is a public/private partnerships that provides emergency items to abused and neglected children under the care of Child Protective Services and HCPS.	\$287,539	\$503,182	3
Executive	Organizational Planning	\$679,850	\$679,850	4
Financial and Business Services	Accounting and Asset Management, Operations	\$4,235,730	\$7,398,009	27
HAY Center	Hay Center is a public/private partnership that is a one stop center for foster youth aging out of foster care and youth formerly in foster care ages 14 through 26	\$236,418	\$1,027,243	2
Integrated Health Services	Family Assessments, Child Evaluations, Medical Service, Dental Service and Behavioral Health Services	\$1,471,218	\$1,885,902	13
Organizational Development & Strategic Development	Training Institute, Communications, Performance & Quality Improvement, Permanency Planning	\$1,399,209	\$1,453,259	11
Youth Services	Youth and Family Resources Services, TRIAD, Community Youth Services and Emergency Shelter	\$11,466,329	\$11,408,369	128
HR	Human Resources	\$633,446	\$633,446	7

HCPS Org Chart 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	Improve employee retention rates	SO1	Reduce employee turnover by 10%	Human Resources	All of Harris County Protective Services	N/A	N/A
G2	Protect Vulnerable Adults	SO2	To provide public guardianship program to improve indigent, incapacitated clients' quality of life, physical and mental well being, and safety, while decreasing the incidents of homelessness, hospitalizations, morbidity, jail recidivism, and financial exploitation by 95%.	Adult Services	Financial & Business Services	Commissioners Court, County Probate Courts, County Attorney, County Clerk, County Auditor, County Constable	Nursing Homes, Personal Care Homes, State Supported Living Centers; Health and Human Services Commission; Social Security Administration; Department of Veterans Affairs; Texas Judicial Branch Certification Commission; Adult Protective Services
G2		SO3	To protect, manage and maintain finances and public benefits for indigent seniors and disabled adults in the Representative Payee Program to decrease homelessness and financial exploitation by 95%	Adult Services	Financial & Business Services	Commissioners Court, County Auditor	Social Security Administration; Adult Protective Services
G2		SO4	To operate a Senior Justice Assessment Program (SJAC) to decrease revictimization, decrease incidents of abuse, neglect and financial exploitation, increase the number of charges filed and prosecutions and increase the quality of life for senior victims of crime through evaluations, assessments, case coordination, and referrals to social services through a multidisciplinary team approach.	Adult Services	Harris County Protective Services	Commissioners Court, District Attorney, County Attorney, County Sheriff	UT Health, Houston Police Department, Houston Fire Department, Office of Attorney General, Crime Victims Compensation, Adult Protective Services, Better Business Bureau Education Foundation, Texas Forensic Nurse Examiners, Long-term Ombudsman Program, Fire Marshall Office
G3	Promote the well-being of youth and their families through effective, integrated service delivery	SOS	Provide school based crisis intervention and on-going services for youth and their families in 14 Harris County school districts through the Community Youth Services Program.	Youth Services Division	Org. Development & Strategic Initiatives, Integrated Health Services, Financial & Business Services, HR, HAY Center, BEAR	JPD, DAO, JP Courts, County Law Enforcement, Harris Ctr., HRRM, Budget Mgmt., CAO, District Cts., Comm. Ct.	Local school districts, law enforcement, COH, DFPS, community partners, parent partners

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G3		SO6	Increase the number of youth/families receiving services from TRIAD by 10%. Services are provided in Justice of the Peace Courts, the Youth Services Center and in the community.	Youth Services Division	Org. Development & Strategic Initiatives, Integrated Health Services, Financial & Business Services, HR, HAY Center, BEAR	JPD, DAO, JP Courts, County Law Enforcement, Harris Ctr., HRRM, Budget Mgmt., CAO, District Cts., Comm. Ct.	Local school districts, law enforcement, COH, DFPS, community partners, Office of Governor, parent partners
G3		SO7	Increase the use of respite/emergency residential services in the Kinder Emergency Shelter by 10%.	Youth Services Division	Org. Development & Strategic Initiatives, Integrated Health Services, Financial & Business Services, HR, HAY Center, BEAR	JPD, DAO, JP Courts, County Law Enforcement, Harris Ctr., HRRM, Budget Mgmt., CAO, District Cts., Comm. Ct.	Local school districts, law enforcement, COH, DFPS, community partners
G3		SO8	50% of referred families will receive interdisciplinary meeting in the Child Sex Trafficking Program.	Youth Services Division	Org. Development & Strategic Initiatives, Integrated Health Services, Financial & Business Services, HR, HAY Center, BEAR	JPD, DAO, JP Courts, County Law Enforcement, Harris Ctr., HRRM, Budget Mgmt., CAO, District Cts., Comm. Ct.	Local school districts, law enforcement, COH, DFPS, community partners, Office of Governor, parent partners
G4	Expand access to health and dental services	SO9	Sustain the recently expanded Saturday Integrated Health Clinic Hours.	Integrated Health Services			The University of Texas Department of Pediatrics and DFPS
G4		SO10	Provide Dental Services 24 hours a week and on at least one Saturday per month	Integrated Health Services			The University of Texas School of Dentistry and DFPS
G5	Strengthen the performance, administration and organization of HCPS	SO11	Implement professional development and training to all HCPS staff through Training Institute	Organizational Development	Fiscal, HR, Adult, Youth, Integrated Health	NA	Contracts for speakers
G5		SO12	Enhance quality of the organization through the PQI improvement process	Organizational Development	Fiscal, HR, Adult, Youth, Integrated Health	NA	Council on Accreditation
G5		SO13	Build awareness and visibility of the agency through the Communication program	Organizational Development	Fiscal, Adult, Youth, Integrated Health	NA	Community partners
G5		SO14	Provide Permanency Conferences for all children entering DFPS custody	Organizational Development	Fiscal, Adult, Youth, Integrated Health		DFPS
G5		SO15	Maintain positive relationship with HCPS appointed child welfare board members as evidenced by less than 5% Board turnover.	Executive			HCPS Board and Executive Committee Members
G5		SO16	Maintain all HCPS facilities, vehicles and equipment	Financial & Business Services	All of Harris County Protective Services	Budget Management & Purchasing	Vendors for building, vehicle and equipment repair and maintenance
G6	Continue to meet the increased needs of children under the care of CPS and HCPS including children waiting to be adopted	SO17	Increase children served through the BEAR Necessities Program, BEAR Back to School and BEARING Gifts Program by 10%	BEAR			DFPS, Community Members, Faith Based Organizations, Foundations, Corporations and Child Placing Agencies, BEAR Board

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:	Representative Payee Services
Divisions (list all):	Adult Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$111,447	1

1) Describe the Service and how it supports department goals.
The Representative Payee Program provides money management services to indigent seniors and adults with disabilities. This program was established to protect clients who have difficulty managing their finances, while protecting them from financial exploitation, preserving their dignity, stability and independence. The services include development of budgets, payment of monthly bills, advocating and negotiating on behalf of the client, referrals for services and resources, applying for governmental benefits and entitlements and monthly visits.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Indigent seniors and disabled adults residing in Harris County. Clients in the program expect to have their finances managed appropriately. This program will begin mailing annual satisfaction surveys in 2021. Clients receive a rights form that includes names and numbers of agencies where they can file complaints
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Yes. The Representative Payee Program must comply with the Social Security Administration Organizational Representative Payee Regulations.

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

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

Additional Notes:

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

Instructions

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

Service Name:	Senior Justice Assessment Center Services
Divisions (list all):	Adult Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$97,359	1

1) Describe the Service and how it supports department goals.
The Senior Justice Assessment Center (SJAC), the first of its kind in Texas, serves the complex and unique needs of senior victims of abuse, neglect, and/or exploitation. SJAC collaborates with experts in geriatric medicine, social services, protective services, law enforcement, civil and criminal prosecution, to provide services to seniors. SJAC aims to ensure the dignity of seniors by increasing awareness, education, and prosecution of elder abuse. The services include forensic evaluations, capacity assessments, geriatric physical exams, psycho-social assessments, medication and medical records reviews, multi-disciplinary meetings, and case coordination.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County senior adults, 65 years or older, who are victims of a crime, abuse and/or financial exploitation. The clients in the program expect to receive referrals to social services, assistance with the crime victims compensation, facilitation with protection orders, to receive assessments and evaluations, and the case to be investigated. Clients receive the clients' rights form that includes names and numbers of agencies where they can file complaints. This program will begin mailing annual satisfaction surveys in 2021.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

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

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

Additional Notes:

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

Instructions

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

Service Name:	BEAR
Divisions (list all):	BEAR
Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$556,223	3

1) Describe the Service and how it supports department goals.
BEAR...BE A Resource for CPS Kids in one of two public/private partnerships that fall under the umbrella of Harris County Protective Services Children and Adults (HCPS). BEAR provides emergency items to abused and neglected children under the care of Child Protective Services and HCPS. Many times children are removed from their homes under emergency conditions and do not have immediate access to resources like clean clothing, shoes, formula, diapers, and more. BEAR addresses the emergency needs of these children through four core programs: BEAR Necessities, BEARING Gifts, BEAR Back to School and HEART Gallery Houston. BEAR provides emergency items to children under the care of CPS and HCPS through two locations: BEAR Headquarters and the Youth Service Center. These locations are commonly referred to as "BEAR Rooms". BEAR Rooms are accessible to caseworkers 24 hours a day, 7 days a week. BEAR rooms include items such as: clothes, pajamas, diapers, formula, hygiene kits, car seats, pack-n-plays, booster seats, hygiene items etc. BEAR served over 15,000 children through this program annually. BEAR's BEARING Gifts Program spreads holiday cheer to children under the care of CPS and HCPS by providing gifts to children who may otherwise not receive a gift for Christmas. BEARING Gifts serves over 11,000 children annually. BEAR's Back to School Program ensures children under the care of CPS and HCPS have the supplies they need to be successful as they start a new school year. BEAR provides backpacks and school supplies to over 7,200 children through the BEAR Back to School Program. Finally and most recently, BEAR launched HEART Gallery Houston a nationwide community outreach initiative created to help find forever homes for children in foster care waiting adoption. Note: These services are not unduplicated. Some children are served by more than one of these 3 programs. With the help of professional photographer these heartfelt canvas photos bring life to the faces of children that long to find a forever family and a life of stability and love. These services support BEARs goals because they are the delivery method and service provision utilized to meet the increased need of basic necessities needed by children under the care of CPS and HCPS.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers of this service are DFPS caseworkers and HCPS program staff. These staff members collect necessary items for children and families they are working with. The customer expectation is to access basic necessities and emergency resources readily and as needed. BEAR collects feedback from customer surveys, suggestion boxes and direct communication.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
https://statutes.capitol.texas.gov/Docs/FA/pdf/FA.264.pdf From Texas Family Code: Sec. 264.005. COUNTY CHILD WELFARE BOARDS. (a) The commissioners court of a county may appoint a child welfare board for the county. The commissioners court and the department shall determine the size of the board and the qualifications of its members. However, a board must have not less than seven and not more than 15 members, and the members must be residents of the county. The members shall serve at the pleasure of the commissioners court and may be removed by the court for just cause. The members serve without compensation. (b) With the approval of the department, two or more counties may establish a joint child welfare board if that action is found to be more practical in accomplishing the purposes of this chapter. A board representing more than one county has the same powers as a board representing a single county and is subject to the same conditions and liabilities. (c) The members of a county child welfare board shall select a presiding officer and shall perform the duties required by the commissioners court and the department to accomplish the purposes of this chapter. (d) A county child welfare board is an entity of the department for purposes of providing coordinated state and local public welfare services for children and their families and for the coordinated use of federal, state, and local funds for these services. The child welfare board shall work with the commissioners court. (e) A county child welfare board is a governmental unit for the purposes of Chapter 101, Civil Practice and Remedies Code. (f) A county child protective services board member may receive information that is confidential under Section 40.005, Human Resources Code, or Section 261.201 when the board member is acting in the member's official capacity. (g) A child welfare board may conduct a closed meeting under Section 551.101, Government Code, to discuss, consider, or act on a matter that is confidential under Section 40.005, Human Resources Code, or Section 261.201.

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:	Organizational Planning
Divisions (list all):	Executive

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$979,850	4

1) Describe the Service and how it supports department goals.
The Executive Director accepts direct responsibility for executing the organization's policies; overseeing the five divisions and leading the strategic plan. He answers to a governing board appointed by Commissioner's Court. It's generally understood that the Board provides strategic advice and counsel to the Executive Director and his management team; and serves in an oversight role.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers are all stakeholders, staff and clients who utilize the services of the agency. Expectations are quality services from programs, transparency, and effective partnerships. Feedback is collected from partners, vendors, and clients including parents and children through surveys and focus groups.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
https://codes.findlaw.com/tx/human-resources-code/hum-res-sect-152-1073.html Texas Human Resources Code § 152.1073. Harris County Board of Protective Services for Children and Adults

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:	Accounting
Divisions (list all):	Financial and Business Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,990,507	21

1) Describe the Service and how it supports department goals.
Accounting provides accounting, asset management services, and grants administration to support the goals of all HCPS departments. Services are also provided for clients of the state Department of Family and Protective Services including clothing vouchers, Concrete Services, and Subcare.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers are internal employees of Harris County Protective Services and case managers of the state Department of Family and Protective Services on behalf of their clients. Their expectation is timely and accurate performance of duties to ensure their needs are met.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
From Texas Family Code: Sec. 264.006. COUNTY FUNDS. The commissioners court of a county may appropriate funds from its general fund or any other fund for the administration of its county child welfare board. The court may provide for services to and support of children in need of protection and care without regard to the immigration status of the child or the child's family.

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:	Operations
Divisions (list all):	Financial and Business Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$3,472,991	6

1) Describe the Service and how it supports department goals.
Operations provides vehicle maintenance/management, asset management, facility management, security services, project coordination, and project management to support the goals of all programs within Harris County Protective Services Departments/ Health and Human Services Commission. The security services, facility maintenance, project coordination, project management services are also provided for clients of the Department of Family and Protective Services and Health and Human Services Commission.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Operations customers are the internal employees of Harris County Protective Services and also for the case managers of the State Department of Family and Protective Services/ Health and Human Services Commission. Their expectation requires a timely execution of projects and facility maintenance work requests. Operations receives customer feedback through email correspondence with our customers on their satisfactory levels within our delivery. Operations sends a confirmation email when requests are completed and project updates to meet the goal/concerns of our customers.
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:	HAY Center
Divisions (list all):	HAY Center

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,027,243	2

1) Describe the Service and how it supports department goals.
The HAY Center is a one stop center for foster youth aging out of foster care and youth formerly in foster care ages 14 through 26. The Center is the other Public/Private partnership program for the Department. The Center provides Housing, Employment, Education, Life Skills, Coaching and Well Being Services for this population in Harris County and the 13 surrounding counties that make up Region 6. Most of the 1,400 youth referred each year live in the Greater Houston/Harris County area. The program begins working with foster youth at age 14 by providing life skills assessments and coaching services. Before youth age out of foster care the program provides Life Skills training and experiential learning opportunities like paid summer jobs, college tours and youth engagement events. These are the services that prepare youth to become stably housed after leaving foster care. Youth also have access to coaching and wrap around services. Once youth leave foster care the Program continues wrap around services to meet the youth's needs and goals around stable housing, employment, education and well being. The Program is unique in that foster youth and youth formerly in foster care can access services free of charge and in one place allowing HAY Center to provide the supports needed for a foster youth to transition out of the DFPS system. The Housing Continuum assesses youth formerly in foster care for their best housing option. This program has expanded from providing one type of housing voucher 4 years ago to one that works with 3 local agencies providing 5 different types of vouchers and a privately funded housing option in order to avoid homelessness for foster youth.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The HAY Center serves foster youth and youth formerly in foster care. The youth expectations include good customer service, supports in areas of need, referrals to programming not provided by the HAY Center and all programming to be informed by youth voice. In addition, they expect their services to be provided by where they are today not what is in their past including their CPS case file. Staff survey the foster youth and youth formerly in foster care annually and also ask for feedback via email surveys and in person surveys. The program has a grievance policy as well so that individual concerns can be heard and resolved.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Most of HAY Center services are contracted by the state of Texas.

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:	Family Assessments
Divisions (list all):	Integrated Health Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$174,656	1

1) Describe the Service and how it supports department goals.
The Family Assessments consist of the Psychosocial Assessment and the Parent Child Bonding Assessment. The Psychosocial Assessment is an evaluation of a caregiver's current functioning, parenting capacity, and needs. The Parent Child Bonding Assessment is an evaluation of a caregiver's capacity to attach to their child. Family Assessments are available on Saturdays and are completed in conjunction with other essential services available to the child and other family members. In this coordinated manner, they support the Department goal to promote the well-being of youth and their families through effective, integrated service delivery and the goal to expand access to health and dental services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Judges and Texas Department of Family and Protective Services (TDFPS) Caseworkers request this service. They expect an objective evaluation of a caregiver's current functioning, parenting capacity, and needs. TDFPS surveys its caseworkers and gives quarterly feedback on caseworkers' relative level of satisfaction with the service.
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:	Child Evaluations
Divisions (list all):	Integrated Health Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$260,938	2

1) Describe the Service and how it supports department goals.
The Child Evaluations consist of Psychological Evaluations and Developmental Assessments. Psychological Evaluations provide essential information about the history, mental health, intelligence, and needs of children in the child welfare system. Developmental Assessments provide essential information about the history, developmental trajectory, and needs of infants in the child welfare system. Child Evaluations are available on Saturdays and are completed in conjunction with other essential services available to children and other family members. In this coordinated manner, they support the Department goal to promote the well being of youth and their families through effective, integrated service delivers and the goal to expand access to health and dental services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The Texas Department of Family and Protective Services (TDFPS) is the customer for this service. TDFPS expects an objective evaluation of the child's history, mental health, intelligence, developmental trajectory, and needs. TDFPS surveys its caseworkers and provides feedback from caseworkers about their relative satisfaction with Child Evaluations on a quarterly basis.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Family Code Sec. 261.3015. ALTERNATIVE RESPONSE SYSTEM. (a) In assigning priorities and prescribing investigative procedures based on the severity and immediacy of the alleged harm to a child under 261.301 (d), the department shall establish an alternative system to allow the department to make the most effective use of resources to investigate and respond to reported cases of abuse and neglect. (e) An alternative response to a report of abuse or neglect must include: (1) a safety assessment of the child who is the subject of the report (2) an assessment of the child's family; and (3) in collaboration with the child's family, identification of any necessary and appropriate service or support to reduce the risk of future harm to the child.

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:	Medical Services
Divisions (list all):	Integrated Health Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$754,023	8

1) Describe the Service and how it supports department goals.
Medical services are conducted by University of Texas Health Science Center Pediatricians and Nurse Practitioners. Medical Services include Immunizations, 3-Day Exams, and 30-Day Texas Health Steps Exams provided to children in Texas Department of Family and Protective Services (TDFPS) conservatorship. Medical Services are available on Saturdays and are completed in conjunction with other essential services available to children and other family members. In this coordinated manner, they support the Department goal to promote the well-being of youth and their families through effective, integrated service delivery and the goal to expand access to health and dental services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
TDFPS caseworkers and caregivers are the customers for this service. They expect essential pediatric services to be provided in a timely, capable, and professional manner. A Client Satisfaction Survey is made available to all caseworkers and caregivers of children receiving Medical Services. Results of the survey are shared with staff on a quarterly basis.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Texas Family code Sec. 264.1076 MEDICAL EXAMINATION REQUIRED. (a) This section applies only to a child who has been taken into conservatorship of the department and remains in the conservatorship of the department for more than three business days.(b) The department shall ensure that each child described by subsection (a) receives an initial medical examination from a physician . . . not later than the end of the third business day after the date the child is removed from the child’s home, if the child:(1) is removed as the result of sexual abuse, physical abuse, or an obvious physical injury to the child; or (2) has a chronic medical condition, a medically complex condition, or a diagnosed mental illness.

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:	Dental Services
Divisions (list all):	Integrated Health Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$186,502	1

1) Describe the Service and how it supports department goals.
Dental services are provided by a Pediatric Dentist. Dental Services include routine dental exams, cleanings, fillings, extractions, prophylaxis, and infant screenings. Dental Services are available on Saturdays and are completed in conjunction with other essential services available to the child and other family members. In this coordinated manner, they support the Department goal to promote the well-being of youth and their family through effective, integrated service delivery and the goal to expand access to health and dental services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
TDFPS caseworkers and caregivers are the customers for this service. They expect essential dental services to be provided in a timely, capable, and professional manner. A Client Satisfaction Survey is made available to all caseworkers and caregivers of children receiving Dental Services. Results of the survey are shared with staff on a quarterly basis.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

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:	Behavioral Health Services
Divisions (list all):	Integrated Health Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$231,090	1

1) Describe the Service and how it supports department goals.
Behavioral Health Services are conducted by a University of Texas Health Science Center Psychiatrist, a Therapist, and Kinship Navigators. Behavioral Health Services include Psychiatric Evaluations, Medication Management, and Individual Therapy. Behavioral Health Services are available on Saturdays and are completed in conjunction with other essential services available to children and other family members. In this coordinated manner, they support the Department goal to promote the well-being of youth and their families through effective, integrated service delivery and the goal to expand access to health and dental services.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
TDFPS caseworkers and caregivers are the customers for this service. They expect essential Behavioral Health Services to be provided in a timely, capable, and professional manner. A Client Satisfaction Survey is made available to all caseworkers and caregivers of children receiving Behavioral Health Services. Results of the survey are shared with staff on quarterly basis.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

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:	Training Institute
Divisions (list all):	Organizational & Strategic Development

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$367,122	5

1) Describe the Service and how it supports department goals.
The Training Institute program consists of several components that are comprised of entry-level courses, continuing education offerings, specialized, and progressive knowledge and skill-building training tracks. These tracks are designed to meet the professional development needs and requirements for all levels of staff in the organization including but not limited to licensed professional counselors, social workers, certified guardians, and licensed chemical dependency counselors.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Training Institute provides entry-level and continuing education courses for HCPS employees and community partners annually. Entry Level (Core Courses) are designated to provide the fundamental competencies required for all new employees entering the agency and must be completed within 12 months of hire date. Once all core course requirements are completed, employees are required to maintain 15 hours per year of continuing education classes for their continued professional development. These classes are derived from and Annual Needs Assessment Survey and individual employee evaluations received from each training.
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:	Communication Program
Divisions (list all):	Organizational & Strategic Development

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$123,702	2

1) Describe the Service and how it supports department goals.
The HCPS Communication Services strives to create a platform that informs internal an external audiences about HCPS programs, services and advancements across modern and traditional mediums. We want to develop a strong public profile by ensuring that our online presence reflects who we are, by physically increasing our visibility, and by building relationships with other service providers.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers are our staff, clients, partners and businesses. Our purpose it to strive to give the audience a better understanding of our agency and the services we offer. Depending on the audience, it will dictate the message from simple to a more detailed explanation. Data is collected through feedbacks (surveys, interviews, focus groups, responses received via website and social media.
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:	Performance & Quality Improvement
Divisions (list all):	Organizational & Strategic Development

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$343,652	3

1) Describe the Service and how it supports department goals.
The Performance and Quality Improvement Program consists of 3 primary components: Risk management activities that center around incidents, client grievances and safety measures; program performance centered around services provided, tracking data, case record reviews and program reviews; and grant writing and program support.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
All HCPS employees are expected to follow quality improvement practices based on standards and guidelines provided to them. Quality improvement practices include case record reviews, annual program reviews, monthly reports, reviewing protocols and processes. Services provided to our customers are supported by our QI practices which are effective in providing solid documentation of services being provided. Customer feedback is collected through one on one interviews in person or via email, and the use of surveys.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
We have been accredited by the Council on Accreditation since 1978. COA is an international, independent, nonprofit organization that accredits human and social services providers. The set of standards designated as Administration and Management Standards address practices that promote sound operations including Quality Improvement. (Coanet.org)

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:	Permanency Planning
Divisions (list all):	Organizational & Strategic Development

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$249,492	1

1) Describe the Service and how it supports department goals.
This service involves Permanency Planning Conference Meetings (PCs) and Family Group Decision Making Conferences (FGDMs). They both aid in developing a lasting plan with tailored services for all children in DFPS conservatorship. The PC is mandatory but can be replaced by the FGDM which involves more participants in the meeting that play a part in the child's life (relative, neighbor, family friend, pastor, etc.)
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers are DFPS clients and those parties related to the clients. Feedback from these services is collected after every meeting and entered into a database.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
From Texas Family Code: Sec. 263.009. PERMANENCY PLANNING MEETINGS. (a) The department shall hold a permanency planning meeting for each child for whom the department is appointed temporary managing conservator in accordance with a schedule adopted by the commissioner of the department by rule that is designed to allow the child to exit the managing conservatorship of the department safely and as soon as possible and be placed with an appropriate adult caregiver who will permanently assume legal responsibility for the child. (b) At each permanency planning meeting, the department shall: (1) identify any barriers to achieving a timely permanent placement for the child; (2) develop strategies and determine actions that will increase the probability of achieving a timely permanent placement for the child; and (3) use the family group decision-making model whenever possible.

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:	Youth and Family Resource Services
Divisions (list all):	Youth Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$135,753	2

1) Describe the Service and how it supports department goals.
The Lead CRCG Coordinator provides information and referral services, interdisciplinary staffing meetings, case coordination services for this population, and supervises 2 staff shared between the program and TRIAD Intake. The Manager provides supervision and program/budget management to this program and 2 child sex trafficking grants, as well as the Triad Intake manager and a post-Doctoral Fellow. These services support department goals by promoting the well-being of youth with complex needs who would otherwise penetrate deeper into the child welfare and juvenile justice system. The program provides assessments and interdisciplinary meetings to meet the needs of most youth referred and provides use of flex funds to provide therapeutic out of home placement to those youth in the most serious need.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers - Harris County youth aged 10-17 with complex needs that cannot be met by one agency alone. Expectation - Families expect the assessments and interdisciplinary meetings to help them securing services to meet the child's needs. Feedback - Legal guardians are given confidential feedback forms once the service is completed to be mailed or faxed to the Manager for review.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
Community Resource Coordination Group (CRCG) is a statutorily mandated service according to Texas state law. For statutory reference, here is the state CRCG website https://crcg.hhs.texas.gov/resources.html . For clarity refer to the One Page Series.

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:	TRIAD PREVENTION SERVICES
Divisions (list all):	Youth Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,713,949	21

1) Describe the Service and how it supports department goals.
<p>TRIAD is composed of several programs that include: Triad Intake Diversion Program which provides 24/7 crisis intervention via 3 hotlines, walk-ins and youth supervision of law enforcement referrals. Additionally, TRIAD's JP Court Program partners with local justice courts to provide crisis intervention, social referrals, case management and group services. Intake Diversion and the JP Court Program support HCPS's goal of preventing further involvement in child welfare/juvenile justice systems by serving as a safety valve for those systems by providing prevention services and family reunification without involving those systems. TRIAD is also the fiscal agent for the Community Youth Development Grants in zip codes 77081 and 77056.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Customers - Harris County youth aged 10-17 who interact with local law enforcement due to family conflict, Class C misdemeanors and status offenses such as runaway, truancy and curfew violation. Harris County families seeking crisis intervention services for their minor child, who may walk-in or call various hotlines 24/7 or the justice courts for assistance.</p> <p style="text-align: right;">Expectations -</p> <p>Families expect interventions which are client centered and family focused with the goal of diverting the youth and family from the child welfare and juvenile justice system.</p> <p style="text-align: right;">Feedback - TRIAD programs</p> <p>collect paper surveys from youth, parents and officers, and other key stakeholders which are shared confidentially with the program manager for review and action.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>Texas Family Code Sec. 265.057. COMMUNITY YOUTH DEVELOPMENT GRANTS. (a) Subject to available funding, the department shall award community youth development grants to communities identified by incidence of crime. The department shall give priority in awarding grants under this section to areas of the state in which there is a high incidence of juvenile crime.</p> <p>Texas Family Code § 51.03. Delinquent Conduct; Conduct Indicating a Need for Supervision</p>

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 (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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 Youth Services
Divisions (list all):	Youth Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$6,530,766	79

1) Describe the Service and how it supports department goals.
Community Youth Services (CYS) is a school-based crisis intervention, counseling and case coordination program that provides practical assistance to families of children and youth who are experiencing problems. In partnership with the local schools and other governmental entities, CYS services are available to students in 14 Harris County school districts, the Pasadena Police Department and the Educational Services Division of the Harris County Juvenile Probation Department. CYS support's HCPS's goal of preventing further involvement in child welfare/juvenile justice systems by providing prevention services in family's immediate community without involving those systems.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers - School aged youth in need of assistance in the schools and school districts served by CYS in Harris County. Expectations - Families expect interventions which are client centered and family focused with the goal of diverting the youth and family from the child welfare and juvenile justice system. Feedback - The CYS program collects electronic feedback surveys from both school districts and parents tied to the quality of services provided by staff. This information is shared confidentially with the CYS administration and acted upon to enhance quality improvement.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No.

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 (4c).xlsx**

Additional Notes:

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

Instructions

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

Service Name:	Kinder Emergency Shelter
Divisions (list all):	Youth Services Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,129,392	26

1) Describe the Service and how it supports department goals.
The Kinder Emergency Shelter is a coed, 24-bed emergency residential facility that provides short-term services to youth who are in need of shelter and care due to abuse, neglect, homelessness or severe family conflict. Specifically, the shelter provides: In-House Charter School; Therapeutic Services; Trauma-Informed Groups; Enrichment/Educational Activities; In-House Food Services; Church Attendance (voluntary); Community Volunteers: Hair Stylist, Nutrition, Physical Education; Normalcy Opportunities; Birthday Celebrations; and Cultural Celebrations. The shelter supports the department's goals by promoting the well-being of youth and their families through effective, integrated service delivery.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers - Harris County youth ages (12-17 years) who meet licensing eligibility criteria. Expectations - Provide youth who are in crisis with a safe, short-term, homelike environment until they can be returned home or to a permanent placement. Feedback - Upon discharge, all youth are provided the opportunity to complete the Youth Discharge Questionnaire in order to rate their shelter experience. If appropriate, parents/guardians are also given the opportunity to complete a satisfaction survey.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
The Kinder Emergency Shelter is licensed by the Texas Health and Human Services Commission-Residential Childcare Licensing Division (RCCL) per state statute that all child care facilities must maintain a residential childcare license in good standing. The Shelter Program must meet all RCCL minimum standards.

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 (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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):	Human Resources Division

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$646,989	7

1) Describe the Service and how it supports department goals.
The Human Resources Division provides comprehensive human resource management services which include, but not limited to, organizational and employee development, implementation and communication of policies and procedures, recruitment, staffing, retention, employee relations, compensation, benefits, health and safety, and regulatory compliance. The division is the department's liaison with communication and compliance with Harris County Human Resources and Risk Management's policies and procedures. The Human Resources Division's services support the department's goals by enhancing employees' perception throughout the workplace and providing them with a well-rounded experience. From hiring activities that identify the right people for each role to programs that give employees more ways to collaborate and communicate, to coaching and counseling that supports employee morale and helps employees develop a deeper commitment to the department and its goals. The Human Resources Division supports the department in maximizing employee productivity and protecting the department from any issues that may arise within the workplace.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Although the Human Resources Division collaborates with other County Departments and external stakeholders, the Harris County Protective Services employees are the main (internal) customers. The employees expect to work in a safe, comfortable and ergonomic environment where they are treated with dignity and respect, feel included, are provided with the tools and resources needed to perform their jobs well, are given advancement opportunities and receive fair and competitive compensation. The Human Resources Division collect customer feedback by conducting short/pulse surveys and more in-depth Employee Satisfaction Surveys. The Human Resources Division also collects customer feedback from Onboarding and Exit Interviews.
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 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
Human Resources	Number of Employees On boarded	Currently in use	STARS PeopleSoft	SO1	31	42	We expect a decrease in vacancies to be filled due to reduced turnover.
Human Resources	Number of Employees Separated	Currently in use	STARS PeopleSoft	SO1	34	46	Our Strategic Objective is to reduce employee turnover by 10%.
Human Resources	% of employees reporting "agree" or "strongly" agree that their job gives them the opportunity to apply their talents and expertise.	Currently in use	Survey	SO1	79%	85%	
Guardianship Services	% of clients residing in licensed facilities	currently in use	EVOLV Data Base	SO2	94%	95%	Licensed facilities are not appropriate for all clients - some clients are able to live in their own home or with relatives
Guardianship Services	% of clients receiving monthly face to face visits	currently in use	EVOLV Data Base	SO2	97%	98%	Clients are not always available - some client reside outside of the county & quarterly visits are completed; some clients don't always answer the door; some clients are not home at the time of the visit; some clients are missing; some clients hide from the case managers
Guardianship Services	% of clients receiving medical and mental health care	currently in use	EVOLV Data Base	SO2	99%	99%	Clients are not always compliant - some clients refuse to attend scheduled doctor appointments and refuse to take prescribed medications
Guardianship Services	% of clients receiving public and private benefits	currently in use	EVOLV Data Base	SO2	99%	99%	Legal issues related to finances - sometimes we have problems with private banks and pension companies providing us with the necessary documents the benefits offices are requiring for eligibility.
Guardianship Services	% of clients meeting individualized care plan goals	currently in use	EVOLV Data Base	SO2	86%	90%	Clients have self-determination - sometimes clients choose not to comply with agreed upon goals; sometimes clients choose to stop taking their medications and thus, are not able to comply with goals
Guardianship Services	% of clients receiving annual inventories tracking assets	currently in use	EVOLV Data Base	SO2	99%	99%	Clients are not always available - some clients don't always answer the door; some clients are not home; some clients are missing; some client hide from the case managers
Guardianship Services	% of clients receiving financial management that meet department performance standards	currently in use	EVOLV Data Base	SO2	99%	99%	Legal issues related to finances - sometimes private banks and pension companies refuse to accept our guardianship & we have to go back to court and apply for additional orders
Guardianship Services	% of cases meeting annual legal reporting requirements according to the Estates Code	currently in use	EVOLV Data Base	SO2	99%	99%	Texas Estates Code Requires Annual reports/accounts are filed within 60 days, but sometimes the county clerk's system goes down; sometimes there is a delay in banks providing needed documentation; thus the accounts are filed late
Representative Payee Services	% of clients receiving financial management that meet department performance standards	Currently in use	EVOLV Data Base	SO3	99%	99%	Legal issues related to finances - sometimes utility companies don't recognize our authority as payee & there is a delay in obtaining client bills

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
Representative Payee Services	% of clients receiving monthly face to face visits	Currently in use	EVOLV Data Base	SO3	99%	99%	Clients are not always available - some clients don't always answer to door; some clients are not home when the visit is attempted; some client hide from the case managers; some clients are missing
Senior Justice Assessment	% of clients receiving Multidisciplinary Team Meetings	Currently in use	EVOLV Data Base	SO4	100%	100%	Requirement of the program
Senior Justice Assessment	% of charges filed	Currently in use	EVOLV Data Base	SO4	8%	15%	Impacted other agencies and client recanting
Senior Justice Assessment	% of prosecutions	Currently in use	EVOLV Data Base	SO4	16%	20%	To increase prosecutions additional case managers are required. There are also only 2 specialized prosecutors and these impacts the ability to increase prosecutions. There are also victim issues that affect the ability to prosecute cases.
Senior Justice Assessment	% of clients receiving capacity assessments	Currently in use	EVOLV Data Base	SO4	6%	20%	Not appropriate for all clients
Senior Justice Assessment	% of clients receiving assistance completing Crime Victims Compensation applications	Currently in use	EVOLV Data Base	SO4	2%	10%	Client must meet criteria
Senior Justice Assessment	% of clients with approved Crime Victims Compensation applications	Currently in use	EVOLV Data Base	SO4	100%	100%	Crime Victims Compensation has specific criteria that must be met
Senior Justice Assessment	% of clients receiving service referrals	Currently in use	EVOLV Data Base	SO4	21%	40%	Not appropriate for all clients
Senior Justice Assessment	% of clients with open cases who engaged with services after receiving referrals	Currently in use	EVOLV Data Base	SO4	50%	75%	Tracking of all cases would require an additional full-time position
Senior Justice Assessment	% of re-victimization incidents for repeat clients	Currently in use	EVOLV Data Base	SO4	4%	5%	Not all re-victimization cases are referred to SJAC. Re-victimization incidents are reported to the proper investigative agency (i.e. law enforcement, Adult Protective Services). Tracking of all cases would require an additional full-time position.
YFRS	Number of youth served	Currently in use	EVOLV	SO8	28	133	2020 referrals decreased as a result of COVID-19 virus. Assessment and staffing have shifted from an in-person to a virtual service along with other providers and this program expects referrals to increase to pre-COVID levels in 2021-2022.
TRIAD	Number of youth served	Currently in use	EVOLV	SO6	1250	2000	2020 referrals decreased as a result of COVID-19 virus. As stakeholders adjust, this program expects referrals to increase to pre-COVID levels in 2021-2022.
CYS	Number of youth served	Currently in use	EVOLV	SO5	1179	3008	2020 referrals from schools decreased as a result of COVID-19 virus. Care Coordination has shifted from an in-person to a virtual service along with other providers and this program expects referrals to increase to pre-COVID levels in 2021-2022.
SHELTER	Number of youth served	Currently in use	EVOLV	SO7	109	150	2020 shelter admissions decreased as a result of COVID-19 virus. Due to program adjustments, coordination with community/county stakeholders, there will be a projected increase in 2021-22.
Family Assessments	Family Assessments Conducted	Currently in use	EVOLV	SO9	7	96	2 Clinicians completing 1 Family Assessment per week for 48 weeks.
Child Evaluations	Child Evaluations Conducted	Currently in use	EVOLV	SO9	82	356	Used average 2018-2020 Pre-COVID Numbers minus 10% given ongoing COVID crisis as a baseline for projection and Saturday expansion
Medical Services	Medical Services Conducted	Currently in use	EVOLV	SO9	1,190	1,784	Used average 2018-2020 Pre-COVID Numbers minus 10% given ongoing COVID crisis as a baseline for projection and Saturday expansion
Dental Services	Dental Services Conducted	Currently in use	EVOLV	SO10	84	436	Used average 2018-2020 Pre-COVID Numbers minus 10% given ongoing COVID crisis as a baseline for projection and Saturday expansion
Behavioral Health Services	Behavioral Health Services Conducted	Currently in use	EVOLV	SO9	838	1,311	Used average 2018-2020 Pre-COVID Numbers minus 10% given ongoing COVID crisis as a baseline for projection and Saturday expansion
BEAR	Number of children served through Bear Necessities program	Currently in use	Requisition Forms, BEARing Gifts Portal, BEAR Tracking Worksheets	SO17 & SO18	15,952	17,547	10% increase from prior year based annual growth

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
BEAR	Number of children served through Back to School Program	Currently in use	Requisition Forms, BEARing Gifts Portal, BEAR Tracking Worksheets	SO17 & SO18	7,203	7,932	10% increase from prior year based annual growth
BEAR	Number of children served through BEARing Gifts Program	Currently in use	Requisition Forms, BEARing Gifts Portal, BEAR Tracking Worksheets	SO17 & SO18	11,484	12,632	10% increase from prior year based annual growth
BEAR	Number of children adopted from CPS foster care	New	HEART Gallery Worksheets	SO18	NA	1	The first year of the HEART gallery will be focused on outreach and getting the program out into the community.
Training Institute	Number of training events attended by staff on an annual basis	Currently in use	CRIMS Online registration database system	SO11	63	94	Maintaining at target pending COVID 19 outcome. Trainings are all currently virtual.
Training Institute	% staff reporting increase knowledge as a result of training programs	Currently in use	Survey	SO11	93%	95%	
Communications	Media outreach activities to promote agency services	Currently in use	Speaking presentations	SO13	29	50	Increasing media activity due to upcoming agency name change
Performance & Quality Improvement	Annual reviews of programs	Currently in use	Evolv Data base	SO12	12	15	Maintain current numbers
Permanency Planning	Number of Permanency Conference Meetings	Currently in use	Evolv Data base	SO14	1492	2238	Maintain current numbers
Permanency Planning	% of children entering DFPS custody who receive Permanency Conference Meetings	Currently in use	Evolv Data base	SO14	100%	100%	Every child that enters DFPS custody is required to have a Permanency Conference Meeting
HAY Center	Foster Youth receiving Casey Life Skill Assessment	Currently in use	Evolv Data base	SO20	150	250	Have adjusted to COVID and adopted strategies including request for additional position
HAY Center	Foster Youth Receiving Life Skills	Currently in use	Evolv Data base	SO21	214	400	Have adjusted to COVID and adopted strategies including request for additional position
HAY Center	Foster Youth and Youth formerly in Foster Care receiving case management Services	Currently in use	Evolv Data base	SO22	400	600	Two new positions will allow for more youth to be served with in care case management and housing services.
HAY Center	% of housing services referrals that actually led to successful housing	Currently in use	Evolv Data base	SO23	46%	55%	A new Housing Navigator position is being requested as part of HCPS' request for additional funding. This will lead to an increase in the number of youth successfully housed.
HAY Center	% of employment referrals that actually gain employment	Currently in use	Evolv Data base	SO22	54%	65%	
HAY Center	Youth Formerly in Foster Care Receiving Housing Case management	Currently in use	Evolv Data base	SO22, SO23	75	150	More youth being referred for Housing Services and new position requested
HAY Center	Youth in Foster Care Receiving Wrap Around Meeting	New	Evolv Data base	SO21, SO22	NA	60	A program has been developed and DFPS has allowed us to provide this service
HAY Center	Youth in Foster Care Receiving Academic Coaching	New	Evolv Data base	SO20,SO21,SO22	NA	60	A program has been developed and DFPS has allowed us to provide this service
Organizational Planning	Board meeting and Executive Meetings	Currently in use	Posted Agendas	SO15	20	20	
Accounting	Number of shopping transactions completed for wards in the Guardianship program.	Currently in use	GFS	SO2	745	1,000	New Amazon model has increased volume due to ease of use.
Accounting	Number of checks and ACHs processed for Guardianship wards	Currently in use	GFS	SO2	8,630	10,350	Number of clients has held steady.
Accounting	Number of checks and ACHs processed for Rep Payee clients	Currently in use	RFS	SO3	1,201	1,450	Number of clients has held steady.
Accounting	Number and dollar amount of vouchers processed	Currently in use	CPAS	SO19	(643) \$74,878.56	(3,000) \$300,000	HCPS provided vouchers in the past for foster parents to obtain clothing for children in foster care. The only vendor that accepted vouchers closed all corporate accounts, so HCPS had to change to a reimbursement method for foster parents, which caused the number of purchase to decrease by almost 75% from when vouchers were issues. HCPS has recently identified 3 new vendors that will allow vouchers so the amount of purchases should sharply increase.
Accounting	Dollar amount of Concrete Services provided	Currently in use	PeopleSoft	SO19	\$85,610.73	\$150,000	Grants funding so limited in volume.
Accounting	Number of initial inventories completed within 7 days of a Person & Estate ward entering the Guardianship Program	Currently in use	EVOLV	SO2	30	68	Due to the COVID 19 pandemic, the number of Guardianship cases on the docket were very low for the months of April - July 2020

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
Operations	Number of work requests	Currently in use	HCPS Operations Drive	SO16	110 FPM Work Requests, 250 in house work requests	140 FPM Work Requests, 275 in house work requests	
Operations	% of staff giving Operations a ranking of satisfactory or higher for the services they provide	New	Survey	SO16	NA	90%	
Operations	# of facility modification project and upgrades at Annex-M, Youth Service Center, Hay Center, BEAR.	Currently in use	HCPS Operations Drive	SO16	60 projects	60 projects	

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	HAY Center	HAY	Housing Navigator	Full	2080	1
BR2	BEAR	BEAR	Program Coordinator	Full	2080	1
BR3	HAY Center	HAY	In Care Case Manager	Full	2080	1
BR4	Senior Justice Assessment Center	Adult Services	Forensic Case Manager	Full	2080	3

Annual Actual Base Salary (Per Position)	Annual Benefits (Per Position)	Annual Total Cost Per Position	Annual Total Cost - All Positions
\$48,000	\$26,266	\$74,266	\$74,266
\$51,600	\$27,119	\$78,719	\$78,719
\$48,000	\$26,266	\$74,266	\$74,266
\$52,832	\$27,411	\$80,243	\$240,728

Projected Hire Date	Number of Pay Periods to Fund	Pro-Rated Cost Per Position	Pro-Rated Cost - All Positions
3/1/2021	26	\$74,266	\$74,266
3/1/2021	26	\$78,719	\$78,719
3/1/2021	26	\$74,266	\$74,266
3/1/2021	26	\$80,243	\$240,728

Is Additional Office Space Required? (Y/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:	Housing Navigator Position
Division:	HAY Center
Funding Request - Next Fiscal Year:	\$76,266

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Every month more than 20 youth formerly in foster care are referred for housing services. Currently there are approximately 70 youth housed on vouchers all requiring case management to ensure they do not lose their voucher. The current staffing is sufficient to provide case management at the Bridge Housing Location and provide Case management to the youth who are housed however, it is not adequate to navigate the housing process with a 18 to 24 year old.
2) Which department-level goals does this support?
Support youth in foster care and youth formerly in foster care in accessing support services and developing independent living opportunities to prevent homelessness.
3) What do you want to achieve with these additional funds?
To provide youth formerly in foster care with stable housing and allowing them to avoid homelessness.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
To assist 70 youth in becoming stably housed by 2.28.22. This will be done by an initial assessment for all youth referred for housing services. Any youth who is seeking affordable housing without the use of a housing voucher and any youth who will be using a housing voucher will be referred to the Housing Navigator to locate appropriate housing. The program using this approach now with our housing case managers also acting as a housing navigator.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
Number of youth formerly in foster care who have completed a Housing Application	Evolv Data Base/Current HAY center waitlist, average new referrals of 20 per month	SO23	50	There are 20 referrals per month for housing assistance for youth formerly in foster care
Number of youth who are relocated to new affordable housing	Evolv Data Base	SO23	10	There are more than 50 youth housed through one of 5 housing options. Some will want to move to a new apartment at the end of their lease.
Number of youth formerly in foster care who did not qualify for a voucher but were assisted in locating affordable/safe housing	Evolv Data Base	SO23	20	Not every youth referred for housing services will qualify for a voucher. The Housing Navigator will assist in either locating affordable housing for a youth who can sign a lease and pay rent or work on strategies with the youth to become stably housed through another housing option.

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:	Bear Program Coordinator Position
Division:	BEAR
Funding Request - Next Fiscal Year:	\$80,719

1) Describe the specific problem, challenge or opportunity (why funding is needed).
<p>The current problem is BEAR is extremely short staffed. The organization currently receives three general fund positions; including the BEAR Director position. Three years ago, BEAR reorganized its infrastructure to better accommodate the needs of the children under the care of CPS and HCPS and to increase access for our caseworkers and HCPS staff. With an already under-staffed workforce, as a result of the restructuring BEAR has experienced a significant increase in demand for the resources provided to DFPS and HCPS partners. Specifically, through BEAR's year-round program, BEAR Necessities, BEAR provided direct, tangible and immediate services to 15,952 children. Services that help restore and transform the lives of abused and neglected children in Harris County. BEAR also provided over 7,000 children with school supplies and backpacks through its BEAR Back to School Program and 11,484 children under the care of CPS and HCPS with gifts through BEAR's BEARing Gifts Program. BEAR has also launched Heart Gallery Houston a nationwide outreach and awareness initiative created as a proactive solution to children aging out of the foster care system and becoming 58 times more likely to be homeless and 425 times more likely to be incarcerated as compared to the general population. HEART Gallery Houston is an opportunity to locate forever families for children in the foster care system. National and local statistics of cities with Heart Galleries indicate an increase of 60% of adoption rates compared to those without Heart Galleries.</p>
2) Which department-level goals does this support?
<p>This position request supports BEAR's goal of continuing to meet the increased need of basic necessities by both DFPS and HCPS partners and spreading awareness about the over 500 children in the DFPS foster care system waiting adoption with the ultimate goal of finding each child a forever family.</p>
3) What do you want to achieve with these additional funds?
<p>Additional funds will be utilized to immediately hire one position to support BEAR's Programs that serve over for 35,000 children annually. Currently we only have three general funded positions. BEAR leverages Harris County funds to raise money through outreach and development. BEAR's budget has grown from \$1.5 million dollars in 2017 to \$2.3 million in 2020. These are funds that BEAR is raising to provide services to both children under the care of CPS and HCPS. An additional general fund position will allow BEAR to continue to utilize all funds for direct, tangible and immediate services to Harris County's most vulnerable population, abused, neglected and children at-risk.</p>
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
<p>The proposed request to address this problem is for Harris County Protective Services to fund a position through the general fund. BEAR is requesting funding for a BEAR Program Coordinator. The immediate outcome is that funding provided by BEAR's Board of Directors for this position will be utilized for direct, tangible and immediate services to Harris County's abused, neglected and at-risk children.</p>
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">Fill in Table Below</div>

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:	In Care Case Manager Position
Division:	HAY Center
Funding Request - Next Fiscal Year:	\$76,266

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The HAY Center is contracted to provide In Care services to youth in foster care ages 14 to 18. The program considers itself a mission not a contract. In 2019 more than 640 youth were referred for life skills training but current staffing only allowed for 322 to participate in life skills. More than 260 were referred for the Life Skills Assessments but only 227 were completed due to program capacity.
2) Which department-level goals does this support?
Support youth in Foster Care in accessing support services and developing independent living opportunities to prevent homelessness.
3) What do you want to achieve with these additional funds?
To increase the capacity of providing life skills and assessments to youth in foster care.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
If the position is approved they will be on boarded by May of 2021. Beginning in June of 2021 the staff can begin teaching life skills to youth who are waiting to receive this service. Between May of 2021 and August 2021 the instructor can ensure that 100 youth can complete life skills classes either by teaching a series or providing individual classes for youth who are missing classes in series. The HAY Center has been providing life skills training for more than 10 years and have used this approach using temporary employees.
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 (#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:	Three full-time Forensic Case Manager positions
Division:	Adult Services
Funding Request - Next Fiscal Year:	\$251,228

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The SJAC Program was established in 2017, through a VOCA grant. Since opening, it has provided services to over 700 senior victims of crime, abuse, and financial exploitation. The overwhelming need has contributed to the continued increase in the number of referrals. AT this time, the average caseload for forensic case managers is 78 cases. This number is not manageable and can lead to burnout and turnover. A waiting list for new referrals was also established to address the high number of referrals. When cases are not opened timely, evidence is lost, physical injuries disappear, and the elder victims are left scared, defenseless, injured, and in need of services.
2) Which department-level goals does this support?
G1-Protect Vulnerable Adults
3) What do you want to achieve with these additional funds?
Sustainability for SJAC growth, manageable case loads for forensic case managers, and timely services to elder victims of crime.
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 retain current staff and contracts that provide services to SJAC clients, while decreasing caseloads and decreasing the time that cases sit on the waiting list. The addition of three forensic case managers would help decrease caseloads to 40-50 cases. Currently there is a monthly average of 313 open cases and about 61 referrals on the waiting list.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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
Number of days on waiting list	EVOLV Data Base	SO3	30 days or less	Client must meet criteria
% of clients receiving Multidisciplinary Team Meetings	EVOLV Data Base	SO3	100%	Requirement of the program
% of charges filed	EVOLV Data Base	SO3	15%	Impacted other agencies and client retracking
% of prosecutions	EVOLV Data Base	SO3	10%	Impacted other agencies and client retracking
% of clients receiving capacity assessments	EVOLV Data Base	SO3	20%	Not appropriate for all clients
% of clients receiving Crime Compensation applications	EVOLV Data Base	SO3	10%	Client must meet criteria
% of clients receiving referrals	EVOLV Data Base	SO3	40%	Not appropriate for all clients

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:	My Brother's Keeper (MBK) expansion item
Division:	Youth Services
Funding Request - Next Fiscal Year:	\$44,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Provide 3 tiers of flex funds for clients and cell phone service and mileage to 5 staff operating in an underserved community. The City of Houston provides the majority of program funding. City of Houston was only able to fund staff salary and fringe and not program operations.
2) Which department-level goals does this support?
To promote the well-being of youth and their families through effective, integrated service delivery.
3) What do you want to achieve with these additional funds?
Support wraparound and case coordination services to young males of color in underserved communities. The City of Houston is providing 75% of total funding for this project.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Five MBK project staff will begin using the allocated funding by 4/1/21 to remain in contact with clients, make socially distanced home/school visits and provide flex funds for wraparound services to families with a variety of needs in underserved schools. Successful outcomes for the MBK program are provided monthly to the City of Houston as the primary funder.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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:	Youth and Family Resource Services
Division:	Youth Services
Funding Request - Next Fiscal Year:	\$55,960

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Continuation of existing program funding administered by Probation, HCPS and The Harris Center. Budget item includes flex funds for therapeutic out of home placement for youth with complex needs, mileage-training-office supplies to support the 2 HCPS positions funded with Triad funds, and provisions for monthly collaborative meetings with Harris County CRCG partner agencies.
2) Which department-level goals does this support?
To promote the well-being of youth and their families through effective, integrated service delivery
3) What do you want to achieve with these additional funds?
Develop and continue to support a variety of community supports, out of home therapeutic placement and integrated services for youth with complex needs. The program plans to implement a mentoring program as a community based alternative to out of home placement.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The program works with families, agencies and placement providers to supplement but not provide sole source of payment for out of home placements. Oftentimes, placement may serve as a bridge for families awaiting placement at Waco Center for Youth which is facilitated by Youth and Family Resource Services). Mentoring may serve to divert some youth from out of home placement altogether. The program will have Purchase orders for out of home placement and mentoring services in place by 4/1/20.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
<div style="border: 1px solid gray; padding: 10px; display: inline-block;">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	SO9	VOCA Integrated Healthcare Expansion Project (Clinic). Funds cover two positions, supplies, travel and training, a contracted Psychiatrist, and 3 contracted Family Navigators. The sustainability of the Clinic is dependent on stable general fund funding as the current funding is through VOCA.	2		\$368,264	\$373,383	\$387,836	\$384,087
LTF2	SO20	VOCA Support and Services to Foster Youth (HAY). Funds cover 4 positions; 3 case managers and 1 Housing Coordinator, supplies, and travel and training. The sustainability of the Bridge Housing Program for Foster Youth is dependent on stable general fund funding as the current funding is through VOCA.	4		\$308,346	\$317,424	\$335,974	\$336,405
LTF3	SO6	VOCA TRIAD Child Sex Trafficking. Funding covers 7 positions, supplies, and travel and training. The sustainability of the Child Sex Trafficking program is dependent on stable general fund funding as the current funding is through VOCA.	7		\$638,600	\$655,000	\$689,626	\$692,654
LTF4	SO4	VOCA Senior Justice Assessment Center. Funding covers 5 positions, supplies, equipment, travel and training, and contract with a Geriatrician, Psychiatrist, and Forensic Nurse. The sustainability of the Senior Justice Assessment Center is dependent on stable general fund funding as the current funding is through VOCA.	5		\$513,652	\$525,413	\$549,026	\$550,002
LTF5	SO6	TRIAD Home Safe. Funding covers two positions, supplies, travel and training, and transportation costs for victims. The sustainability of the Home Safe program is dependent on stable general fund funding as the current funding is through VOCA.	2		\$207,040	\$212,800	\$223,300	\$224,840

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)
LTF6	SO5	My Brother's Keeper. Funding covers 5 positions, supplies, travel, training, and flex funds to help with clients needs. This program is in partnership with the City of Houston however long term sustainability would require additional general fund support.	5		\$447,946	\$452,648	\$476,200	\$477,115

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 Youth Service Specialists to provide crisis intervention and case coordination services to youths and families. 60% of cost to be reimbursed by school districts.

	One-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:	-	\$294,051	4	4
Projected Spending in FY 2020-21:		\$198,593		

Continued Funding Requested for FY 2021-22:

\$294,051

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

Through grant funding Goose Creek Independent School District previously paid 100% of costs for 4 Youth Service Specialists with the Community Youth Services (CYS) program. These Harris County positions provide crucial social services to youth and families in the district in the Baytown area of Harris County. When grant funding expired, the district agreed to pay 60% of the total costs for these positions rather than the usual 50% shared between Harris County and other districts. The program expected for these 4 new positions to double the amount of services provided by the 4 existing CYS workers in Goose Creek ISD.

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?

The school district requested that the 4th position hiring put on hold till the beginning of the regular contract renewal between Harris County and the district in July 2020. The 4th position was filled in October 2020. Even given the late start for one position, the 4 new positions have exceeded output expectations.

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
Clients (ongoing services)					
# Clients	EVOLV client database	SO5	271	407	Non-expansion output
# Client Services	EVOLV client database	SO5	4305	6,458	Non-expansion output
# Clients w/Outcomes (closed cases)	EVOLV client database	SO5	201	302	Non-expansion output
% Improvement in closed cases	EVOLV client database	SO5	173/201 = 86%	86%	Non-expansion output
Outreach Services (one time service)					
# Outreach Participants	Evolv client database	SO5	1,272	1,908	non-expansion output
# Outreach Services	Evolv client database	SO5	2,307	3,461	non-expansion output

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:

1 Deputy Director to help manage the three Adult Services Division programs.

	One-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:	-	\$128,087		
Projected Spending in FY 2020-21:		\$128,087		

Continued Funding Requested for FY 2021-22:

\$128,087

1) Provide the purpose of the funding that was provided and what you expected to accomplish.
To assist the Division Director in the daily operations and oversight of the Guardianship Program, Representative Payee Program, and Senior Justice Assessment Center. This position increases support to program staff through coaching, monitoring and mentoring, assists in maintaining employee relations, improves employee retention rates, assists in managing division resources, assists in managing quality service delivery, and supervising management staff. In an effort to decrease liability to the department and Harris County, this position monitors program compliance with Judicial Branch Certification Commission regulations and the Texas Estates Code.
2) What has been accomplished so far and are you meeting your goals? Include key measurements.
<div style="border: 1px solid gray; padding: 5px; display: inline-block;">Fill in Table Below</div>
3) What remains to be done and what is the outlook and timeline for completion?
The duties and responsibilities of this position are ongoing. Since the position was filled, the Guardianship Program was recertified by the Judicial Branch Certification Commission on October 31, 2020 and remains in good standing. The COVID-19 pandemic has greatly impacted the daily operations of the Division and this position has been invaluable in helping to manage the staff, clients and COVID-19 response.

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 staff providing service	Staffing Report, STARS	SO2, SO3, SO4	93%	98%	COVID-19 and turnover
% of valid complaints to JBCC against Guardians and Guardianship Program Certification	Judicial Branch Certification Commission Report	SO2, SO3, SO4	0%	1%	Staff violating Program's policies and procedures
% of financial audits with no findings	HCPS Fiscal Department Audits	SO2, SO3, SO4	0%	12%	Staff violating Program's policies and procedures

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 new hires trained, provisionally certified and ready to fulfill the duties of the position within 45 days of start date	HR Report, STARS, Judicial Branch Certification Commission	SO2, SO3, SO4	9%	10%	Unexpected life circumstances

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:

Therapist for the Integrated Health Division

	One-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:	-	\$108,000		
Projected Spending in FY 2020-21:		\$36,000		

Continued Funding Requested for FY 2021-22:

\$108,000

1) Provide the purpose of the funding that was provided and what you expected to accomplish.
 The funding was provided to hire a Full-Time Therapist in the HCPS Integrated Health Clinic. We expect the therapy to improve the mental health of the children seen by the Therapist. Client satisfaction surveys will be used to provide feedback regarding the therapy sessions.

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?
 We hired the Full-Time Therapist in November, and she is already providing mental health services to children in the Integrated Health Clinic. We need to continue the orientation of the new Full-Time Therapist and build her caseload up to capacity. The capacity of the caseload will be determined by the number of hours of therapy required by individual clients.

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 hours of therapy	EVOLV	SO9	0	576	12 Hours of Therapy per Week for 48 Weeks (assumes 2 week vacation and 2 weeks of weather-related events/sickness/holidays impacting services; the 12 hour per week service expectation assumes challenges in providing this services given the COVID Pandemic) Therapist was hired after current YTD

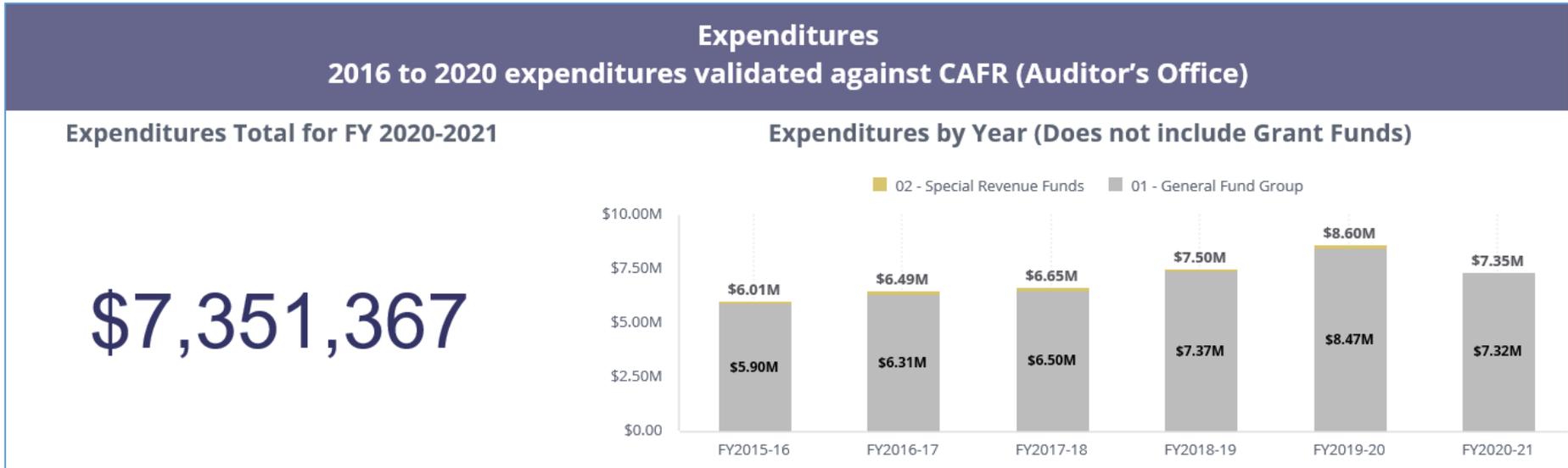
885 – Children’s Assessment Center

Kerry McCracken



885 – Children’s Assessment Center

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$6.55M

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

Department # <i>(3-digit code)</i>	Department ¹ Name
885	Children's Assessment Center

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The mission of The Children's Assessment Center is to provide a professional, compassionate and coordinated approach to the treatment of sexually abused children and their families and to serve as an advocate for all children in our community.

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.

The vision of the Children's Assessment Center is a greater Houston community in which we heal children who are sexually abused and reduce the number of children who are the victims of child sexual abuse through both treatment and the development of strategies for prevention. We aspire to be a leader and integral part of a consortium within our community that meets that goal. To achieve that ambition, we will apply our energies, resources and talents to all dimensions of the issue of child sexual abuse.

Along with others, we will advocate for all of our children. We will reach out with a universal embrace to all parts of our community. We will work constantly to learn more about the evolving issue of child sexual abuse and we will not hesitate to attempt innovative solutions to this challenge.

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 Children's Assessment Center serves Harris County's sexually abused children and their families from the initial investigation through the healing. The CAC collaborates with 57 partner agencies. Each partner has signed an interagency agreement and multidisciplinary team working protocols. 15 partners have dedicated staff housed at The CAC including other Harris County departments such as: Harris County Attorney's Office, Harris County District Attorney's Office and the Harris County Sheriff's Department. Some agencies also housed at The CAC include, Texas Children's Hospital, the Governor's Human Trafficking Director and the Internet Crimes Against Children Task Force. The Texas Family Code outlines Texas Standards for advocacy centers in Texas and The CAC is accredited by the National Children's Alliance every 5 years (since 2000). The CAC also receives support through The CAC Foundation Board of Directors, a type III supporting organization. The CAC Foundation board has 2 responsibilities: Fundraising to support initiatives of The CAC; and Advocacy on behalf of sexually abused children.

4. General Fund Division Summaries

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

Intake - This division receives statewide intake reports from the Texas Department of Family and Protective Services for case coordination with CPS and law enforcement and provides on-site sexual assault exams for child victims.

Forensic Services - This division provides digitally-recorded interviews and clinical assessments. The Family Advocates provide support services for impacted families.

Therapy & Psychological Services - This division provides on-site therapy, psychological assessments and psychiatric evaluations for child victims and their families.

Children's Services Division: Promotes wellness of each child by offering activities separate from evaluation and treatment, such as holiday parties, back to school supply drives and summer opportunities.

Training – Trainings increase public awareness of child sexual abuse through presentations to schools, civic and faith based organizations, and other social service agencies to help professionals and parents learn about child sexual abuse and how to respond and report. Provide training for staff members on cultural competency, mental health and to maintain professional licensure and CAC program certification.

External Affairs – This group manages communications and outreach; government affairs and special projects, including Child Sex Trafficking Initiatives. With the CAC's Leadership Team, ensures a high-level of coordination and collaboration with the CAC's partner agencies to provide a strong, cohesive, multidisciplinary team approach to child sexual abuse cases.

Administration – This division provides the coordination between the Harris County program and The CAC Foundation which supports the Harris County program. They manage the partnership, financial, technology and facilities services necessary to conduct the business of and house The CAC and its partners.

Fundraising – This division directs and arranges all fundraising activities for The CAC. Responsible for establishment of a diversified and stable funding base including general operating, capital, and endowment campaigns to support long term strategic plans, including planned giving.

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. Support families in connecting to and navigating investigation, treatment and support services.
 2. Provide a child-friendly environment and seek to minimize trauma and restore children's sense of comfort and safety.
 3. Provide services equitably and seek to reduce any disparities in access to treatment and support services.
 4. Implement effective prevention programs.
 5. Expand the reach and raise awareness of the CAC and its 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. The CAC provides quality services including:
 - a. Medical Clinic - Provides on-site sexual assault exams for child victims.
 - b. Forensic Services - Provides digitally-recorded interviews and multi-session interviews. The Family Advocates provide support services for impacted families.
 - c. Therapy & Psychological Services - This division provides on-site therapy, psychological assessments and psychiatric evaluations for child victims and their families. Services are expected to increase with the new Referral Specialist position.

2.
 - a. Staff will strive to maintain the privacy and safety protocols established by CACTX, with appropriate cultural consideration
 - i. Intake – Evaluate statewide intake reports from the Texas Department of Family and Protective Services to determine clients meeting CAC criteria for case coordination with CPS and law enforcement. Intake services are evaluated through the Initial Visit Caregiver Survey.
 - ii. Forensic services are evaluated through the Initial Visit Caregiver Survey.
 - b. Staff will maintain knowledge of community resources and their availability to meet the client needs. Family Advocate services are evaluated through the Initial Visit Caregiver Survey.
 - c. Children's Services Division promotes a child's wellness, sense of comfort and safety by offering activities separate from evaluation and treatment, such as holiday parties and back to school supply drives.
 - d. Manage partnership, financial and facilities resources to provide a child-friendly environment to house The CAC program.
 - i. Administrative oversight of the program and its funding streams ensures a facility which promotes a child's comfort and safety.
 - ii. Facilities management effectively maintains a "Class A" facility to ensure the building and services support the CAC and its 15 co-housed partner agencies.

3.
 - a. The CAC builds cultural competency of its employees through Training and HR incentives.
 - b. CAC builds relationships with multi-cultural community leaders to bring awareness of The CAC to the community.
 - c. Enhances telehealth capacity and establishes outcome measures for these services.

4. The CAC will continue to evaluate prevention trainings to give to employees, the community, partners, and schools. The CAC provides trainings to increase public awareness of child sexual abuse through presentations to schools, civic and faith based organizations, and other social service agencies to help professionals and parents learn about child sexual abuse and how to respond and report. Both numbers and training evaluations will be used to determine the quality of product.

5. Coordination between External Affairs and Fundraising expands the reach and raises awareness and resources to fund The CAC.
 - a. Additional training and networking with partners and the community will increase the awareness of child sexual abuse and the CAC services. The CAC will expand the number of external communications as well as the audience receiving those communications. We will also continue to expand connections through Child Sex Trafficking (CST) Advisory Council meetings, CST trainings and meetings to enhance network of victim services.
 - b. Fundraising will maintain existing grant relationships including ongoing reporting. The work of External Affairs will help provide mission-connected individuals to help broaden the non-grant funding for The CAC.

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 CAC works diligently to align the goals of our organization and the goals of Harris County. Our staff is committed to providing services to the community while prioritizing justice, safety, public health, and customer service.

Justice and Safety- The CAC assists the County in reducing crime through prevention efforts associated with child sexual abuse. The CAC also aligns with the county safety mission by using evidence-based strategies to prevent violence and trauma to victims, fostering public trust, and minimizing criminal justice exposure. The CAC has developed partnerships with law enforcement agencies throughout the county to promote safety.

Public Health – The CAC provides access to affordable and high-quality health care services, including psychiatric and therapy services, to child victims and their families. Services to children include a medical clinic that provides a full medical examination to children on-site. The CAC employs doctors and therapists to provide access to health care free of charge to clients.

Governance and Customer Service- The CAC uses data and best practices to invest taxpayer dollars wisely by using outcome measures to evaluate programs and services.

Section B: Supplemental Operational Information

Answer the six questions below.

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

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*
 - Developed After-hours protocol, allowing The CAC and its partners to respond to trauma victims into the evening.
 - Researched, evaluated and adapted to providing a telehealth platform for mental health services.
 - Enhanced our Cultural Competency Committee which elicits feedback from staff while continuing to promote an inclusive environment for our staff to perform their job functions.
 - Became a TEA-approved provider of training.

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.*
 - An enriched training platform (remote and in-person) for staff, partners and the community results in better case outcomes as well as increases prevention efforts in Harris County.
 - Back to School – in a COVID environment, bought laptops for the students.
 - Work with the care coordination team to track outcomes on cases reviewed and defined as meet the criteria to be processed at The CAC.
 - Continued multi-disciplinary work with partner agencies to enhance services to children.
 - Evaluate and improve outcomes for victims.
 - Participate in Human Trafficking initiatives to stay abreast of issues impacting these victims.
 - Promote employee wellness and self-care.
 - Continue to develop a training conference for medical professionals to enhance their understanding of trauma and support for victims of child sexual abuse.
 - Increase public awareness through enhanced messaging / branding.

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 CAC Foundation has an annual single audit performed by Blazek & Vetterling.
 - Harris County CAC is accredited by the National Children's Alliance (last reviewed October 2017)
 - Harris County CAC is a member of Children's Advocacy Centers of Texas (last reviewed in June 2018)

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
 - Harris County Judge and Commissioners Court
 - Harris County Sheriff's Office
 - Harris County District Attorney
 - Harris County Attorney's Office

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

- Harris County child victims of sexual abuse and their families. Also, in isolated instances, non-Harris County victims (e.g. Human Trafficking victims).
- 57 partner agencies who work on a multi-disciplinary team to investigate and prosecute child sexual abuse cases as well as on the ongoing healing of the victims.
- Non-partner agency law enforcement and child abuse workers needing The CAC's multi-disciplinary team support and training.
- The Children's Assessment Center Foundation Board of Directors and donors.

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.*

Language, Economic and Cultural disparities exist in the population served by The CAC. CAC staff actively work to mitigate the impact of these disparities in their service delivery.

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. Language – The CAC hires bilingual employees in public-facing positions to ensure a base level of operations. Separately, we contract with Masterword Services to provide both in-person and phone translation services to supplement the bilingual staff. CAC employees speak (in alphabetical order) Afrikaans, American Sign Language, Cantonese, Czech, English, French, Hindi, Italian, Luo, Mandarin, Polish, Shanghainese, Spanish, Swahili, Urdu. The CAC is also offering staff members the option to learn a new language of their choice for free during their personal time.
- b. Economic – The CAC functions with funding from Harris County, as supplemented by The Children's Assessment Center Foundation, to ensure that victim services are provided regardless of ability to pay. The CAC Foundation also provides funding for transportation services (gas cards, Metro bus passes, cab rides – in conjunction with HC Community Services), food cards and clothing for immediate needs of our clients.
- c. Cultural – The CAC has a long history of Cultural Competency trainings provided by Sandra Lopez, LCSW, ACSW, DCSW. These trainings help The CAC staff to develop an understanding of culture, how it impacts service delivery and identify specific strategies for providing services in a culturally competent manner to a diverse population.
- d. At a high level, CAC trainings have attempted to move into communities with a history of non-disclosure to help victims understand the protections they have in the disclosure process and the support they will receive from our center.

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. CAC assesses the number of positions which should be designated as bilingual to ensure that public-facing positions can effectively and efficiently serve our clients.
 - b. The CAC is cognizant of the need to address the diverse needs of the community. To meet these needs, The CAC has a diverse staff, representing, Hispanic, White, Black, Asian and Native American populations.

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.*

Cultural awareness and competency training is provided annually to CAC staff. The CAC believes setting the tone at the beginning of employment is important. We are currently looking at adding a video in the onboarding process, but have not yet identified a quality video for new staff to view.

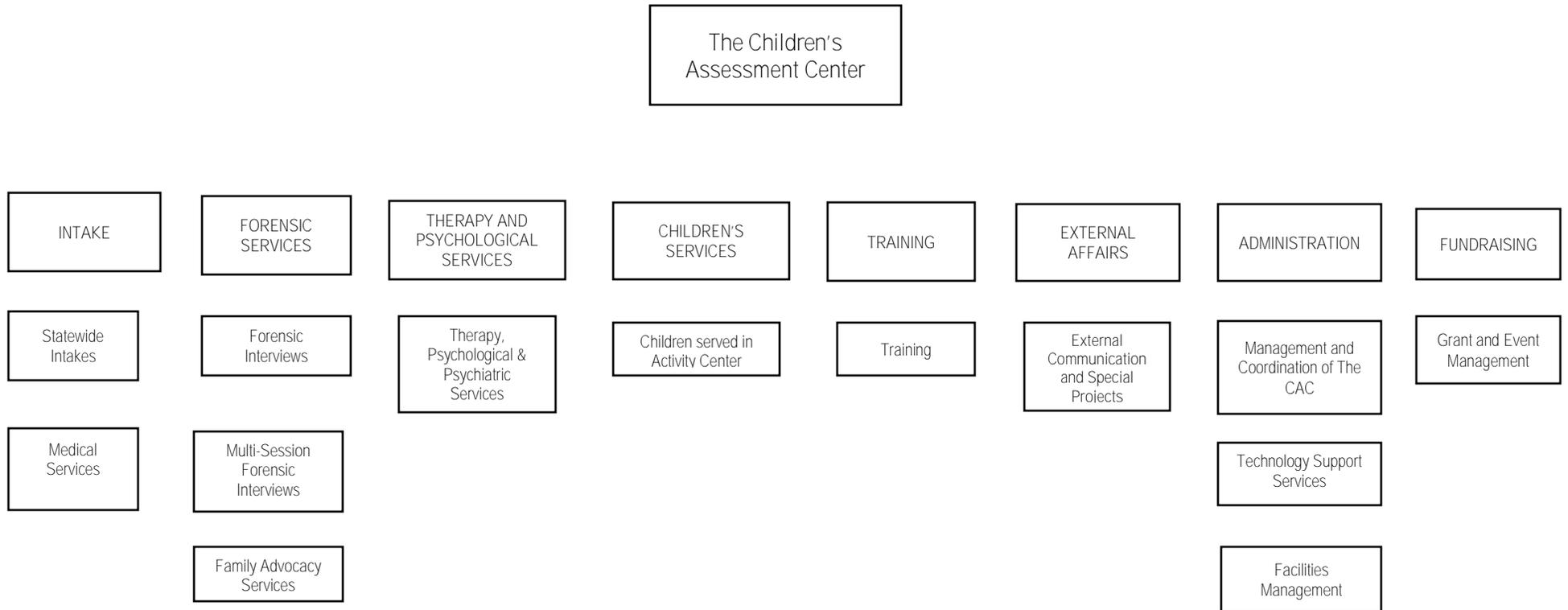
FORM 1. Divisions

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)
Intake	Statewide intakes - Reviews statewide intake forms to determine client prioritization for services at The CAC.	\$665,262	\$922,996	15
Intake	Medical services - Provides on-site sexual assault exams for child victims through contracts with Baylor College of Medicine and Texas Children's Hospital.	\$642,238	\$992,408	1
Forensic services	Forensic interviews / assessment / advocacy - Provides digitally-recorded interviews, clinical assessment and client support services for the victims and their families.	\$1,565,700	\$1,887,471	25.5
Therapy & Psychological Services	Therapy, psychological and psychiatric services - Provides on-site therapy, psychological assessment and psychiatric evaluations for child victims and their families.	\$1,433,550	\$1,742,161	25.6
Children's Services	Children served in activity center or through external events - These services promote the wellness and recovery of each child by offering activities separate from evaluation and treatment.	\$165,900	\$277,029	5
Training	Provides training for staff and partner agency members to enhance service delivery and provides training for the community to raise public awareness about sexual assault and CAC services.	\$174,600	\$488,217	8
External Affairs	External communication / special projects manages communications and outreach; governmental affairs and special projects, including Child Sex Trafficking initiatives.	\$219,100	\$425,024	4
Administration	Management and coordination of CAC	\$793,500	\$959,722	8
Administration	Technology support services	\$159,650	\$271,322	2
Administration	Facilities management	\$458,550	\$780,162	3
Fundraising	Grant and event management	\$266,950	\$278,693	5

FORM 2. Org Chart: The Children's Assessment Center – November 2020



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:	Statewide intakes
Divisions (list all):	Intake

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$955,761	15

1) Describe the Service and how it supports department goals.
This division receives statewide intake reports from the TX Department of Family and Protective Services for case coordination with CPS and law enforcement. Effective review of statewide intake forms determines the clients' prioritization for services at The CAC.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Statewide intake has no direct clients, however the child victims are the indirect customers.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
In 2019, Senate Bill 1 revised Chapter 264.4031 of the Family Code to include definition of case criteria for an advocacy center and Chapter 264.405 to include the receipt, review and tracking of reports relating to the suspected abuse or neglect of a child or the death of a child from abuse or neglect.

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

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

Additional Notes:

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

Instructions

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

Service Name:	Medical Services
Divisions (list all):	Intake

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,039,629	1

1) Describe the Service and how it supports department goals.
This division provides on-site sexual assault exams for child victims through contracts with Baylor College of Medicine and Texas Children's Hospital. Medical exams, performed by MDs / Advanced Practice Providers, skilled in child abuse, in a child-friendly, multi-disciplinary team setting, lead to better case outcomes.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Child victims of sexual assault are medical clinic customers. Partner agencies, who are statutorily able to review medical exam results (including law enforcement agencies, HC Attorney's Office, HC District Attorney, TX Dept. of Family and Protective Services), work within the multi-disciplinary team structure to ensure sharing of information is effective for case coordination and reviews are in the best interests of the child. Child Sexual Abuse Review Team (CSART) meetings allow all affected partners to review selected cases to ensure all parties are working in the best interests of the child.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No statutory mandate. Sharing of information in these records follows Texas Family Code Chapter 264, Subchapter E.

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:	Forensic interview/assessment/advocacy
Divisions (list all):	Forensic services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,826,204	25.5

1) Describe the Service and how it supports department goals.
This division provides digitally-recorded interviews, clinical assessment and the Family Advocates provide client support services for the victims and their families. These services allow the child to disclose information in a non-leading , safe environment.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Child victims of sexual abuse and their family members are the customers. The Outcome Measures Study allow The CAC to capture the satisfaction with the services as well as whether the child feels safe in their disclosure.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
In 2017, Senate Bill 1806, required a Multidisciplinary Team Response to an allegation of child sexual abuse, including a forensic interview by a center with protocols for conducting an age-appropriate interview. Texas Family Code Section 264, Subchapter E - As part of the investigation under Subsection (a), any interview of the child shall be a forensic interview conducted by the center in accordance with the center's working protocol unless a forensic interview is not appropriate based on the child's age and development and the working protocol adopted for the center under Section 264.411(a)(9).

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:	Therapy, psychological and psychiatric svcs
Divisions (list all):	Therapy & Psychological Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,741,830	25.6

1) Describe the Service and how it supports department goals.	
This division provides on-site therapy, psychological assessment and psychiatric evaluations for child victims and their families. In 2020, The CAC expanded their teletherapy services.	
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?	
While many victims and their families are referred for mental health services, The CAC prioritizes cases to ensure that those with the highest priority receive services. Overall customer feedback is obtained through the Client Satisfaction Survey.	
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.	
While mental health treatment is not mandated, the connectivity to mental health services is required under the contract with Children's Advocacy Centers of Texas.	

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:	Children served by Act Ctr & external events
Divisions (list all):	Children's Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$268,020	5

1) Describe the Service and how it supports department goals.
This division promotes the wellness and recovery of each child by offering activities separate from evaluation and treatment, such as holiday parties, back to school supply drives, summer opportunities and activities offered to support kinship and foster placements of children. The activity center allows children the ability to re-set from their lives before receiving direct services at The CAC.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Children awaiting services during the investigative as well as the ongoing healing stages are clients. Currently, there is no customer feedback for this service.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
There are no statutory mandates for this division.

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:	Training
Divisions (list all):	Training

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$438,238	8

1) Describe the Service and how it supports department goals.
Trainings increase public awareness of child sexual abuse and also to prevent child sexual abuse. Trainings include presentations that are given by survivors, local agencies, or other professionals that work within this field. Trainings are also held for staff members on cultural competency, mental health and to maintain professional licensure and CAC program certification. Trainings are held virtually, in person, and at other locations in the community to meet the department’s goals of raising awareness and prevention of child sexual abuse.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The training department performs trainings for a variety of audiences. Trainings for schools teach children body safety and the importance of disclosing to adults. Trainings for school teachers and counselors teach signs, symptoms, and behavior associated with child sexual abuse. Trainings are also given in the community to faith-based organizations and other civic agencies. The CAC provides training to professional organizations including, but not limited to, CPS, law enforcement, medical professionals, and therapists. In addition, many internal and external groups utilize the CAC Training Center facilities throughout the year. Most presentations/trainings include an evaluation tool to determine the effectiveness of the presentation and materials to gain feedback from attendees.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
There are no statutory mandates for this division.

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:	External Communication/Special Projects
Divisions (list all):	External Affairs

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$420,150	4

1) Describe the Service and how it supports department goals.
This group manages communications and outreach; governmental affairs and special projects, including Child Sex Trafficking initiatives. With The CAC's Leadership Team, ensures a high-level of coordination and collaboration with the CAC's partner agencies to provide a strong cohesive multidisciplinary team approach to child sexual abuse cases. Formulates and develops effective public relations programs.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
As the external facing party of The CAC, there are significant customers including; partner agencies, the general public, the Texas State legislature, and the Governor's Office Child Sex Trafficking Team. Partner agency and best practices meetings provide feedback on the programmatic aspect of the CAC.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
There are no statutory mandates for this division.

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:	Management and coordination of CAC
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$925,678	8

1) Describe the Service and how it supports department goals.
This division provides the coordination between the Harris County program and The CAC Foundation which supports the HC program. They manage the base level services, including County and CAC Foundation grant funding and budget coordination, required to conduct the business of The CAC.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Harris County Commissioners Court, the CAC staff, co-housed partner agency staff and CAC Foundation Board of Directors are the customers of this division. Harris County Judge and Commissioners' Court members provide feedback, if any, in the annual budget meetings and members have the ability to reach out to the Executive Director at any time. The CAC Foundation Board and Partner Council meetings allow for establishing expectations and resolution of issues throughout the year.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
There are no statutory mandates for this division.

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:	Technology support services
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$269,600	2

1) Describe the Service and how it supports department goals.
This group provides the technology support services (network, hardware and software) required to conduct the business of The CAC and its partner agencies.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The CAC staff and co-housed partner agency staff are the customers of these services. The CAC integrates with Harris County Universal Services to provide IT services. Customers expect continuous connectivity to the network and awareness of timeline when connectivity is not functioning. In a multi-partner environment, there are high performance expectations and it is rare that a partner elevates concerns about the IT system to The CAC Executive Director.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
There are no statutory mandates for this division.

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:	Facilities management
Divisions (list all):	Administration

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$751,855	3

1) Describe the Service and how it supports department goals.
This group maintains a "Class A" facility which supports the Harris County program. This group manages the CAC Foundation responsibilities for capital improvements with the Harris County responsibilities for maintaining the facility.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The CAC staff, co-housed partner agency staff and CAC Foundation Board of Directors are the customers of this group. The customers have an expectation that the building will be maintained as a "Class A" space. All co-housed partners have access to the CAC Help Desk to alert Facilities staff of any issues. The CAC Building Security meetings allow for establishing expectations and resolution of issues throughout the year.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
There are no statutory mandates for this division.

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:	Grant and event management
Divisions (list all):	Fundraising

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$264,523	5

1) Describe the Service and how it supports department goals.
This division directs and arranges all fundraising activities for The CAC which includes events, fundraising and grant applications. Responsible for establishment of a diversified and stable funding base including general operating, capital and endowment campaigns that primarily support long term strategic goals, including planned giving.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers for this service are donors (individual, corporations, foundations and grantors) along with event attendees. They expect an effective and efficient experience when donating funds or when attending our events. Donors and event attendees provide direct feedback on the success of our fundraising work.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
There are no statutory mandates for this division.

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 services	Number of sexual assault exams and rape kits performed	Currently in use	Collaborate	SO1	603	966	Anticipate 6 months of COVID-level services and 6 months post-COVID.
Forensic interview/assessment/advocacy	Number of interviews performed	Currently in use	Collaborate	SO1	2235	3582	Difficulty in remote function for this service due to safety of child during disclosure. Will ramp up in 4Q21.
Forensic interview/assessment/advocacy	Number of multi-session forensic interviews performed	Currently in use	Collaborate	SO1	17	66	Restore service to pre-COVID levels in 4Q21.
Forensic interview/assessment/advocacy	Number of Family Advocate parent sessions to provide services, including, CVC applications, emergency food and shelter assistance, resource referral and awareness of the investigative process.	New		SO1	1510	2430	Shift from services to parent sessions - effectiveness associated with sufficiency of services is rated elsewhere
Therapy, psychological and psychiatric services	Number of therapy and psychological services to children	Currently in use	Collaborate	SO1	4070	6432	Will continue to balance client preference on remote versus in-person sessions, but believe it will trend up in FY 2022.
Therapy, psychological and psychiatric services	Number of therapy and psychological services to adults	Currently in use	Collaborate	SO1	1719	2820	Will continue to balance client preference on remote versus in-person sessions, but believe it will trend up in FY 2022.
Therapy, psychological and psychiatric services	Number of children referred for therapy services to CAC internal mental health professionals	Currently in use	Intake log	SO1	160	360	50% increase with new position.
Therapy, psychological and psychiatric services	# of clients graduating from therapy, psychological and psychiatric services	Currently in use	Referral log	SO1	109	200	Recently introduced, evidence-based therapy treatment modality reduces the number of sessions needed, thereby increasing graduations.
Therapy, psychological and psychiatric services	% of clients graduating from therapy, psychological and psychiatric services	New	Referral log	SO1	19%	25%	See above.
Therapy, psychological and psychiatric services	Number of client transports in the HC RIDES program	New	RIDES data	SO1	34	500	Anticipate post-COVID increase in client need for transportation services.
Statewide intake	Child feels safe - % agree	Currently in use	OMS	SO2	75% agree	85%	OMS is on hold during COVID and will be re-instated post-COVID. See goal below.
Statewide intake	Staff are friendly and pleasant - % agree	Currently in use	OMS	SO2	98% agree	100%	CAC staff target is always 100%. The bubble of safety for CAC families has already been compromised, but The CAC strives to maintain a welcoming environment for the children.
Forensic interview/assessment/advocacy	Interview clearly explained - % agree	Currently in use	OMS	SO2	100% agree	100%	See above.
Forensic interview/assessment/advocacy	Provided support resources - % agree	Currently in use	OMS	SO3	92% agree	95%	See above.
Children served in activity center & external events	Number of child visits	Currently in use	Activity center database	SO4	400 visits	3990	Activity Center currently closed due to inability to socially distance. Anticipate opening in September / October 2021.
Children served in activity center & external events	Number of children supported - Back to school supplies	New		SO4	385 children served	400	Modified event in summer 2021.

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
Children served in activity center & external events	Number of children supported - Holiday Party	New		SO4	N/A	900	Holiday 2021 is expected to have in person activities.
Management and coordination of CAC	Grants - # of request for reimbursements filed	New		SO5	48	73	Expanded sources with fewer monthly requests.
Management and coordination of CAC	Number of completed reconciliations to ensure County / Foundation cash resources available to meet needs as approved by Commissioners Court and Fdn BOD	New		SO5	32	48	Monthly reconciliations / projections for County, Foundation, Dual Status program and Greater Houston Community Foundation Fund.
Facilities management	% work orders resolved in less than 2 weeks (presuming funding availability)	New		SO5	N/A	95%	Manager's goal of response time of facilities staff.
Training	% of CAC client staff receiving training on at-risk and underserved children who indicate enhanced awareness via pre and post tests.	New		SO6	N/A	100%	CAC trainers will understand attendees current knowledge level and set expectations to ensure that awareness is enhanced.
Management and coordination of CAC	Increase in number of staff reflecting an enhancement of foreign language proficiency	New		SO6	N/A	10 additional staff	New program, this is a best estimate.
External communication / special projects	Identify and provide culturally-appropriate resources to at-risk groups	New		SO7	N/A	3 groups	Return to pre-COVID activity in late 2021.
Technology support services	Evaluate telehealth platforms to provide services in a safe and secure environment.	New		SO8	3	2-3 applications reviewed	CAC continues to evaluate remote tools for mental health and interviewing platforms.
Therapy, psychological and psychiatric services	Number of therapy sessions via telehealth	New	Collaborate - Form of Contact Field	SO8	1577	3000	Anticipate continued use of telehealth sessions. Existing data is mainly June - October.
Forensic interview/assessment/advocacy	Number of forensic interviews for incarcerated / hospitalized individuals conducted via telehealth	New		SO8	N/A	20	Manager estimate to meet the existing need.
Training	Review curriculum to determine if it is evidence-based, has appropriate hours allotted for presentation and number of facilitators, and cost is reasonable.	New		SO9	5 curricula reviewed - none meet all criteria	Will review 5 add'l curricula - objective is one curriculum to bring forward to management for funding.	Anticipate flat activity from current year to FY 2022.
Training	Number of trainings performed - internal and external	Currently in use	Annual training log	SO9	279 trainings	400 trainings	Return to pre-COVID activity in late 2021.
	Number of training participants - internal and external			SO9	4257	6400	Return to pre-COVID activity in late 2021.
Training	Training participants report that they "agree" or "strongly agree" that the training covered objectives, speaker knew subject matter and was effective, and the training advanced the attendees knowledge of the subject matter	New		SO9	N/A	85%	A general review anticipates that % agree is approximately 85%.
External communication / special projects	Number of external communications published	New		SO10	7	16	Communications staff actively working to get messages published throughout the year.
External communication / special projects	Average audience reached per communication	New	Constant contact	SO10	4315	5000	Communications staff will work with fundraising staff to expand email contacts.

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:	Referral Specialist Position
Division:	Intake
Funding Request - Next Fiscal Year:	\$59,701

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Approximately, 2,000 children disclose sexual abuse at The CAC each year and are amenable to receiving therapeutic services. Approximately 300 of those children receive services onsite, and the remaining children require services in the community. This is a huge gap and need for our children, and prioritizing this position will assist in narrowing that gap and allowing us to better serve children post-disclosure, reducing the impact of trauma and risk of future abuse. This position will also assist with Grant/Linkage Agreements.
2) Which department-level goals does this support?
G1. Support families in connecting to and navigating investigation, treatment and support services.
3) What do you want to achieve with these additional funds?
Increase the ability to assign clients for services, including an increase in referrals for group therapy.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
This new position (hire in May 2021) will open and coordinate Therapy & Psychological Services group therapy sessions by the summer of 2021. It will allow The CAC to assign a minimum of six new clients to each group, thereby reducing the gap in services noted above. In late 2021, this position will begin vetting external resources to establish Linkage Agreements, thereby allowing staff to provide clients with external referrals by early FY 2023. In order to relieve an obstacle for clients coming to The CAC for services, The CAC Foundation has budgeted funding to support the re-instatement of the RIDES program with HC Community Services.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
Number of children referred for therapy services is projected to increase by 50% from current levels. Total internal referrals expected to increase from an annualized amount of 240 to 360. RIDE program transports are expected to increase from an annualized amount of 50 currently to 500 in FY 2022.

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	The Children's Assessment Center Foundation	Funding for 33 positions - funding will be for actual HC expense incurred	\$2,153,300
REV2			
REV3			
REV4			
REV5			
REV6			
REV7			
REV8			
REV9			
REV10			
REV11			
REV12			
REV13			
REV14			
REV15			
REV16			
REV17			
REV18			
REV19			
REV20			
Total			\$2,153,300



The Children's Assessment Center

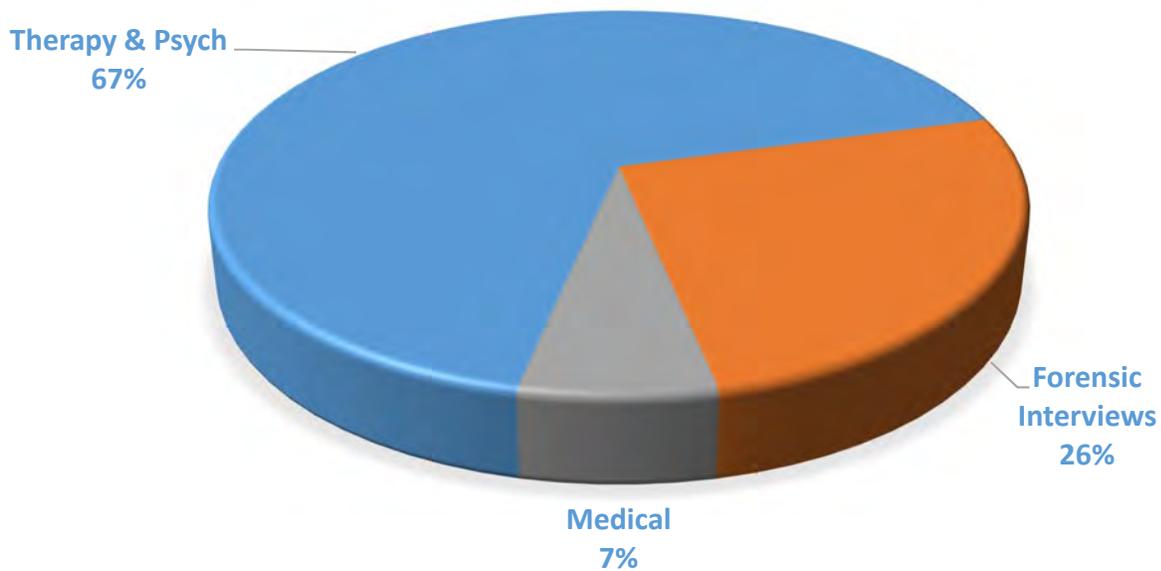
FY 2021 Program Accomplishments

1. Program Services for Children and Families

The following figures are based on total numbers of children and adults served, as well as services provided from March 1, 2020 to November 30, 2020, which have been projected to the fiscal year end on February 28, 2021.

CLIENT SERVICES BY DEPARTMENT

***NOTE: MANY CLIENTS RECEIVE SERVICES FROM MULTIPLE DEPARTMENTS**



Therapy and Psychological Services: 9,252

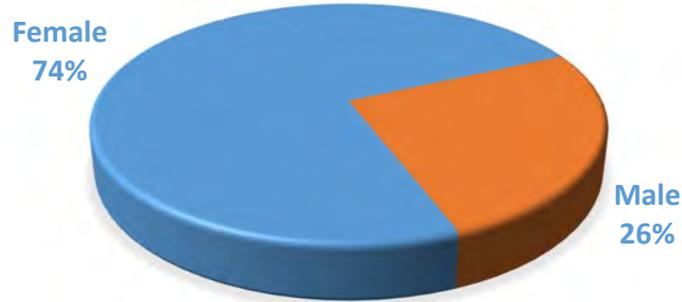
Forensic Interview Services: 3,582

Medical Services: 905

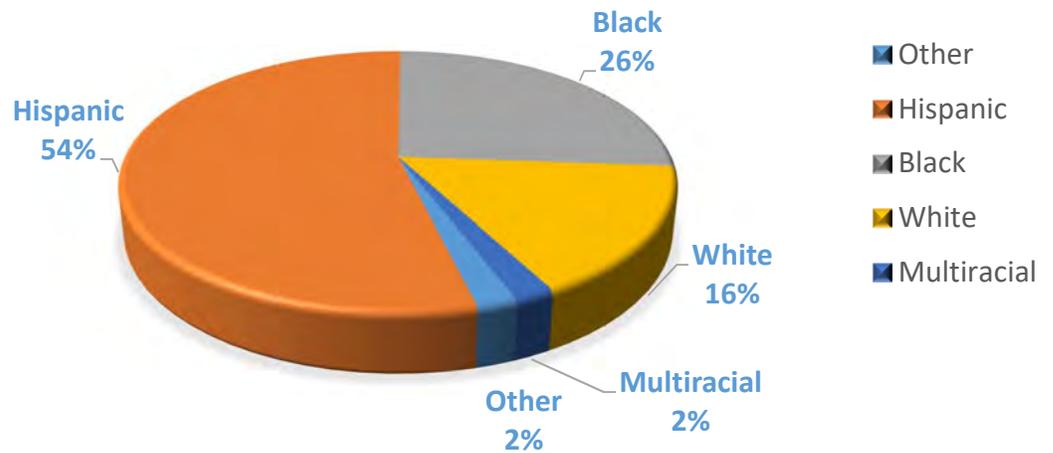
Statewide Intakes Reviewed: 12,277

Demographic Breakdown

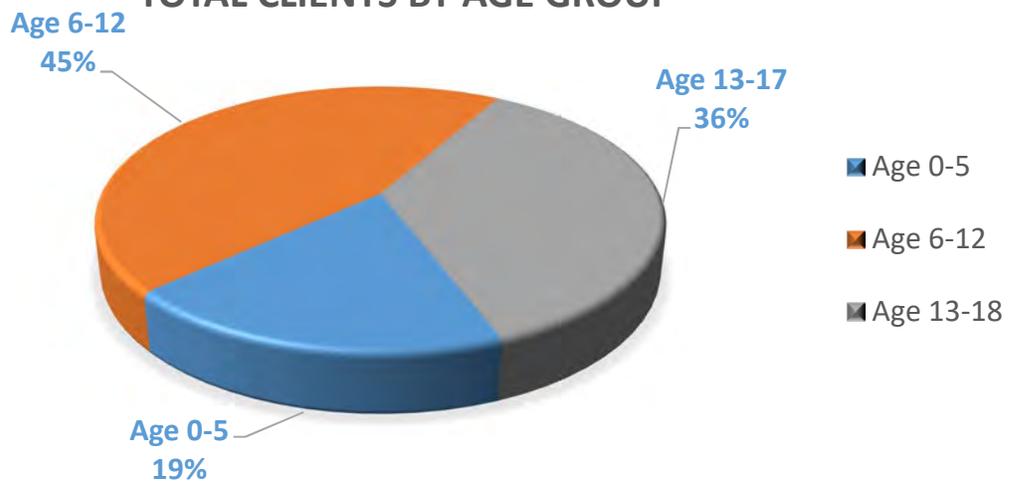
TOTAL CLIENTS BY GENDER



TOTAL CLIENTS BY ETHNICITY



TOTAL CLIENTS BY AGE GROUP



Total Number of Children Served

Number of children who received forensic interviews: 3,290

Number of children who received medical services: 892

Number of psychological/therapy services provided to children: 2,242

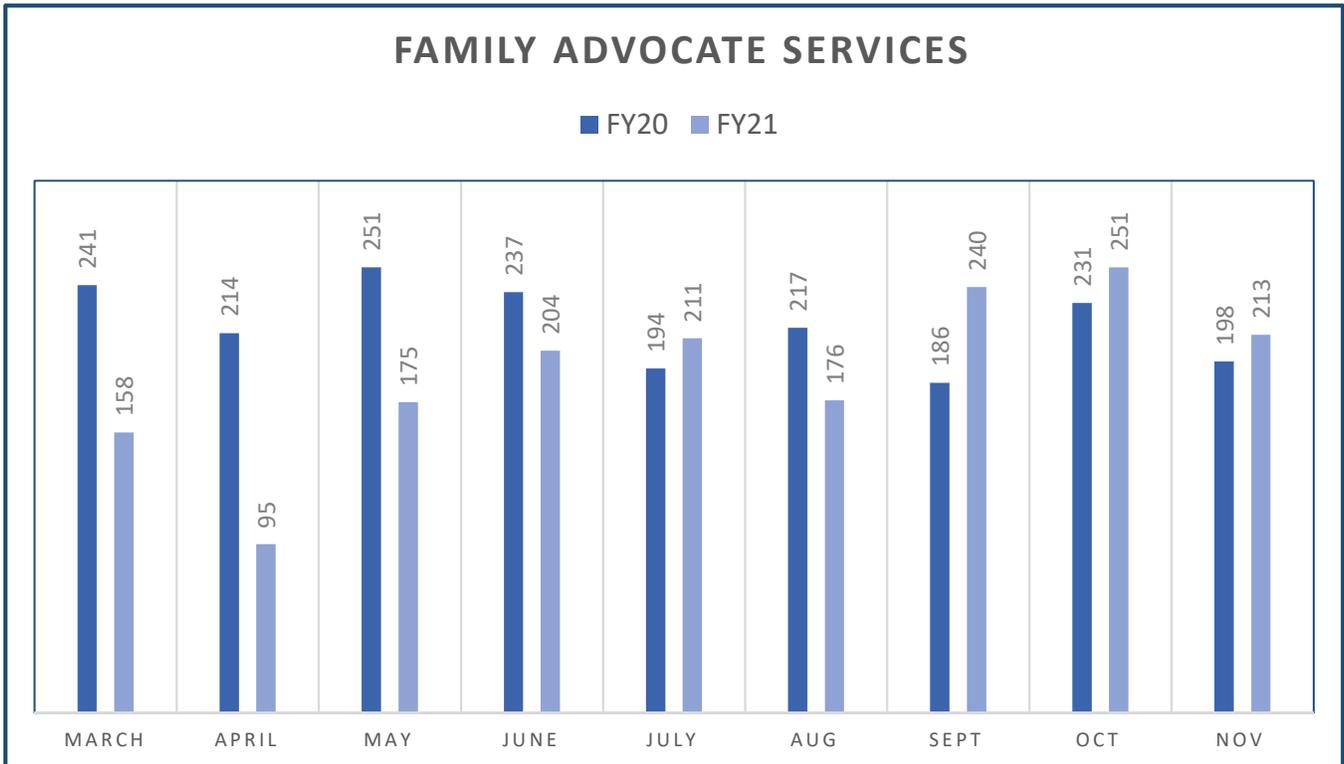
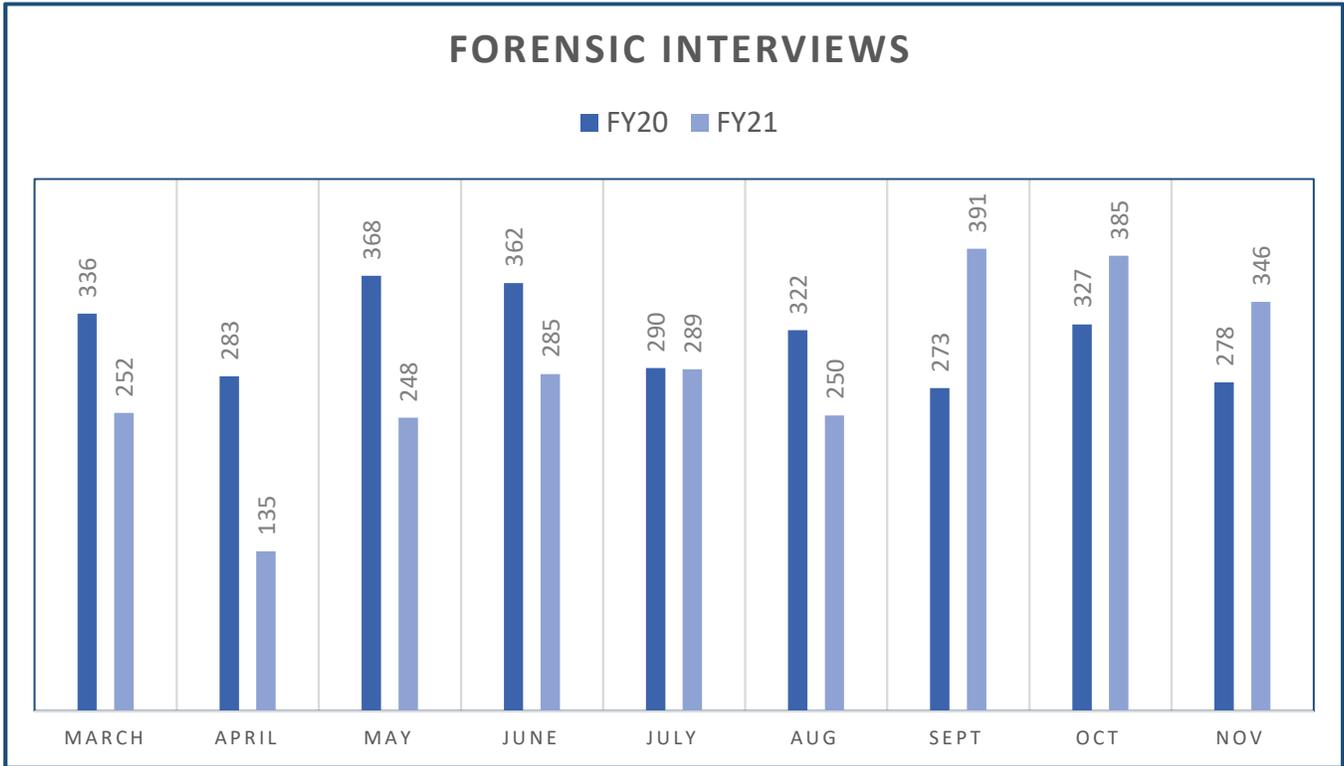
Number of psychological/therapy services provided to adults: 964

Training and Education

Number of attendees (CAC staff, law enforcement, community, etc.): 18,500+

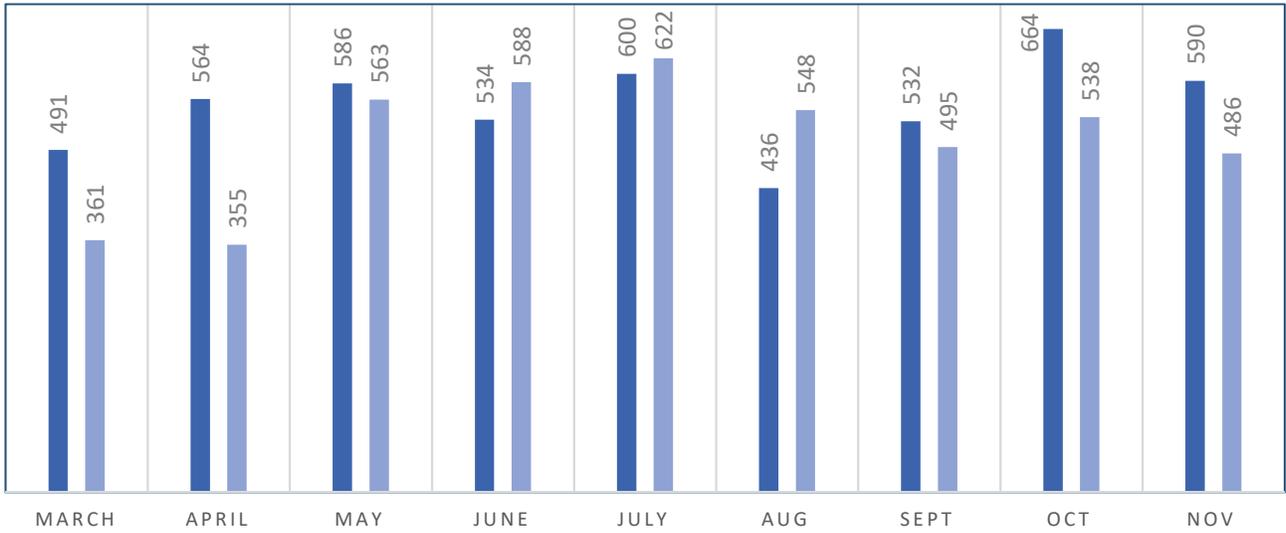
Number of trainings: 401

2. Comparison of Services Between FY20 and FY21



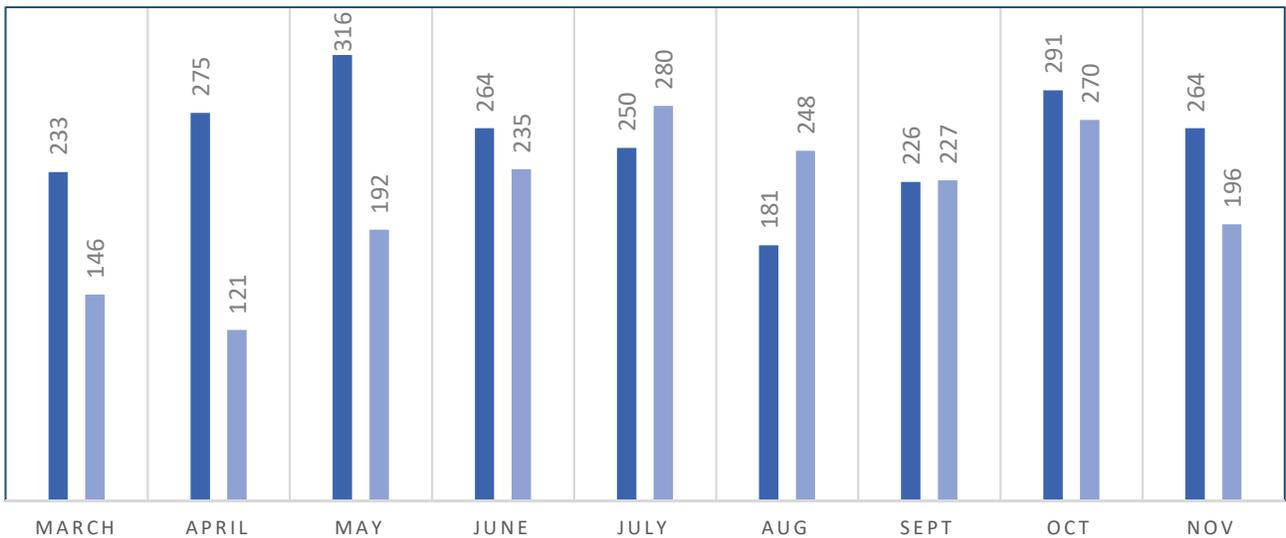
THERAPY AND PSYCHOLOGICAL SERVICES TO *CHILDREN*

■ FY20 ■ FY21



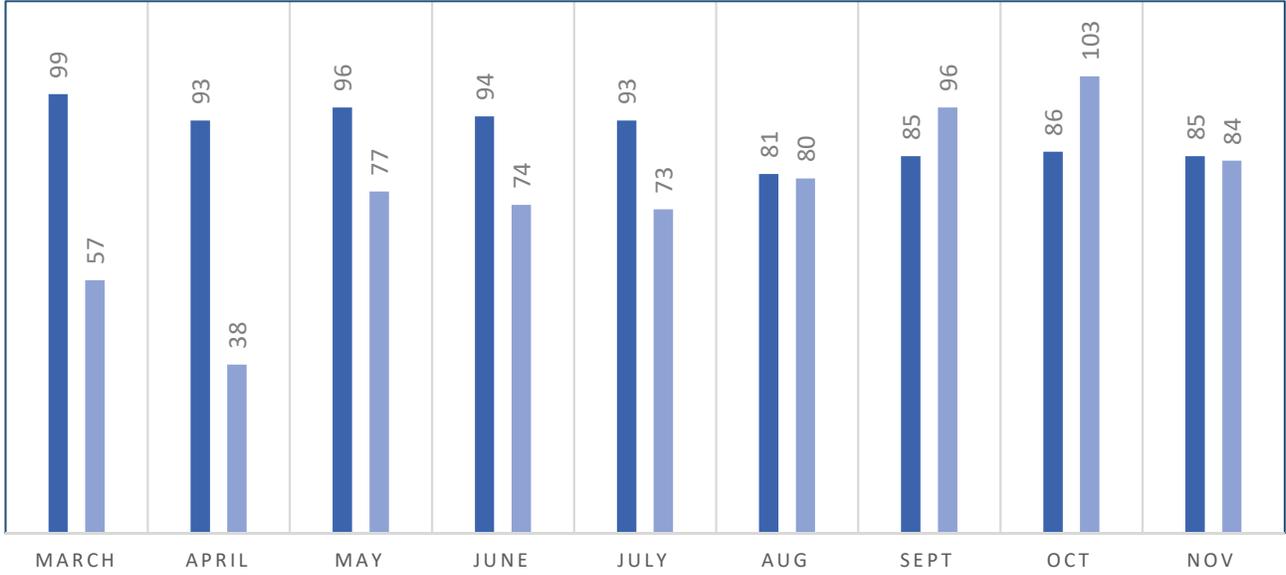
THERAPY AND PSYCHOLOGICAL SERVICES TO *ADULTS*

■ FY20 ■ FY21



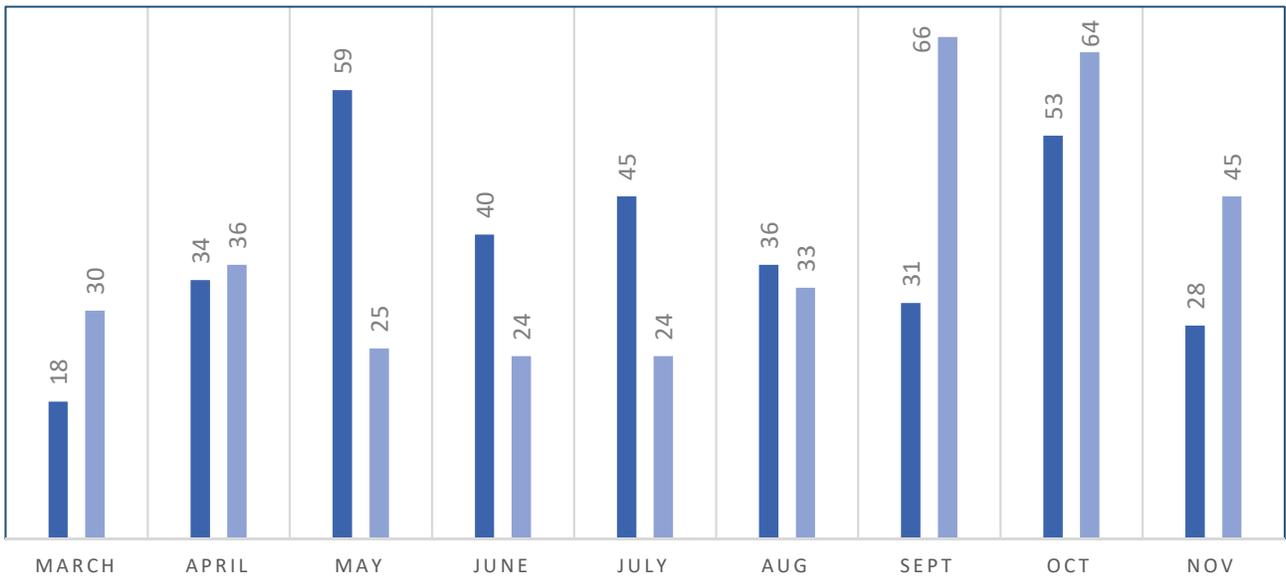
MEDICAL SERVICES

FY20 FY21



NUMBER OF TRAININGS

FY20 FY21



3. Multidisciplinary Enhancement Initiative (MEI) Implemented an After-Hours Protocol

To ensure that we meet the needs of the Texas Department of Family and Protective Services (DFPS) and our Law Enforcement Partners concerning emergency requests related to child abuse, The CAC's MEI Team developed and implemented an after-hours protocol. This allows The CAC and our partners to respond to trauma victims outside of business hours. The CAC has designated staff on-call by phone, from 6 p.m. -9 p.m., Monday through Friday.

4. Researched, Evaluated, and Implemented a Telehealth Platform for our Children and Families

In response to the COVID-19 pandemic, our Therapy and Psychological Team shifted protocol to include telehealth services to provide services without putting children at risk. The CAC has fully onboarded a virtual platform for its mental health services, which provides easy, convenient access to our services. Teletherapy has provided us the ability to continue to address clients' trauma symptoms since mental health is an ongoing concern. Since the beginning of the pandemic, more than 50% of our services have been conducted via synchronous virtual sessions. Our mental health providers have continued to prioritize clients based on the acuity of cases; therefore, high acuity cases are seen in person.

5. Enhancing our Cultural Competency Committee and Providing Trainings to CAC Staff

The CAC Cultural Competency Committee members presented information to their departments monthly to raise awareness and educate staff members. The committee provided a trauma-informed response after George Floyd's death. The Committee came together to provide the following trainings for CAC staff members:

- July 8th and 15th: **A Time for Critical Reflection & Change: Understanding and Appreciating Cultural Diversity** (2 Session) and 6 Breakout Sessions by Sandra Lopez.
- August 18th: **Cultural Considerations when Working with the Chinese American Community & Challenges under COVID-19** by Chinese Community Center.
- August 26th - **Strategies for Discussing Race, Racial Discrimination, & Racial Trauma with Youth in 2020** by Dr. Busby.

The Cultural Competency Committee has also added a comment box in The CAC's staff break room to allow for anonymous comments or suggestions. Our Training Center information monitor displays cultural competency information for staff, partner agency staff, and community visitors.

6. The CAC became a TEA Approved Provider for Training

In 2019, House Bill 111 and 403 required the training of public school employees and Board of Trustees to receive trainings addressing the prevention of sexual abuse, sex trafficking, and other maltreatment of children. This year, Texas Education Agency (TEA) mandated that all School Board Trustees (TEC 11.159) and Superintendents (TEC 21.054) must “complete continuing education on identifying and reporting potential victims of sexual abuse, human trafficking, and other maltreatment of children” (TEC 11.159(c)(2)). TEA approved The CAC as a provider of the state-mandated training. On December 1, 2020, the TEA Region 4 Superintendents received the approved training entitled, “Identifying and Reporting Potential Victims of Sexual Abuse, Human Trafficking, and Other Maltreatment.”

7. The CAC Forensic Services Division Served Over 3,500 Children and Their Families

The CAC provides services that are critical to children’s health, safety, and well-being. Balancing the need for pandemic safety against the critical needs of children and families was a significant accomplishment of this division. Our Forensic Services increased within the last quarter substantially and demonstrated an increase compared to the same quarter in 2019.

A Forensic Interviewer was on call the first few weeks of COVID closures. She was juggling school closures, home schooling prep and working from home with kids in the background when she received a request for an emergency interview of a 7-year-old girl; she was sexually assaulted and in route to The CAC from the hospital. The process seemed chaotic as we adjusted to our new normal protocols, but she shared afterwards that once she was in the interview room with this child, something shifted. She recognized how essential she was to this child’s healing and to every child who followed. She expressed overwhelming humility after the interview when she received this note from the child: “Dear XX, good seeing you. You [were] very nice to me. Thank you for being [patient] with me, and thank you for letting me talk slow. No one talked like that to me. You want to be friends ... Love, XX”

2,450
Families Served



3,650
Children Served



**The following figures include the total number of child and adult services from March through November 2020 with projections, which continue through the fiscal year end of February 28, 2021.*

8. Houston Regional Child Sex Trafficking (CST) Advisory Council, Facilitated through The CAC's Multidisciplinary Team (MDT) Collaborative

In 2016, The Governor's Office established a large (45 member) multidisciplinary Human Trafficking team to address this crisis in our community. Harris County was one of the first established. After three years of collaboration, a comprehensive continuum of care and case review process was implemented. Signed working protocols by all 45 team members were coordinated by The CAC as an addendum to The CAC Multidisciplinary Team Working Protocols. This allowed the large multidisciplinary team to fold into a smaller oversight-working group – the Human Trafficking Advisory Council, led by the Governor's Office Regional Director of Human Trafficking.

In August of 2020, The Governor's office asked The CAC to begin facilitating these quarterly Advisory Council meetings. The Vision of the Houston Area Child Sex Trafficking Advisory Council: *Through enhanced collaboration and transparency, eliminate the additional victimization caused by detention in the criminal justice system, and ensure that every Houston-area child sex trafficking victim receives the most coordinated, effective, and trauma-informed response possible.* The CAC continues to be the facilitator for these meetings addressing the needs of trafficking victims in Harris County.

9. The Building Appropriate Sexual Education (BASE) Program

The BASE Program is conducted at The CAC in partnership with the Harris County DA's office. This program provides an alternative to prosecution for youth that are sexually acting out. After successfully completing the program, charges are filed, and youth are given a second opportunity at a meaningful life. What happens if they complete the program - is their case dismissed, therefore saving them a criminal record that could affect them the rest of their lives? This is the second year of this program, and we have expanded to a second therapist to address the needs of juveniles. Sixty families have benefited from this diversion program.

10. Professional Trainings Conducted by CAC Training

By the end of November 2020, The CAC logged 547 trainings, compared to 641 in 2019. In total, these trainings had 7,920 attendees. This year will end with fewer trainings than last year, due to the effects of the pandemic.

Prevention of child sexual abuse is a major goal for The CAC in the Harris County community. From March to the end of November 2020, The CAC has provided prevention training to:

- 667 adults
- 498 children
- 94 Prevention training completed and 59 cancelled due to COVID pandemic

CAC Training Center Usage FY 2020	
Meetings (Face to face and virtual)	2,155
Trainings (Face to face and virtual)	401
Other	132
Attendees	18,615
AV Needed	385
No shows	12
Cancelled (COVID and Non-COVID)	361

The CAC also has temporarily repurposed some rooms that normally are used for in-person trainings to be used as therapy rooms to allow for social distancing. The CAC Training Center remains open for use to partner agencies and community partners and follows county guidelines regarding COVID-19 protocols. Prior to and during the pandemic, the following agencies have utilized our training rooms:

- 1) Harris County District Attorney's Office
- 2) Harris County Attorney's Office
- 3) Harris County's Sherriff's Office
- 4) Houston Police Department
- 5) Harris County Youth Collective Dual Status
- 6) National Charity League
- 7) DFPS-CPS
- 8) Child Fatality Review Team
- 9) Harris County Retirement
- 10) Houston ISD Graduation Support Meeting
- 11) Texas Center for the Missing (TCM)
- 12) Office of the Texas Governor Child Sext Trafficking Team
- 13) Houston Metro Internet Crimes Against Children (ICAC)
- 14) FBI Citizen's Academy
- 15) Houston Independent School District
- 16) Love 146
- 17) TEACH Leadership Learning Labs
- 18) Attorney General of Texas
- 19) SE Texas Links
- 20) Integrated Healthcare Initiative at Mental Health America of Greater Houston

Darkness to Light: Stewards of Children Prevention Training – for Partners and Schools:

- Harris County Precinct 2 Constable Office staff received training on Darkness to Light’s Stewards of Children training: 1/14, 1/24, 2/18, 3/6
- Harris County Protective Services for Children and Adults- Community Youth Services staff received training on Darkness to Light’s Stewards of Children training: 11/2, 11/6, 11/9, 11/10, 11/13, 11/16.

Harris County Child Sex Trafficking (CST) Response Workshops – Open to the Public:

- **August 25th** – Speakers: Harris County Protective Services (HCPS) Deputy Director, The CAC MDT Manager, The CAC Director of Forensic Services, and Texas Children’s Hospital Child Abuse Pediatrics Nurse Manager
- **November 17th** – Harris County Protective Services (HCPS) TRIAD CST Supervisor, The CAC Interim Supervisor of Forensic Services, BCFS Health and Human Services Regional Director, The CAC MDT Manager, Texas Children’s Hospital Child Abuse Pediatrics Nurse Manager

11. Children’s Services Continues to Provide to the Children We Serve During Back to School and the Holidays

We have adjusted our Back to School and Holiday events for the children to comply with county health and safety guidelines.

Rainbow Room: Birthday / Therapy Graduation Gifts & Overnight Bags / Clothing

- 40+ Children Served

We have continued to provide Rainbow Room services, including over 40 birthday gifts, therapy gifts, and overnight bags/clothing requests.

In our Rainbow Room, we also fill duffle bags with clothing and toiletries have been provided to all children in need. The Activity Center staff is sure to include all of the essential items needed for a child to feel comforted and safe. Each bag is specifically tailored to fit the needs of the individual child.

Back to School Events

- 385 Backpacks filled with School Supplies
- 44 Laptops

While we were unable to hold our annual Children's Back to School Party, we were able to continue with our Back to School Drive, and we provided backpacks filled with school supplies to 385 children. With the anticipation of many children attending school virtually this fall, we also provided brand new laptops to 44 of those children for remote learning.

Holiday Toy Drive

During December, we plan to continue Holiday activities without an annual party in order to protect families and staff during the pandemic. Together with our partners and other donors from the community, we are on track to provide both pre-requested and general gifts for clients.

12. Partner Best Practices Collaboration

The CAC hosts a monthly presentation by a CAC Partner Agency presenting valuable information to members of the Multidisciplinary Team (MDT) on their roles and responsibilities in child sexual abuse cases in Harris County and provides information on what each organization needs from other MDT members and agencies. This allows our MDT members, partners, and staff to better serve the children and families in Harris County.

Partner Series Monthly courses:

February

Harris County Protective Services for Children and Adults (HCPS) – Difference between CPS and HCPS?

March

Texas Rangers Company A – Texas Rangers Company A's Role in Child Abuse Investigations

United States Postal Services - United States Postal Inspection Service's Role in Child Abuse and Child Exploitation Investigation

June

Katy Independent School District (ISD) Police Department - Protocols for Child Exploitation Cases

July

Crime Stoppers Houston Inc. - Past, Present, and a look at Child Abuse and Human Trafficking.

August

Harris County Institute of Forensic Sciences - The Role of Forensic Investigators and Anthropologists in Medico legal Investigations of Pediatric Deaths.

September

Harris County Precinct 5 - Crime Victims Assistance Unit

October

The Department of Homeland Securities - Efforts to Stop Child Sexual Abuse and Child Sexual Exploitation.

November

Communities in Schools (C.I.S.) Houston - An Approach to Helping Students Achieve In Life.

Community Engagement Training

The Children's Assessment Center continues to provide training for the Harris County Community through the Keeping Children Safe Series by presenting:

- Stewards of Children Child Sexual Abuse Prevention training through Darkness to Light to raise awareness of Child Sexual abuse and provide tools to adults to prevent, recognize, react responsibility to and report child sexual abuse. The CAC provided 23 workshops on site and in the community for adults.
- Netsmartz is an internet safety program for children and parents. To date, The CAC has provided 13 workshops for children
- Happy Bear 70 presentations for children
- Boundaries 6 presentations for children
- Prevention of child sexual abuse is a major goal for The CAC in the Harris County community. As of September 30, 2019, The CAC has provided prevention training to:
 - 1154 adults
 - 1748 children
 - 133 Prevention training

Child Abuse Prevention Month

On April 12, 2019, The Children's Assessment Center presented a community workshop entitled Hope in the Face of Adversity- Child Sexual Abuse Prevention workshop attended by 86 members of the community. The guest speakers addressed child sexual abuse prevention included Jenna Quinn, M.S., Child Sexual Abuse Prevention Advocate; Sgt. Joy Nelson, Harris County Sheriff's Office; Ashley Cureno, Ted Talk and local Child Sexual Abuse Prevention Advocate; Dr. Lawrence Thompson, Jr., Ph.D., Director of Therapy and Psychological Services at The Children's Assessment Center.

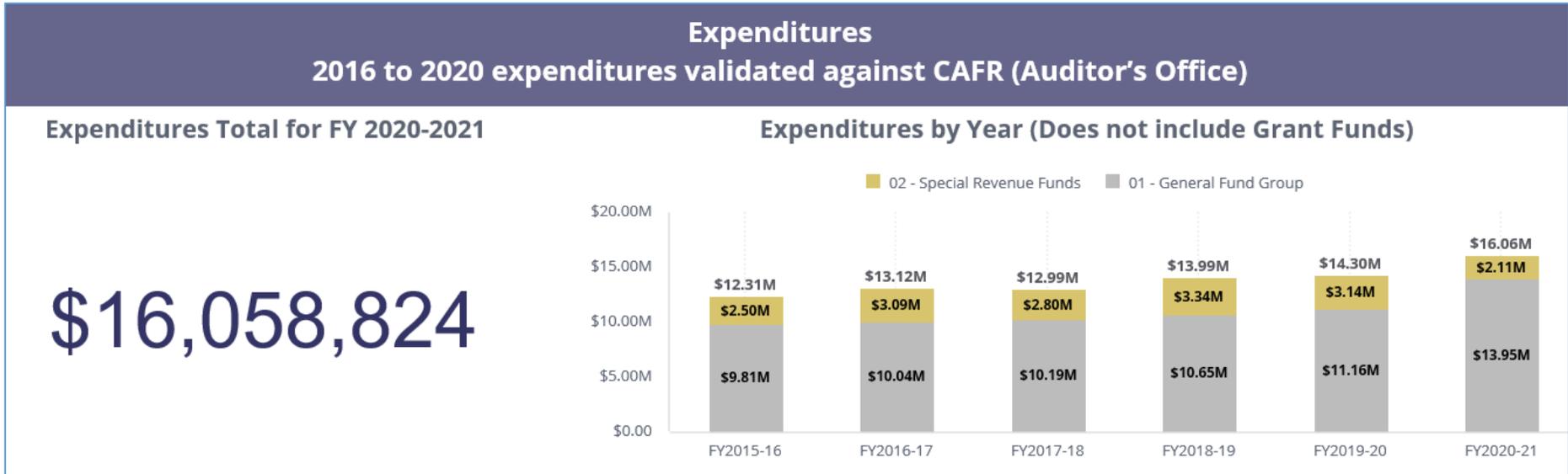
289 – Community Services

Adrienne Holloway



289 – Community Services

Data as of 12/14/2020



General Fund FY 2020-21 Adopted Budget: \$12.16M

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

Due October 28, 2020
Revised- November 23, 2020

Department # (3-digit code)	Department ¹ Name
289	Community Services Department

Section A: Overview and Goals

1. Mission

Enter the mission statement in the box below.

The Harris County Community Services Department commits to create opportunity, promote growth, revitalize blighted underserved areas, create fair and decent housing conditions and a suitable living environment for the economically disadvantaged, seniors, persons with disabilities and the homeless.

2. Vision

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

The residents of Harris County and its surrounding communities will experience an improved quality of life by way of provision of effective, efficient and innovative services.

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.*

CSD is a complex and operationally diverse department within Harris County government. Our direct services revolve around the most vulnerable population's needs, and that if not for CSD, many of our constituent needs would remain unmet. CSD staff offer and do everything from manage services ranging from burial services to developing myriad housing options, with many additional services categorized within 4 groupings, as presented below:

1. **Social Services** – Rental Assistance, Utility Assistance, Bereavement Services and Cemetery Maintenance, Case Management
2. **Housing & Community Development**– Down Payment Assistance, New Home Construction, Home Reconstruction, Home Repair, Multifamily Affordable Housing Financing, Redevelopment Authority Management, Housing Finance and Corporation Account Management, Community Land Trust Management.
3. **Disaster Recovery** – Infrastructure Resiliency, Homeowner Reimbursement Assistance and Buyout Programs,
4. **Transit Services**—Fixed Route, Paratransit and Park and Ride Bus Service outside of the METRO service area, RIDES Program, Non-emergency medical transportation services.
5. **Operational Support** – Due to specific funding requirements attached to our varied finance sources, it is essential that CSD includes a team of professionals charged with maintaining compliance and in good standing with our funders. This team includes a Public Information Office, Community Resource Center, Information Technology, Finance, Human Resources, General Services & Administration, Planning & Development and Grants Management and Monitoring.

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.

- **Social Services**- Social Services provides financial resources and supportive services to persons and families experiencing financial and personal challenges. Persons seeking assistance are assessed and connected with resources primarily rental and utility assistance, and housing stability case management services. Social Services operations and programs account for half (\$6.5 million) of the department's General Fund budget this fiscal year.
- **Transit Services** - Transit Services is nationally recognized for its programs which are designed to promote equitable, efficient and dependable transportation that offers increased mobility options thereby affording greater access to jobs, medical facilities and sustenance and greater economic opportunities while reducing traffic congestion and increased air quality through reduced vehicle emissions. Transit Services utilizes General funds (\$1.1 million, or 9% of its total budget) as "required" match for its \$11 million in grant and other regional funding partner sources.
- **Housing & Community Development** - This division plans, administers and delivers programs focused on affordable housing creation and preservation, public services programs, public infrastructure and homelessness. Its goals are to address increasing economic opportunity, improving livability, and supporting neighborhood sustainability while leveraging \$700K in general funds with \$52 million in U.S. Department of Housing and Urban Development (HUD) entitlement and competitive grant funds this year.
- **Disaster Recovery** - This unit is responsible for the planning and delivery of HUD funded Disaster Recovery efforts and supports the County's goals for Flooding, Housing, and Economic Opportunity, and the Department's goal of supporting and expanding community resiliency. The Disaster Recovery unit utilizes 1.1 million in General Funds to leverage \$900+ million in grant funds.
- **Operational Support** – Includes the Office of the Executive Director, Planning and Development, General Services/Information Technology, Human Resources, Finance, Public Information Office, Outreach and Engagement, and Housing Policy Development. Operational Support primarily addresses the Department's goal of Fostering a Culture of Accountability This unit will use approximately \$4.8 million in general funds during FY 20-21 for strategic planning, policy development, promoting transparency, accountability, collaboration of objectives with key stakeholders in the community and organization wide support functions; all of which are directed toward the County's common strategic goals.

5. Non-General Fund Division Summaries

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

N/A

6. Goals

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

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

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

1. **Increase Economic Opportunity and Access:** Increase economic opportunity and access by strengthening people, places, and networks through access to effective delivery of myriad programs and services.
2. **Improve Livability:** Improve and sustain quality of life and neighborhood stability by preserving and protecting existing affordable housing.
3. **Support Neighborhood Sustainability:** Increase community investments that create green and recreational spaces, community facilities, and improve infrastructure.
4. **Support and Expand Community Resiliency:** Support and expand community resiliency through the efficient operation of disaster preparedness, response and recovery programs and activities.
5. **Increase Community Engagement:** Facilitate active resident participation in the creation of safe, and attractive neighborhoods.
6. **Foster a Culture of Accountability:** Sustain capable and accountable operations that support evidence-based decision making.

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).

- Offer, award, and administer grants for public improvements, public services, community facilities, parks, housing services and housing development.
- Provide down payment assistance for homebuyers, and home repair services to homeowners.
- Provide housing stability case management and emergency financial assistance.
- Provide burial and related services for the indigent.
- Provide transportation services including park and ride, demand response and fixed route transit services to increase mobility.
- Provide disaster response and recovery services.
- Provide resource referrals and housing search services.
- Plan, develop, and review available data, and program outcomes for continuous improvement.
- Engage in community outreach through coordination, collaboration, and communication.
- Prepare and submit necessary local, state and federal reports.

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

CSD supports the County's vision and goals as follows:

Economic Opportunity—CSD Goals and services support economic opportunity by advancing access to job centers through park and ride services, and creation and preservation of affordable housing in communities that allow persons of all incomes to reside in or near economic opportunity centers.

Housing—CSD Goals and services support housing as a primary mission of the department and through the services, supports, and programs seek to increase homeownership, increase and preserve affordable rental housing, and prevent and reduce homelessness.

Transportation—CSD Goals and services support transportation by sustaining mobility access through a variety of modes and means with focus on increasing access to parts of the county currently not supported by other mass transit services.

Flooding—CSD Goals and services support the prevention and reduction of flooding by advancing disaster response and recovery services for increased resiliency of residents who are affected and most vulnerable to flooding, and through funding partnerships that support projects to improve drainage and community resiliency to flooding.

Public Health—CSD Goals and services support the public health goals by addressing the social determinants of health that affect the ability of residents and communities to thrive and live healthy lives.

Governance and Customer Service—CSD Goals and services support the governance and customer service goals by striving to create a transparent, customer-oriented operation with focus on accountable stewardship of funds while increasing access to 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.*

Reorganization – CSD has reorganized the Disaster Recovery Group to ensure operational focus is established with permanent positions for Planning, Operations, and Contract Compliance. This has placed a strain on the overall CSD Planning and Contract Compliance groups to which the fulltime employees were transferred. Due to increased federal funding in support of the COVID disaster these two groups particularly will need additional staffing in the next fiscal year.

Operational Increases General Fund

- a. CSD has been requested to execute a pilot Community Land Trust program for Precinct 2.
- b. CSD has been directed to establish the Immigrant Legal Services Grant program

- c. COVID - CSD has been directed to establish and run the Medical Isolation and Recovery Centers and Handwashing Stations for the Homeless Operations.
- d. CSD has been directed to implement and manage contracts for the Healthy Food Financing Initiative (HFFI)
- e. CSD will be seeking partial funding (\$5.7 million) for Homelessness Response System activities as a part of the Harris County Homeless Task Force Report recommending the County provide up to \$13.9 million annually for the system.
- f. Housing Policy Advisory Committee is supported by General Funds and will continue to support the Comprehensive Housing Study which is federally funded.

Operational Increases Federal Funds

CSD has received approximately \$30M in Emergency Solution Grant (ESG-CV)- \$12,077,076, and Community Development Block Grant (CDBG-CV)- \$18,317,084 to execute in support of the COVID disaster recovery.

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. *COVID Community Housing Plan (CCHP)* – Executed a City of Houston (COH), Coalition for the Homeless, and Harris County housing plan to respond to the impact of COVID-19 in the homeless community by allocating \$18M in CDBG, CDBG-CV, and ESG-CV funding in contracts to support the overall \$60M program with the goal to expedite coordinated system responsiveness to housing the literal homeless and diverting those that are at risk of becoming homeless from entering the homeless shelter system.
 - b. *Saved \$700M in funding* – Was on the precipice of losing \$1B in funding from the Texas General Land Office (GLO) and executed reorganization and process improvement measures resulting in an agreement with the GLO to only reduce HAP funding by \$170 million. COH lost over \$700M by comparison.
 - c. *Homeless Medical Isolation and Recovery Center (HMIRC)*– Developed first time procedures, operations plan and contracts to stand up and operate a recovery and isolation center to assist homeless shelters and encampments from being overridden by COVID-19 through medical separation and care.
 - d. *COVID-19 New Normal* – Executed a plan that enabled productivity from a work at home situation while still serving the constituents simultaneously.
 - e. *Virtual Homeownership Fair*- CSD hosted its first ever Homeownership Fair on a virtual platform with the goal of increasing access to more information about CSD homeownership programs and creating a pipeline of interested homebuyers for homeownership programs including the Community Land Trust and the Single Family New Construction programs. More than 1100 residents registered and more than 400 participated, and CSD will continue fairs in FY 2021 with greater outreach and engagement to grow participation.
 - f. *Achieved more than \$134 million in affordable rental project commitment and construction starts during FY 20-21.* Ten affordable rental projects closed in calendar year 2020 which will lead to the creation of more than 1700 units within the next 24 months as construction ends and projects start lease-up.
 - g. *Expansion of Transit Services*- Expanded fixed route transit services by 65 miles further supporting residents living in East Harris County in the communities of Cloverleaf, North Shore and Wallisville. Expansion was completed within nine months of receipt of federal funding and expands access to public transportation connectivity to the METRO system for an estimated population of 25,000.
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. **CDBG-DR** – Executing over \$1B in funding comprised of combined allocations from 2015, 2016, and 2017 flooding disasters:
 - i. *Homeowner Reimbursement*: Reimbursement of out of pocket, unduplicated expenses paid by homeowners in repair and rebuilding of homes after Hurricane Harvey.
 - ii. *Buyout Program*: voluntary and mandatory buyout of residential and commercial structures located within high risk flood areas where no other alternative exists to mitigate flooding.
 - iii. *Infrastructure Resiliency*: improving public facilities, roads and drainage in partnership with small cities, special districts and county departments
 - iv. *Single-family New Construction*: New construction of affordable single-family housing stock to replace housing stock that has been lost due to buyout and flooding damage.
 - v. *Multifamily and Affordable Rental*: New construction and rehabilitation of affordable rental housing stock to replace rental housing stock lost or affected by flooding damage.
 - vi. *Homeless Medical Isolation Recovery Center (HMIRC) and General Population Isolation and Recovery Center (GPIRC)*: Operations and oversight of hotel operations where vulnerable persons with pending or confirmed COVID-19 testing can isolate and recover safely to avoid spreading the virus.
 - b. **Affordable Housing & Community Development** – Community Land Trust, Home Repair Program, Down Payment Assistance and Homeownership Fairs, Housing and Community Resource Center
 - c. **Social Services**—Emergency Financial Assistance for persons experiencing financial and personal challenges; comprehensive housing stability case management in support of homelessness response system.
 - d. **Transit Services**—Continued expansion of transit services and operations to include Baytown Park & Ride lot development/city trail system joint project; Baytown funded bus shelter and sidewalk expansion; and unincorporated bus shelter and sidewalk expansion.
 - e. **Community COVID Cares Housing Program (CCHP)**—initiated to respond to COVID, program expands homelessness response system and services to house more than 5000 people for a 24-month period across three intervention programs: Bridge to Permanent Supportive Housing, Rapid Rehousing, and Diversion.
 - f. **Affordable Housing Study**- Completion of the first comprehensive housing study for Harris County is scheduled to be complete during Fiscal Year 2021 and will include a 10-year housing plan to provide path to meet the growing affordable housing needs of the County. Study will inform next steps in County wide platform for new initiatives and will lead to the creation of an on-going housing dashboard to house study results and track ongoing performance with meeting housing needs in the 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.*
- a. Multiple from HUD & GLO
 - b. Auditor review at request of Court
 - c. Auditor review of Public Health Study grant
 - d. HUD OIG 2020 Review
 - e. Auditor review of FTA DBE program
 - f. Auditor review of CDBG entitlement program
5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
- a. Court

- b. PHS
 - c. Engineering
 - d. HCFCD
 - e. OEM
 - f. Veterans Services Department
 - g. Protective Services for Children and Adults
 - h. Institute of Forensic Sciences/ Medical Examiner (related to indigent burial program)
 - i. Harris County Public Library
6. *Who are the department's key external stakeholders? Provide a bulleted list.*
- a. Harris county residents
 - b. Vulnerable Population – Elderly, Disabled, Low Income, Homeless, Disaster Survivors
 - c. Homeless and Housing Taskforces Organizations
 - d. Texas General Land Office
 - e. TIRZ 24 and RDA
 - f. US Department of Housing and Urban Development
 - g. Harris Public Health Department
 - h. Harris County and City of Houston Housing Authorities
 - i. Harris Center for Mental Health and IDD
 - j. Special Districts (MUDs, PUDs, Etc....)
 - k. Development and Building Community
 - l. Small Cities

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.

Community Services Department is aware that disparities exist for minorities, low-income, LGBTQ, women headed households, formerly incarcerated, disabled and elderly persons related to housing and homelessness. Provided below is a list of a few of these disparities:

- Black homeownership rates lag White, Hispanic and Asian homeownership rates²
- Rates of homelessness among the Black population exceed the US Black population³
- Black and Hispanic households (20% and 16%) represent more extremely low income renter households than Whites (6%)⁴
- Nearly half of all renter households spend more than 30% of their income on housing, classifying them as cost-burdened⁵
- LGBTQ youth report experiencing homelessness at higher rates than other populations⁶

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.*

- a. Strategies includes advocating for persons with lived experience to participate in planning and decision making for programs and services for persons experiencing homelessness.
- b. Engaging in training, and research on best practices nationally to understand underlying causes and approaches to address disparities, to inform programming and review of program outcomes.

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?*

CSD regularly reviews staffing diversity and works with hiring managers to ensure recruitment strategies that align with maintaining a diverse staff. Periodic analysis of staff diversity by race and gender in overall makeup of the department workforce when compared with the local demographic can inform whether hiring managers are biased when recruiting. Likewise, reviews of salary adjustments, promotions and persons in management by race and gender can inform whether bias has occurred. The Department will undertake a thorough review of staffing diversity in the upcoming fiscal year, and review and adopt methods of recruitment to improve diversity where needed and ensure hiring managers are informed and trained in methods that make them aware of unconscious bias that may affect ability to maintain diversity in the workforce.

CSD maintains a relatively diverse staff as represented by the recent review of all staff by race:

ASIAN	5.17%
BLACK	43.17%
HISPA	33.95%
WHITE	17.34%
PACIF	0.37%

CSD maintains a majority female staff based on analysis by gender:

Female	Male
69%	31%

² <https://kinder.rice.edu/research/2020-state-housing-harris-county-and-houston>;

³ <https://endhomelessness.org/resource/racial-inequalities-homelessness-numbers/>

⁴ <https://nlihc.org/resource/racial-disparities-among-extremely-low-income-renters>

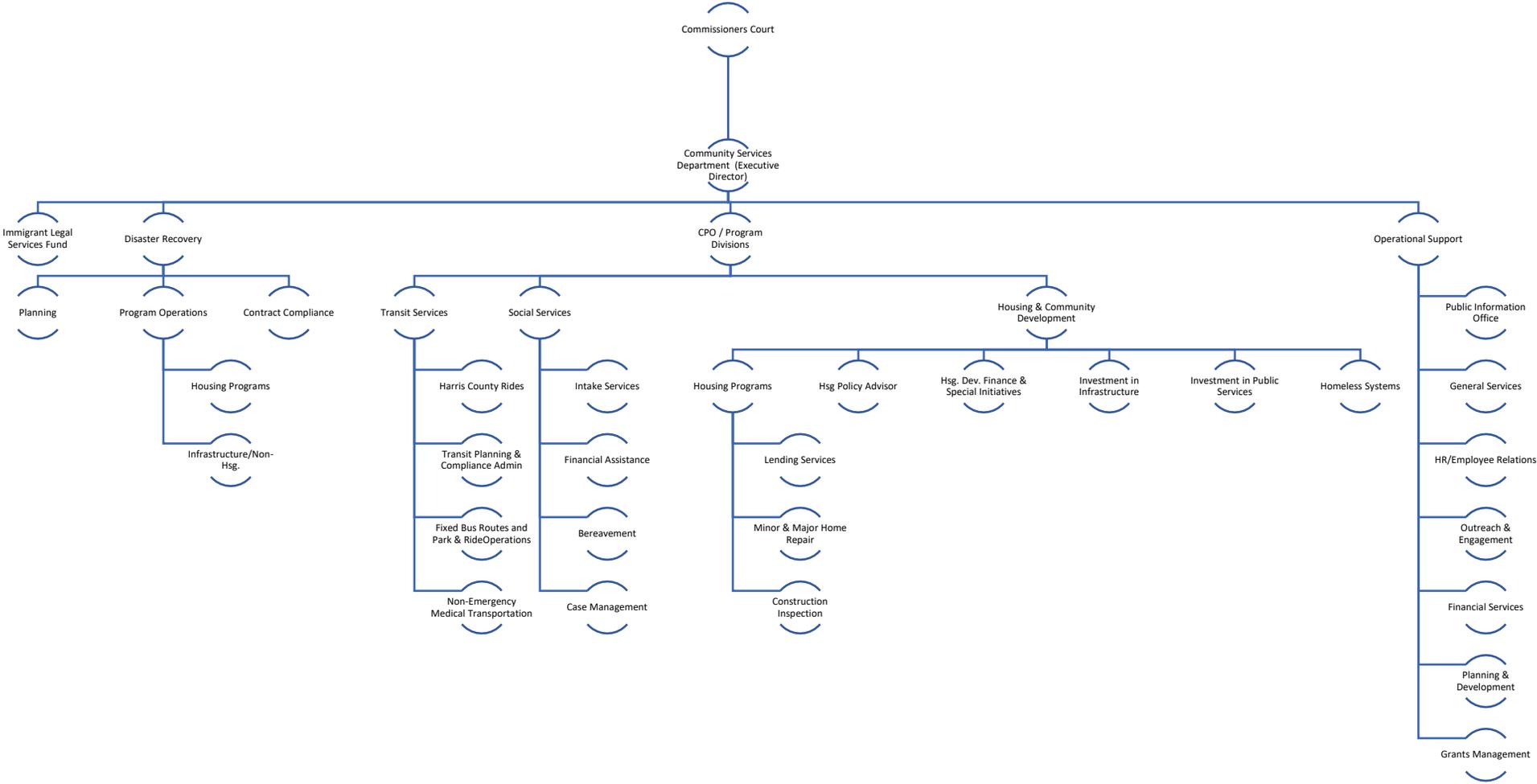
⁵ <https://nlihc.org/resource/racial-disparities-among-extremely-low-income-renters>

⁶ https://www.icrw.org/wp-content/uploads/2016/11/gender_lens_on_affordable_housing_by_regender_final-1.pdf

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, CSD does not currently include diversity training as a required training for staff; however, we encourage staff to participate in diversity training provided by the County. By nature of the work CSD is engaged in many staff are required to research, study and be aware of the impact of bias, racism and discriminatory policy as integral to the housing and community development work carried out by the Department. Additionally, CSD has invited outside experts to present on the impact and effects of housing discrimination on today's patterns of housing segregation. In September 2015, Dr. Shannon Van Zandt, Associate Professor of Landscape Architecture and Urban Planning, and Director of the Center for Housing and Urban Development at Texas A&M University, conducted Fair Housing Training for more than twenty CSD employees and other County Department staff. Training included a discussion on segregation, concentrated disadvantage and life opportunities that are limited based on systemic inequities and housing policy over time. To further staff knowledge and integrate concepts of institutional racism, unconscious bias, diversity and inclusion, CSD will pursue a curriculum of ongoing training and resource materials that will be used for onboarding as well training with current staff.

Community Services Organization Chart



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

11/21/2020

Division Name	Services Provided	FY 2020-21 Adopted Budget (\$ Amount)	FY 2020-21 Adjusted Budget (\$ Amount)	Actual Headcount (FTE)
Office of Social Services	<p>Services offered under this division include:</p> <ol style="list-style-type: none"> 1) Intake and Call Center, 2) Emergency Utility Assistance, 3) Bereavement/Burial Services for paupers, and Cemetery Operations, 4) Comprehensive Case Management in support of Permanent Supportive Housing (PSH), Rape Rehousing (RRH), Homelessness Prevention (HP), HHSP Youth Homeless Prevention/ Family Unification. <p>About 50% of this division's operations and programs are funded with General fund allocations.</p>	\$6,390,000	\$6,390,000	58
Office of Housing & Community Development	<p>Services offered in this division are operated within four (4) subdivisions: Housing Programs, Housing Development and Special Initiatives, Housing Policy Advisor, Community Investments and Special Programs:</p> <ol style="list-style-type: none"> 1) Homeownership services (Down payment, NSP, CLT) 2) Home Repair Services and Inspection Services 3) Voluntary Buyout (when is the program ending—transfer to DR?) 4) Affordable Rental Housing Development services; 5) Homelessness Response System Investments 6) Community Investment – public services 7) Community Investment—public facilities and improvements 8) Housing Policy and Program Strategy development 9) Finance and Development Corporation planning, management and operations services (RDA/ TIRZ24/ CDE/ HCHFC) <p>Projects and programs focus on increasing safe, decent and affordable housing and the provision of community investments using a variety of funding sources such as HUD CDBG, ESG, HOME, CDBG-DR, New Market Tax Credits, and TIRZ generated increments. General Funds are a source of administrative leverage in this division.</p>	\$345,271	\$2,684,000	2

Office of Transit Services	Services offered in this division include: 1) Fixed Route and Park and Ride Services 2) RIDES 3) Non-emergency medical transportation 4) Planning and Coordination Services	\$1,049,000	\$1,049,000	1
Disaster Recovery Division	Services provided in this division include: 1) Infrastructure Resiliency, 2) Homeowner Reimbursement Assistance 3) Homeowner Rehabilitation and Reconstruction Assistance 4) Mandatory Buyout Services 5) Single Family New Development 6) Case Management Services for Displaced Renters 7) Program Compliance Services (Environmental Reviews, Planning, Contract Management and Monitoring.	\$500,000	\$1,583,000	3
Operational Support	Services offered in this division are operated within seven (7) subdivisions: Executive Leadership, Planning & Development, Public Information Office, Outreach and Engagement, Financial Services, Grant Compliance and Monitoring, Human Resources, and General Services. This Division supports all of the "program-related" divisions of the department. Services provided include: 1) Executive Leadership 2) Planning, Grant Award Processing, Reporting and Data Analysis 3) Internal and External Communications 4) Outreach and Engagement Services 5) Grant Compliance Services 6) Grant Accounting, Budgeting and Financial Monitoring 7) Recruitment, compensation management and employee training and development 8) Logistics and Information Technology	\$3,868,729.0	\$5,178,902	34
	Totals:	\$12,153,000	\$16,884,902	98
	Data Integrity Check	\$12,153,000	\$16,884,902	
	Data Integrity Check	\$0	\$0	

FORM 3. Goals and Objectives

Instructions

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

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Increase Economic Opportunity and Access	SO1	Increase affordable rental housing with expanded opportunities for very low-income households	Housing & Community Development - Affordable Hsg & Special Initiatives	Planning & Development, Disaster Recovery, Finance	County Engineer, Public Health, County Attorney, Budget Management	Persons and Families in need of Affordable Rental Housing, City of Houston, Harris County Housing Finance Corp, Harris County RDA, TIRZ 24, Harris County Housing Authority, Houston Housing Authority, Builders, Developers, Contractors
G1	Increase Economic Opportunity and Access	SO2	Increase homeownership and maximize effectiveness of homeownership programs	Housing & Community Development - Housing Svcs	Planning & Development, Housing Development & Special Initiatives, Disaster Recovery Single Family Development, Finance	Co. Engineer, Co. Attorney, Commissioners Ct.	Persons and Families in need of Affordable Rental Housing, City of Houston, Harris County Housing Finance Corp, Harris County RDA, TIRZ 24, Harris County Housing Authority, Houston Housing Authority, Builders, Developers, Contractors
G1	Increase Economic Opportunity and Access	SO3	Reduce and Prevent Persons Experiencing Homelessness	Housing & Community Development	Social Services - Case Management	Budget Management, Commissioners Ct., Public Health, HC eviction and immigration Courts	Persons at risk of or experiencing homelessness, the Coalition for Homeless, collaborating agencies, City of Houston, Business Corporations
G1	Increase Economic Opportunity and Access	SO4	Provide efficient, dependable transportation	Transit Services	Operational Support (P&D, CPO, Finance, PIO)	Budget Office, OEM, Flood Control, Public Health, Commissioners Ct., County Engineer, County Attorney	Customers of the Services, HGAC, TxDOT, Metro, Other Local Gvts & Neighboring Counties

G1	Increase Economic Opportunity and Access	SO5	Promote economic stability by increasing access to and providing assistance to low income and vulnerable populations	Social Services	Housing & Community Development, PIO, Operational Support (P&D, Finance, CPO)	County Engineer, County Attorney, Veteran Svs.	Customers of the Services, Coalition for the Homeless, Collaborating Agencies, Other Local Gvts & COH
G2	Improve Livability	SO6	Preserve affordable housing through homeowner rehabilitation/reconstruction, and lead based paint abatement services and maximize effectiveness of programs	Housing & Community Development - Housing Svs	Operational Support (P&D, Grant & Compliance Management, CPO, Finance)	Public Health Dept, County Budget Office, Co. Purchasing Agent, County Auditor	Customers of programs, citizens benefiting from and effected by the environment, Contractors, Sub-recipients,
G3	Support Neighborhood Sustainability	SO7	Improve quality of life through investment of grant funds	Housing & Community Development	CSD Exec Director, Finance, P&D, Grant & Compliance Management, CPO	Co. Purchasing Agent, OEM, Flood Control, Public Health, Commissioners Ct., County Engineer, Co. Auditor, Co. Attorney	50 + subrecipients and applicants for CDBG, HOME, ESG, COC & Local funding
G3	Support Neighborhood Sustainability	SO8	Coordinate with other departments to improve impact of community investment activities	Housing & Community Development	Operational Support (Executive Director, PIO, Outreach & Engagement, P&D, CPO, Grants Management, Finance)	BMD - Econ Dev., OEM, Flood Control, Public Health, Commissioners Ct., Co. Engineer, Co. Attorney Co., Purchasing Agent, Commissioners Ct., Fire Marshall	Sub-recipients, Customers of programs, citizens benefiting from programs Contractors, HCHFC, HCRDA, HCHA, HHA, City of Houston
G3	Support Neighborhood Sustainability	SO9	Increase community impact by leveraging economic development tools to further community growth and development	Housing & Community Development - Affordable Hsg & Special Initiatives	Operational Support (Executive Director, PIO, Outreach & Engagement, P&D, CPO, Grants Management, Finance)	BMD -Economic Dev, OEM, Flood Control, Public Health, Commissioners Ct., Co. Engineer, Co. Attorney Co., Purchasing Agent, Co. Auditor, Commissioners Ct., Fire Marshall	Sub-recipients, Customers of programs, citizens benefiting from programs Contractors, HCHFC, HCRDA, HCHA, HHA
G4	Support and Expand Community Resiliency	SO10	Improve condition and resiliency to future flooding for existing single-family housing stock through rehabilitation, reconstruction and new construction	Disaster Recovery	Operational Support (Executive Director, PIO, Outreach & Engagement, P&D, CPO, Grants Management, Finance)	Flood Control, Commissioners Ct., Co. Engineer, Co. Attorney Co., Purchasing Agent, Co. Auditor, Commissioners Ct., Public Health	Homeowners, Neighborhoods, Contractors, Sub-recipients, School Districts
G4	Support and Expand Community Resiliency	SO11	Increase economic resiliency of homeowners through provision of reimbursement of non-duplicated out of pocket expenses to repair homes	Disaster Recovery	Operational Support (Executive Director, P&D, Grants Management, Finance)	Commissioners Ct., Co. Auditor	Homeowners, Neighborhoods, Contractors, Sub-recipients,

G4	Support and Expand Community Resiliency	SO12	Increase economic resiliency of persons displaced due to disaster by providing emergency assistance and services to stabilize and connect to permanent housing	Disaster Recovery	Social Services, Operational Support (Outreach & Engagement, Executive Director, Planning & Development, CPO, Grants Management, Finance)	Commissioners Ct., Co. Auditor	Individuals & Families Impacted by Disasters, Service & Referral Partnering Agencies, Shelters, Affordable Hsg Developments, School Districts
G4	Support and Expand Community Resiliency	SO13	Decrease risk of resident life/safety through housing buyout and relocation services to areas of lower risk	Disaster Recovery	OHCD (Hsg Services), Operational Support (Executive Director, Planning & Development, CPO, Grants Management, Finance)	Flood Control, Commissioners Ct., Co. Engineer, Co. Attorney Co., Purchasing Agent, Co. Auditor, Public Health	Individuals & Families Impacted by Disasters, Contractors, Sub-recipients, Service & Referral Partnering Agencies, area housing providers & hotels
G4	Support and Expand Community Resiliency	SO14	Increase economic resiliency of businesses through buyout and relocation services to areas of lower risk	Disaster Recovery	Operational Support (Executive Director, Planning & Development, CPO, Grants Management, Finance)	Flood Control, Commissioners Ct., Co. Engineer, Co. Attorney Co., Purchasing Agent, Co. Auditor	Business owners impacted by disasters, neighborhoods, the regional business community, trade organizations, HAR, business lease space providers, contractors
G4	Support and Expand Community Resiliency	SO15	Improve drainage infrastructure to reduce flooding risk	Disaster Recovery	Operational Support (Executive Director, Planning & Development, CPO, Grants Management, Finance)	Flood Control, Commissioners Ct., Co. Engineer, Co. Attorney Co., Purchasing Agent, Co. Auditor	Communities, businesses, neighborhoods, TX Dot, Metro, HCTRA, engineering firms, contractors
G4	Support and Expand Community Resiliency	SO16	Improve community health and economic resiliency through investment in resilient public facilities, and infrastructure	Disaster Recovery	P&D, Finance, GM, General Services& OHCD	Co Engineer, County Purchasing, HCFCD, Co Attorney	Communities, businesses, neighborhoods, TX Dot, Metro, HCTRA, engineering firms, contractors
G4	Support and Expand Community Resiliency	SO17	Maintain and implement pre-positioned plans and contracts necessary for response and recovery to ensure prompt and efficient delivery of recovery services	Disaster Recovery	Transit Services, OHCD, and Social Services, Operational Support (HR, Grant & Compliance Management & Finance),	CJO, Commissioners, OEM, Purchasing, County Attorney, County Auditor	Residents of Harris County, Non-profit agencies, vendors & contractors
G5	Increase Community Engagement	SO18	Advance and improve community outreach and engagement	Outreach & Engagement	OCHD, Social Services, PIO & Planning & Development	OEM, Flood Control, Public Health, Commissioners Ct., County Engineer	Customers of CSD Services, HGAC, City of Houston, Regional Partners, Neighboring Counties

G6	Fostering a Culture of Accountability	SO19	Manage grants in compliance with federal, state and local statutes, rules and regulations	Operational Support - Grants & Financial Services	Disaster Recovery, Transit Svs, Social Services, OHCD	Co. Auditor, Co. Attorney, Co. Purchasing, BMD, Commissioners Ct., Public Health, Flood Control, Co. Engineer, Universal Services	Sub-recipients, Customers of programs, citizens benefiting from programs Contractors, HCHFC, HCRDA, HCHA, HHA, City of Houston
G6	Fostering a Culture of Accountability	SO20	Strengthen operations by enhancing information technology systems including desktop support and promoting workforce recruitment and professional development opportunities	Operational Support - (General Services, PIO & HR)	Social Services, Disaster Recovery, Transit Services, OHCD	Universal Services, Commissioners Ct., BMD(HR)	General Public, Program Participants, Non-profits, Subrecipient organizations, HUD, GLO
G6	Fostering a Culture of Accountability	SO21	Improve communications by ensuring website content is accurate, up to date, cohesive and user friendly	Operational Support - Public Information Officer	Social Services, Disaster Recovery, Transit Services, OHCD	Universal Services, Co. Auditor, Co. Attorney, Co. Purchasing, BMD, Commissioners Ct.	General Public, Program Participants, Non-profits, Subrecipient organizations, HUD, GLO
G6	Fostering a Culture of Accountability	SO22	Improve operational efficiency and customer service	Operational Support	All Divisions	Universal Services, County Attorney, County Auditor, Commissioner Ct.	General Public, Program Participants, Non-Profits, Community Stakeholders
G6	Fostering a Culture of Accountability	SO23	Improve coordination and outreach with internal and external stakeholders	Operational Support	All Divisions	County Engineer, County Attorney, Veteran Services, Public Health, Office of Emergency Management, Justice Administration Department, Flood Control District, Child and Adult Protective Services, Pollution Control, County Auditor, Purchasing Agent, Commissioners Court	HGAC, MUDs, PUDs, Universities, Non-Profits, School Districts, Management Districts, Apartment Association, Realtor Association, Builder Association, Banks, Advocates, State and Federal Agencies

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

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

Additional Notes:

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

Instructions

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

Service Name: Social Services - Intake & Call Svs
Divisions (list all): Social Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$541,477	9

1) Describe the Service and how it supports department goals. Intake & Call Center services supports the "Opportunity and Access" department goal, and the County Goals of "Housing & Economic Opportunity". The Call Center answers and screens calls and online surveys, and provides qualified customers with appointments and provides resources/referrals to partnering services within the community. The Intake function greets customers and provides signup for utility assistance, rental assistance, and bereavement appointments. Intake & Call Services provides the general public with referrals and needed information.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? Customers for intake and call centers services are Harris County residents seeking financial assistance to meet urgent needs related to utilities, housing and bereavement services. Customer expectations are to receive timely and accurate response to inquiries for assistance both through phone calls, online requests, and walk-in customers. Feedback is currently based on calls to management or leadership, and review of call center data related to calls received and wait times.
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 (4c).xlsx**

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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 Services - Emergency Financial Assistance

Divisions (list all): Social Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,150,168	19

1) Describe the Service and how it supports department goals. Emergency Financial Assistance services supports the "Opportunity and Access" department goal, and the County Goals of "Housing & Economic Opportunity" by increasing and improving housing and economic stability through the provision of emergency assistance to households facing financial crisis. This division provides assistance with gas, water, and electricity utility bills. The goal is to provide community/housing stabilization and empower clients towards self-sufficiency by providing assistance/services with the basic needs.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? Financial Assistance provides emergency utility assistance to all Harris County residents. The expectation is for our services to assist in preventing or restoring utilities. We utilize a customer comment/complaint form that is available upon request.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. No

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

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

Additional Notes:

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

Instructions

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

Service Name: Social Service - Case Management
Divisions (list all): Social Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$599,996 **	19 GF / 2 Grant

<p>1) Describe the Service and how it supports department goals.</p> <p>Comprehensive Case Management services supports the "Opportunity and Access" department goal, and the County Goals of "Housing & Economic Opportunity" by providing rental assistance and housing stability case management services to vulnerable households. This division provides services to both formerly homeless and those at risk of homeless through the deployment of Homelessness preventive assistance, permanent support housing case management and other support & referral services via federal, state and local funding.</p> <p>**NOTE: THIS DIVISION RECV'D "GENERAL FUNDS TRANSFER-IN" FROM ANOTHER COUNTY DEPARTMENT FOR THE EVICTION PREVENTION PROGRAM IN 2020-21 IN THE AMOUNT OF \$146K. AT THE TIME OF THIS DOCUMENT'S CREATION, IT IS UNKNOWN IF THIS TRANSFER WILL OCCUR AGAIN NEXT YEAR; ORDINARILY THIS UNIT WOULD HAVE APPROXIMATELY \$450k IN GENERAL FUNDS.</p>
<p>2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?</p> <p>Our target customers are those that are homeless, the hard to house and those that would become homeless if not for our assistance. The expectations of our target customers is to aid them by using our programs and funding for a specified amount of time which will enable housing stabilization and a safety net in order for persons to gain further access to additional services e.g.(health & food) as well as better opportunity for entry or re-entry into the workplace without having to worry about being homeless. Customer feedback is provided through surveys, follow-up and call center activity.</p>
<p>3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.</p> <p>No</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:

Bereavement & Cemetery Operations

Divisions (list all):

Social Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,278,994	10

1)	Describe the Service and how it supports department goals.
	Bereavement services supports the "Opportunity and Access" department goal, and the County Goals of "Economic Opportunity and Public Health". The Bereavement Program is to ensure that any indigent pauper who dies in Harris County has access to a simple, but dignified disposition.. This program provides for the storage, preparation and disposition for those who die in Harris County without next of kin and without resources for private services. Upon request of next of kin, a brief, but dignified, funeral service can be scheduled prior to final disposition at the county cemetery.
2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
	Our customers are those who die in Harris County and the family who do not have the resources for private funeral services. Expectations are that services are delivered timely, with dignity and respect to the next of kin and decedent, and our feedback is unsolicited and only provided if the Next of Kin, family and or friends do so on their own.
3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
	Yes, this service is statutorily mandated by the Texas Health and Safety Code Section 694.002 Duty of Commissioners Court Concerning Disposition of Body of Deceased Paupers, as amended, and as authorized under Texas Government Code, Section 81.027, and other applicable statutes whereby the commissioners court of each county shall provide for the disposition of the body of a deceased pauper. The Commissioners Court may adopt rules to implement this section.

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: Homeownership Programs
Divisions (list all): Housing & Community Development

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$159,839	10 Grant

1) Describe the Service and how it supports department goals.
Homeownership Services supports the Department goal of "Increasing Economic Opportunity and Access" by providing assistance to low income homebuyers to achieve the goal of homeownership. CSD provides several avenues to homeownership including through the Harris County Down payment Assistance Program, the Homeownership Made Easy Program, and the Harris County Community Land Trust. Each program provides financial assistance either through direct subsidy towards the purchase of a home or through the acquisition, rehab, new construction and resale of housing at affordable price points.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers of homeownership services a low, moderate and middle income homebuyers in need of financial assistance for down payment and closing cost or an affordable housing unit priced within an affordable price point for purchase. Expectations of program customers include the timely delivery of gap assistance to achieve homeownership, provision of quality homes available to purchase, and excellent customer service to guide potential buyers and their agents and representatives through the homebuying process. Additionally, customers expect to receive timely determination of eligibility without duplicative document submission. Customer feedback for all housing programs is collected via online customer survey. The program also receives unsolicited feedback from program participants and representatives routinely. Additionally, the program receives feedback through annual internal audits and periodic federal audits.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However, the services provided by the division are statutorily established in accordance with the requirements of the United States Department of Housing and Urban Development through its Community Development Block Grant (CDBG); Community Development Block Grant-Disaster Recovery Funds (CDBG-DR); HOME Investment Partnership Programs and Coronavirus Aid, Relief, and Economic Security Act (CARES Act). NSP1 was established by Section 2301(b) of the Housing and Economic Recovery Act of 2008 (Pub. L.110-289, approved July 30, 2008), also known as HERA. NSP3 was authorized by Section 1497 of the Wall Street Reform and Consumer Protection Act of 2010 (Pub. L. 111-203, approved July 21, 2010), also known as the "Dodd-Frank Act." Overall, based on HUD's Rules & Regulations, 24CFR, Parts 91 & 570, the Housing Programs section supports various requirements of the Consolidated Plan. The Consolidated Plan represents Harris County's vision for improving the quality of life in the low-and moderate-income areas of the county and identifies housing, homeless, community, and economic development needs and resources, and establishes a strategic plan for meeting those needs.

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: Voluntary Buyout Program
Divisions (list all): Housing & Community Development

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$0	4 Grant

1) Describe the Service and how it supports department goals. This service supports the departmental goal of Community Resiliency by decreasing the risk of resident life/safety through voluntary housing buyout and relocation services to areas of lower risk.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? The customers of this service are citizens whose home may have suffered damage during the 2015, 2016, or Hurricane Harvey Disaster and live in the County's designated target buyout areas, or whose home cannot be rebuilt under the Disaster Recovery Homeowner Rehabilitation and Reconstruction Program. Feedback is collected through unsolicited calls and messages.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. No. All funding is allocated by the State under subrecipient contracts and not statutory but must be operated within state and federal regulatory requirements.

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

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

Additional Notes:

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

Instructions

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

Service Name: Home Repair and Inspection Services
Divisions (list all): Housing & Community Development

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$180,913	8 Grant

1) Describe the Service and how it supports department goals.
Home Repair and Inspection Services support the Department's goal of Improving Livability by providing home repair and reconstruction services to low-income elderly, and disabled homeowners, and inspections of existing housing to ensure quality and livability standards continue to met on an annual basis. The services meet the County's goal of Housing.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers include low-to-moderate income, elderly & disabled homeowners and renters in Harris County. The customers who receive services or benefit from the unit's programs on expect to receive (1) quality home repairs, quality products & services, up to date home designs (floor plans), good customer service, timely and professional response. Additionally, customers expect to receive timely determination of eligibility without duplicative document submission. Customer satisfaction surveys for HCIS to be developed and implemented in 2021. Additionally, the program receives feedback through annual internal audits and periodic federal audits.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However, the services provided are statutorily established in accordance with the requirements of the United States Department of Housing and Urban Development through its Community Development Block Grant (CDBG); Community Development Block Grant-Disaster Recovery Funds (CDBG-DR); HOME Investment Partnership Programs and Coronavirus Aid, Relief, and Economic Security Act (CARES Act). NSP1 was established by Section 2301(b) of the Housing and Economic Recovery Act of 2008 (Pub. L.110–289, approved July 30, 2008), also known as HERA. NSP3 was authorized by Section 1497 of the Wall Street Reform and Consumer Protection Act of 2010 (Pub. L. 111–203, approved July 21, 2010), also known as the "Dodd-Frank Act." Overall, based on HUD's Rules & Regulations, 24CFR, Parts 91 & 570, the Housing Programs section supports various requirements of the Consolidated Plan. The Consolidated Plan represents Harris County's vision for improving the quality of life in the low-and moderate-income areas of the county and identifies housing, homeless, community, and economic development needs and resources, and establishes a strategic plan for meeting those needs.

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:	Homelessness Response System Investments and Services
Divisions (list all):	Housing & Community Development

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

1) Describe the Service and how it supports department goals.
Homeless Response system investments and services support the "Opportunity and Access" department goal, and the County Goal of "Economic Opportunity" by preserving and creating permanent supportive and affordable housing, and providing the essential support services for persons experiencing homelessness or those at risk of homelessness. Investments are provided as pass through funding to non-profit and county partners that develop, operate and provide services within the regional homelessness response system.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Persons experiencing and at risk of homelessness are the primary customers of these services. Other customers are the non-profit and county partners that develop, and deliver housing and services through the regional homelessness response system. Customer expectations are that they will receive timely, trauma-informed and effective services and housing to end their homelessness, and provide the supports they need to remain stably housed. Feedback will be obtained through the consumer support forum provide through the regional homeless response system, and through regular audits of partner operations to ensure successful program and project delivery.
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: Community Investments - Public Services
Divisions (list all): Housing & Community Development

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$124,675	0

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

Community Investments- Public Services supports the "Opportunity and Access" department goal, and the County Goals of "Economic Opportunity, Public Health, and Transportation" by investment of federal funding into a variety of community based public service programming. Public services programs with this service include Texans Feeding Texans Program funding, Immigrant Legal Services Fund operations, Health Food Financing program, and federally funded pass through grants for public services under the Community Development Block Grant Program. As found in the "request for additional funding", CSD is asking for an additional \$5.7 million to further augment Community Investment. The table below is a summary of "planned" investments should that request be granted:

<u>Summary Of Public Services Community Investments:</u>	<u>Total</u>	<u>General Funds</u>	<u>Other Sources</u>
Public Svs - Youth	\$ 569,114	\$ -	\$ 569,114
Public Svs - Health & Nutrition	2,243,538	2,123,538	120,000
Public Svs - Seniors	133,148	-	133,148
Homeless Systems	5,893,601	5,700,000	193,601
COVID response General	345,676	-	345,676
COVID response Homeless	3,908,690	-	3,908,690
Other Community Investments	2,250,000	2,050,000	200,000
Total Planned Public Services Investments:	\$ 15,343,767	\$ 9,873,538	\$ 5,470,229

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

Customers include the general public, low-income families, immigrants, youth, children, and seniors. Additionally, as funds will be pass-through grants, customers will also include non-profit partners, and county departments providing services. Customer expectations include the delivery of timely services that improve their quality of life and lead to improved economic status. Feedback will be collected through routine and regular program audits which will require partner organizations to provide for a customer feedback platform to inform on quality of service delivery.

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

Yes. Texans Feeding Texans program requires a local match Title 40 Part1, Chapter 55.
<https://www.texasagriculture.gov/GrantsServices/TradeandBusinessDevelopment/HomeDeliveredMealsGrantProgram.aspx>

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:	Community Investments- Public Facilities & Infrastructure
Divisions (list all):	Housing & Community Development

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

1) Describe the Service and how it supports department goals.
Community Investments- Public Facilities and Improvements (PFI) supports the Department goal of "Improve Livability" and the County goals of "Economic Opportunity and Public Health" by investing in public facilities, infrastructure and green spaces that create safe and attractive neighborhoods. This unit does not utilize County General Funds while it expects to expend in grant and passthrough funds: \$12.3 Million in Public Infrastructure projects directed a water, sewage, and public facilities
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 citizens utilizing County and Neighborhood parks and community centers, roads, drainage, water and sewage systems. Feedback is collected via surveys, engineering assessments, planning studies and environmental reports.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. Federal funding is utilized to support these services.

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:

Housing Policy Advisor

Divisions (list all):

Housing & Community Development

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$189,870	2

1)	Describe the Service and how it supports department goals.
<p>The services provided by the Housing Policy and Strategy team supports the Department goal of "Fostering a Culture of Accountability" by providing staffing support and policy research services to ensure the Department is using the latest policy data and best practices in its housing programs. This division supports the operation of the Housing Policy Advisory Committee which is a 21 member body created to collectively review research data on housing need and affordability in Harris County, study and advise on County housing policies, and recommend specific actions or initiatives to encourage or facilitate affordable and workforce housing while protecting the ability of property to appreciate in value.</p>	
2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Customers are the general public, CSD housing divisions and programs, and the Housing Policy Advisory Committee members. Expectations of customers are that the department is creating housing programs built on sound policy and research informed by the committee. Feedback is collected routinely through surveying committee members.</p>	
3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>No</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:

Housing Development and Special Initiatives

Divisions (list all):

Housing & Community Development

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,101	5 Grant

1) Describe the Service and how it supports department goals.
Finance and Development services are directed at increasing community impact by leveraging development tools to further community growth and development. Services specifically focus on the administration of five development and finance subsidiary corporations (Harris Co. Housing Finance Corp, HC Community Land Trust, Harris Co. Comm Development Fund CDE, and the Harris Co. RDA, and TIRZ 24). These program operational services support the Department goals of "Improving Livability" and "Supporting Neighborhood Sustainability" as well as the County level goals of Economic Opportunity.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers of these services include the general public, and neighborhoods. Expectations include the delivery of investment and sound decision making related to leveraging external resources in accordance with county goals and priorities. Customer feedback occurs via dialogue with development partners and developer interests, and through public comment received through board meetings and public hearings.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

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: Fixed Bus Routes and Park & Ride Services
Divisions (list all): Office of Transit Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$545,968	2.5 Grant

1) Describe the Service and how it supports department goals.
This service supports the departmental goals of Opportunity and Access to provision of dependable and efficient mobility services for the elderly, disabled and economically disadvantaged. Globally, this section supports the County-wide goal of Transportation and Economic Opportunity.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Passengers in areas of Harris County not already served by METRO. Program expectations include dependable, on time service for those passengers in need of transportation. Feedback is collected via surveys and collection of statistical data regarding on-time performance, emissions, customer complaint hotlines and resolution desk, and an array of FTA KPIs that are comparable with other similar transit agencies. This program has partnered with Texas Southern University by instituting a "SECRET RIDER" program whereby graduate students are hired to secretly ride and evaluate the quality, timeliness and customer experience of the service.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However, recipients of FTA funding must program services for transportation that meets the federal guidelines outlined within the FTA regulations.

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: RIDES
Divisions (list all): Office of Transit Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$363,487	10 Grant

1) Describe the Service and how it supports department goals.
RIDES supports the departmental goal of " Opportunity and Access ". RIDES delivers a curb-to-curb subsidized transportation program that allows seniors, the disabled and economically disadvantaged customers and participating agencies to purchase transportation services at a significant discount. This unit collaborates with partnering agencies in assisting those in need of flexible transportation options for job connections, pharmacies, doctors visits, grocery shopping and everyday needs. Globally, this section supports the County-wide goal of Transportation and Economic Opportunity. The RIDES program is a regionally and nationally recognized program in best practices guides, literature and awards by agencies and organizations such as TXDOT, HGAC, and the National Association of Counties Leadership Foundation.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Senior citizens, the disabled and economically disadvantaged customers. Expectations are to have flexible, dependable and safe transportation options allowing them to remain independent within their community. This program has partnered with Texas Southern University by instituting a "SECRET RIDER" program whereby graduate students are hired to secretly ride and evaluate the quality, timeliness and customer experience of the service. The RIDES program utilizes customer satisfaction surveys, and an array of metrics to measure the success of its program.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However, recipients of FTA, section 5307 funding must program services for transportation that meets the federal guidelines outlined within the FTA regulations. There are no State of Texas requirements to operate this program.

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: Non Emergency Medical Transportation Svs
Divisions (list all): Office of Transit Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$122,562	4.5 Grant

1) Describe the Service and how it supports department goals.
The Non-Emergency Medical Transportation Program is designed to address the CSD goal of providing Access and Opportunity to persons in need of transportation to and from any non-emergency medical appointments. Globally, this section supports the County-wide over arching goal of Transportation and Economic Opportunity.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
This service is for medical necessity trips such as dialysis, chemotherapy, radiation treatments, and other medical appointments and is available in 21 communities outside of the METRO service area. Service area customers expectations are to have timely, dependable and safe transportation to and from critical health related appointments. The Office of Transit Services routinely collects survey information and provides all customers with a complaint hotline in order to receive customer feedback.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. However it does meet the regulatory requirements of FTA Section 5307 in terms of eligibility, and area of coverage. The program is leveraged with CDBG Public Service funds and utilizes a nominal amount of general funds to continue the program. There are no State requirements that require this program.

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: Transit Planning & Coordination of Services
Divisions (list all): Office of Transit Services

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$185,265	1 Gen Fund / 4 Grant

1) Describe the Service and how it supports department goals.
<p>This section is designed to ensure engagement with local stakeholders such as METRO, HGAC, Commissioners Court, partnering communities & agencies and the general public in the planning, design, implementation of all transit related programs under this division's umbrella. Additionally, this unit ensures that quality controls exist with regard to passenger safety, comfort, service delivery response times as well as overall compliance with the FTA regulations as it relates to Sections 5307 and 5310 and most recently the FTA CARES Act funding. This section within Transit Services is directed at CSD's goal to provide "Opportunity and Access". The "motto" for the Office of Transit Services is: "Keeping Harris County Moving". Globally, this section supports the County-wide goal of Transportation and Economic Opportunity. It is important to note that this division's use of general funds is in the form of "match" and is leveraged with another \$11.8 million in federal and other partner funding.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Stakeholders are listed above. The expectations are establish and ensure an equitable and appropriate level of mobility for transit-disadvantaged residents of Harris County not already served by METRO. Feedback is collected via satisfaction surveys, FTA provided KPIs, and via interface with key stakeholders. Stakeholders: Customers of Transit Services programs, other Local Governments, the FTA, County Pcts., numerous local non-profit agencies, HGAC, Metro, and TX Dot.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>No. However, Recipients of FTA Sections 5307 and 5310 are required to meet federal regulatory requirements.</p>

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: Infrastructure Resiliency
Divisions (list all): Disaster Recovery

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$0	6 Grant

1) Describe the Service and how it supports department goals.
This section primarily supports the departmental goal of Community Resiliency by improving drainage infrastructure to reduce flooding risk and through investment in resilient public facilities, and infrastructure. This unit does not utilize County General Funds is budgeted to expend \$40,085,903 Disaster Recovery funds in FY 21/22 supporting the department goals.
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 citizens utilizing County roads, public facilities, drainage, water and sewage systems. Customers expectations are that the infrastructure projects will be in good working order and increase resiliency to future disaster. Feedback is collected via surveys, engineering assessments, planning studies and environmental reports.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. All funding is allocated by the State under subrecipient contracts and not statutory but must be operated within state and federal regulatory requirements.

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: Homeowner Reimbursement Assistance
Divisions (list all): Disaster Recovery

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$102,190	.5 GF / 11.5 Grant

1) Describe the Service and how it supports department goals.
This section supports the departmental goal of Community Resiliency by increasing the economic resiliency of homeowners through provision of reimbursement of non-duplicated out of pocket expenses to repair homes. This section is primarily funded by grant funds and is budgeted to expend 6,000,000 in Disaster Recover Program Funds during FY21/22 supporting the Department Goals. General Funds are requested to fund positions which are not covered by grant fund budgets.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers of this service are citizens whose home suffered damage during the Hurricane Harvey Disaster and self repaired the damage to their home utilizing personal funds. Customers expect that they will be reimbursed in a timely fashion and for the maximum amount allowable under the Program's guidelines. Feedback is collected via surveys, planning studies, application intake numbers, as well as through the call center.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. All funding is allocated by the State under subrecipient contracts and not statutory but must be operated within state and federal regulatory requirements.

FORM 4a. Department Services - DETAIL (#19)

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

Additional Notes:

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

Instructions

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

Service Name: Homeowner Rehabilitation and Reconstruction
Divisions (list all): Disaster Recovery

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$102,190	.5 GF / 11.5 Grant

1) Describe the Service and how it supports department goals.
This section supports the departmental goal of Community Resiliency by improving the condition and resiliency to future flooding for existing single-family housing stock through rehabilitation and reconstruction. This section is primarily funded by grant funds and is budgeted to expend 20,000,000 in Disaster Recover Program Funds during FY21/22 supporting the Department Goals. General Funds are requested to fund positions which are not covered by grant fund budgets.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers of this service are citizens whose home suffered damage from a past Federally Declared Disaster, currently the 2016 Floods and Harvey Disasters, and have yet to be repaired. Customers expect that their homes will be repaired or reconstructed in a timely fashion and at the highest building quality, that meet green building and minimum property standards, allowable under the Program's guidelines. Feedback is collected via surveys, planning studies, application intake numbers, as well as through the call center.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No. All funding is allocated by the State under subrecipient contracts and not statutory but must be operated within state and federal regulatory requirements.

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 (4c).xlsx**

Additional Notes:

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

Instructions

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

Service Name:

Mandatory Buyout

Divisions (list all):

Disaster Recovery

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,500,000	2 Grant

1)	Describe the Service and how it supports department goals.
<p>This section supports the departmental goal of Community Resiliency by decreasing the risk of resident life/safety through housing buyout and relocation services to areas of lower risk. Additionally, the section supports the department goal of Community Resiliency by increasing the economic resiliency of businesses through buyout and relocation services to areas of lower risk. This section is primarily funded by grant funds and is budgeted to expend 55,000,000 in Disaster Recover Program Funds during FY21/22 supporting the Department Goals. General funds are needed to provide temporary relocation for County residents that may not qualify for Uniform Relocation Act (URA) assistance under the CDBG-DR program</p>	
2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The customers of this service are citizens whose home may have suffered damage during the Hurricane Harvey Disaster and live in the County's designated target buyout areas. Customers also include business owners whose business is located within the buyout areas. Customers expect that they will be fairly compensated for the purchase of their home or business and provided relocation assistance to ensure economic resiliency and continued quality of life. Feedback is collected via surveys, engineering assessments, planning studies, environmental reports, application intake numbers, as well as through the call center.</p>	
3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>No. All funding is allocated by the State under subrecipient contracts and not statutory but must be operated within state and federal regulatory requirements.</p>	

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 (4c).xlsx

Additional Notes:

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

Instructions

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

Service Name:

Case Management Services

Divisions (list all):

Disaster Recovery

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$0	14 Grant

1) Describe the Service and how it supports department goals.
<p>This section supports the departmental goal of Community Resiliency by increasing the economic resiliency of persons displaced due to disaster by providing emergency assistance and services to stabilize and connect to permanent housing. This section is primarily funded by grant funds and is budgeted to expend \$2,187,822 in Disaster Recover Funds during FY21/22 supporting the Department Goals.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The customers of this service are income citizens whose home suffered damage during the Hurricane Harvey Disaster and need assistance locating temporary housing during the rehabilitation or reconstruction of their homes which is funded by the Disaster Recovery grant. This service also assists customers who are low to moderate income and require rental assistance or are in need of locating rental housing as a result of the Hurricane Harvey Disaster. Feedback is collected via surveys, planning studies, assessments of the number of applicants applying or requiring services and call center activity.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>No. All funding is allocated by the State under subrecipient contracts and not statutory but must be operated within state and federal regulatory requirements.</p>

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 (4c).xlsx**

Additional Notes:

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

Instructions

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

Service Name: Single Family New Development
Divisions (list all): Disaster Recovery

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$30,000	1 Grant

1) Describe the Service and how it supports department goals. This section primarily supports the departmental goal of Community Resiliency through the construction of new single family affordable housing that can be available for low to moderate income persons who seek new homes particularly those who were displaced or whose homes were purchased through the County's Buyout Programs. This section is primarily funded by grant funds and is budgeted to expend \$28,208,180 in Disaster Recover Funds during FY21/22 supporting the Department Goals. General funds are requested to enter into option agreements which may not be eligible for CDBG-DR funding.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? The customers of this service are low to moderate income citizens seeking to obtain affordable housing throughout the County, many of whom were impacted and/or displaced by flooding. Customer expectations are that they will have the ability to obtain affordable housing which is resilient to future disasters and energy efficient. Feedback is collected via surveys and planning studies.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. No. All funding is allocated by the State under subrecipient contracts and not statutory but must be operated within state and federal regulatory requirements.

FORM 4a. Department Services - DETAIL (#23)

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

Additional Notes:

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

Instructions

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

Service Name:

Program Compliance Services

Divisions (list all):

Disaster Recovery

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,378,579	2 GF / 14 Grant

1) Describe the Service and how it supports department goals. This Program Compliance Services division provides support to all Disaster Recovery unit employees and goals by providing the following supporting services: Contract Compliance and Monitoring, Office Management, Environmental Reviews, Action Plan Development and Grant Writing. This section is primarily grant funded with general funds used as discretionary matching funds as well as funding three PCNs and supplemental IT services.
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 citizens participating in the program, the State of Texas, the Department of Housing and Urban Development and the CSD's division carrying out the Disaster Recovery grant funded programs. Customers expect timeliness, accuracy and transparency. Feedback is provided in monitoring result letters, audit reports, grant funding received and surveys.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts. No. All funding is allocated by the State under subrecipient contracts and not statutory but must be operated within state and federal regulatory requirements.

FORM 4a. Department Services - DETAIL (#24)

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

Additional Notes:

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

Instructions

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

Service Name: CSD Executive Director
Divisions (list all): Operational Support

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$702,575	4 GF / 2 Grant

1) Describe the Service and how it supports department goals.
The CSD Executive Director's Office is the overarching leadership for the Department. This office is responsible for fostering partnerships, mentorship of staff, interface with key stakeholders, messaging & communications, direction and strategic planning for the use of the department's resources, fiscal management, and overall evaluation of outcomes for all of CSD's programs, projects, activities and support divisions. Services delivered through Executive Leadership support the Department's "Fostering a Culture of Accountability" goal by ensuring a transparent, accountable, collaborative and customer-centered approach to operations.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
The customers for this unit are the 4.5 million residents of Harris County and customers for the CSD department's services, the department's staff, commissioners court and community partners. Their expectations are opportunity and access to a diverse set of housing choices, Social Services, livable, sustainable and resilient communities, safe and secure vibrant neighborhoods. It will be the focus of the Executive Director's office to engage key stakeholders, seek evidence based programming with measurable outcomes and research best practices in tangible and relatable programming areas of CSD. To gage the success of the department's deliverables, this support unit will evaluate citizen comments, surveys, data collected from program results and compare these points of data to peers and established goals.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

FORM 4a. Department Services - DETAIL (#25)

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

Additional Notes:

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

Instructions

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

Service Name:

Planning

Divisions (list all):

Planning and Development

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$2,986,026	8 Grant

1)	Describe the Service and how it supports department goals.
<p>Planning, Data, and GIS services are delivered through CSD's Planning & Development division. Services support the Department Accountability goal by ensuring the development and delivery of data driven processes and plans for operation of the department. Services in this division support the County's Governance and Customer Service goal. Services fall into the following three categories:</p> <ol style="list-style-type: none"> 1) Planning & Reporting 2) Data Analysis / GIS Mapping/ Environmental Review processing 3) Grant award processing 	
2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Customers include: Non-profit organizations, for-profit developers, local governments, stakeholders, fair housing organizations, low-to-moderate income communities, County offices/precincts, departments and the general public.</p> <p>Expectations: Comprehensive engagement and outreach to determine the community's needs when setting the goals and objectives in the Consolidated Plan to be carried out projects and programs using HUD funds. Timely processing and accurate response to comments, information requests, production of data/maps, posting of public notices and submission of plans and responses to HUD.</p> <p>Feedback: Citizen comments by email, phone, letter or in person; surveys; evaluate timeliness and accuracy in fulfilling mapping/data requests; Comments on website/public notice postings</p>	
3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>No. However, many services are mandated under federal regulatory requirements under specific grants.</p>	

FORM 4a. Department Services - DETAIL (#26)

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

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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 Office
Divisions (list all): Operational Support

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$169,511	1 GF / 1 Grant

1) Describe the Service and how it supports department goals.
Supported by the CSD Public Information Office, internal and external communication services include the delivery of information to the public, staff, and stakeholders through a variety of communication platforms. External communications include receiving and responding to Public Information Request received under the Texas Public Information Act; provision of public relations services connecting residents with an understanding of the services; supporting CSD public events; and the operation and maintenance of four websites including the CSD main site, Project Recovery website; the Harris County Redevelopment Authority/TIRZ #24 Website and Harris County Housing Finance Corp website. PIO also supports internal communications to keep employees aware of our services success. Services support the Department's goals of increasing community engagement and fostering a culture of accountability
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Our customers include the direct contact with Harris County residents, Elected Officials, Service Providers in the Community and federal State and local officials who support and monitor CSD performance. Customers expect timely sharing of accurate information. Feedback is received via unsolicited reports, and through period audits.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No

FORM 4a. Department Services - DETAIL (#27)

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

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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 & Engagement
Divisions (list all): Operational Support

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$17,455	3 GF / 8 Grant

1) Describe the Service and how it supports department goals.
<p>Outreach and Engagement services support the Increasing Community Engagement department goal, and the County Goals of "Governance and Customer Service" by providing resource referrals and "grass roots" community outreach and engagement services that include:</p> <p>1) Affordable Housing search assistance 2) Engage, connect and educate the public about services and programs available through Harris County (CSD) via community events (virtual & live) and distribution of CSD program literature and "resource matrix" handout for helping persons address essential needs (food, rent, clothing, medical, utilities) supplied by partnering agencies; 3) Advocacy for individuals who have issues with their landlords or are experiencing fair housing issues 4) Rent reasonableness which is the method of determining the federally required rent allowances; 5) Complaints & Appeals - receiving and responding to department complaints and appeals by fielding, researching and addressing complaints regarding CSD programs. 6) Resource Navigation Services helping persons acquire resources for a variety of needs when they find themselves in crisis. 7) Supporting local disaster response by staffing local and federal disaster recovery centers and ensuring messaging to the public for recovery resources. .</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>The customers for the services from the Outreach & Engagement section are the residents of Harris County. Customer expectations including receiving timely and helpful information and resources to meet needs in a crisis. Customer satisfaction surveys and unsolicited responses from customers provide feedback on program operations and needed 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 (#28)

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

Additional Notes:

"Customers" are defined as individuals or organizations that use services provided by the department. Customers may be **external** (e.g., individuals, groups, or organizations in the community) or **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 & Compliance Management
Divisions (list all): Operational Support

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$265,310	18 Grant

1) Describe the Service and how it supports department goals.
Grants and Compliance Management services support the "Fostering a Culture of Accountability" department goal, and the County Goals of "Governance and Customer Service" by providing compliance oversight and local and federal reporting services to ensure accountable and capable delivery of grants and services. Services are performed through CSD's Grants Management division and include the internal and external monitoring of public services, facilities, infrastructure, long term affordable housing developments and homeless programs that benefit low-to-moderate income areas of unincorporated Harris County and low-to-moderate income persons of unincorporated Harris County. GM also provides Technical Assistance to our customers to facilitate the eligible expenditure of HUD grant funds.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
Customers include: non profit organizations, for-profit developers, local governments, special districts, County offices/precincts, departments, low-to-moderate income persons, construction contractors and small business concerns. Expectations of all customers include respectful, helpful and timely communication. Subrecipient feedback surveys to be developed.
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
No; however, HUD grant agreements require the County to provide oversight of HUD grant funds to ensure the funds are expended within the respective grant regulations. HUD grant agreements require certification that the County has the capacity to carry out HUD grant requirements.

FORM 4a. Department Services - DETAIL (#29)

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

Additional Notes:

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

Instructions

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

Service Name: Office of Financial Services
Divisions (list all): Operational Support

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,075,802	7 GF / 27 Grant

1) Describe the Service and how it supports department goals.
<p>Provided through CSD's Office of Financial Services, accounting, budgeting and financial monitoring services support the Department's goal of "Fostering a Culture of Accountability" by providing managerial and financial support to all Divisions and functional areas within CSD. Services provided include an array of financial & accounting disciplines including financial project underwriting, financial compliance monitoring, project & cost accounting, administrative, time & payroll accounting, program budgeting, administrative budgeting, cash management, special projects accounting, component unit accounting services, reporting, departmental audit support & liaison. This unit has a total operating budget of \$3.64 million of which \$2.56 million is recovered under project delivery and/or grant administrative funding.</p>
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Customers for this service component include the operating and support division(s), the Harris County Auditor's office, Budget Management Department, Co. Attorney, County Purchasing Agent, contractors, vendors & developers, financial institutions and grantors of federal, state and local governments. Customers expect timeliness, accuracy and transparency. Feedback is provided in monitoring result letters, audit reports and surveys.</p>
3) Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>Some services provided are statutorily mandated, i.e. (HUD Comprehensive Performance & Evaluation Reporting (24 CFR 85.41), component unit audits of each's Annual Financial Statement Reports (Sec 114.025 TLGC), Timekeeping, Procurement and payment processing (Tx Gvts Code chapter 2251), grant financial reporting (various state & local regulations).</p>

FORM 4a. Department Services - DETAIL (#30)

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

Additional Notes:

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

Operational Support

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$419,111	6

1)	Describe the Service and how it supports department goals.
<p>CSD recruitment, compensation management, and employee training and development services are managed under CSD's Human Resources office. The Human Resources division manages the numerous needs of the employees and management to help maximize the efficiency of the department in the following: Employment and Recruitment, Commissioners Court Coordination, Compensation Management and Department Compliance and Employee Relations. These services support the Department's goal of "Fostering a Culture of Accountability" and the County's goal of "Governance and Customer Service."</p>	
2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
<p>Customers are department employees, managers, county departments, general public and applicants for employment. The "HR" Team is expected to keep employees up to date with policies and procedures, assists managers in the implementation and interpretation of management procedures, work and network with other county departments on county collaborations, answering HR questions from the general public and applicants.</p>	
3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
<p>No; however, CSD HR Team is an extension of the Harris County Human Resources and Risk Management (HRRM) Division. We work closely with HRRM to transmit required policies, procedures and employee information to staff. Relevant statutory references would be HR Policies and Procedures, FMLA documents, Health Benefits information and Code of Conduct.</p>	

FORM 4a. Department Services - DETAIL (#31)

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

Additional Notes:

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

Divisions (list all):

Operational Support

Estimated Annual Cost for FY 2020-21 (\$ Amount)	Headcount (FTE)
\$1,999,608	13

1) Describe the Service and how it supports department goals. The CSD General Services unit supports the Department's goal of "Fostering a Culture of Accountability" by providing logistical and technical support for office operations, remote event setup support, file and data storage, procurement and asset management along with software development and hardware support and data collection to provide output metrics and reporting for program operations. Due to the multiple programs and office locations logistical services are critical to ensure the effective and efficient operation of CSD programs.
2) Who are the customers for this service? What are their expectations? How do you collect customer feedback? CSD staff members, programs & projects administered by CSD, community partners, county departments and residents. Expectations include the efficient operation of programs and offices and management of files, data, and assets, and technology to facilitate accurate reporting and ease of access to services. Feedback is provided through help desk reports on timeliness of provision of support services.
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 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
Intake and Call Center Services	Calls handled	Currently in use	Avaya Phone System	SO5	64,776	81,981	Number based on increased calls handled directly related to increased call center staff.
	Percent Abandoned	Currently in use	Avaya Phone System	SO22	17%	<14%	Proportion of abandoned calls expected to decrease with increase in call center staffing
	On-hold time	Currently in use	Avaya Phone System	SO22	2.5 hours	< 45 minutes	Hold time to be reduced with increased call center staff
	Average Length of Call	Currently in use	Avaya Phone System	SO22	7 minutes	< 10 minutes	Average length may vary; measure based average of past data
Emergency Utility Assistance	# households served (distinct clients)	Currently in use	Caseworthy Data System	SO5	1786	2143	Number based on expected increase in assisted clients
	# of repeat households served (distinct clients)	Currently in use	Caseworthy Data System	SO5	965	1158	Number based past performance data
	# of qualifying appointments	Currently in use	Caseworthy Data System	SO5	6949	8339	Number based on 20% growth rate of total number of qualifying appointments
	% households approved for assistance	Currently in use	Caseworthy Data System	SO5	33%	40%	Number based on 20% growth rate of % of households approved for assistance
Comprehensive Case Management	# Permanent Supportive Housing, Rapid Rehousing and Homelessness Prevention cases managed	Currently in use	Caseworthy Data System	SO3	985	1005	Number based on anticipated growth in cases based on increased staffing
	% Households remaining housed at 1 year	New	HMIS	SO3	N/A	60%	Measure consistent with past performance
Bereavement Services	# burials per year (all services)	Currently in use	Caseworthy	SO5	749	1100	Measure based on current call trends
	# case referrals received	Currently in use	Caseworthy	SO5	1500	1700	Volume of calls for service received
Homeownership Services	# homebuyers receiving assistance all homebuyer	Currently in use	Internal source	SO2	46	55	Volume of applicants seeking homeownership
	# Downpayment assistance loans closed within 60 days	Currently in use	Internal source	SO22	22	35	Number of qualified applicants approved
	% defaults within affordability period all homebuyer programs	Currently in use	Internal source	SO2	0	0	Number based on past performance reviews of assisted clients
	Number of properties entered into the Community Land Trust (CLT)	Currently in use	Internal source	SO2	N/A	35	Metric based on CLT Business Plan
Home Repair and Inspection Services	# applications program applications received	Currently in use	Internal source	SO6	140	150	Number of applicants seeking services
	% of repair projects completed within 90 days	Currently in use	Internal source	SO22	66%	75%	Metric based on past performance, reasonable completion timeframe
	% of projects with change orders	Currently in use	Internal source	SO6	33%	33%	Proportion of projects historically requiring change orders
	# inspections and reinspections completed	Currently in use	Internal source	SO6	1420	1750	Volume of required compliance inspections based on current and pipeline of projects
Voluntary Buyout Program	# buyouts completed	Currently in use	Recovery Trac	SO13	10	16	Remaining files in the voluntary buyout pipeline.
	# relocated to lower risk areas	Currently in use	Recovery Trac	SO13	4	16	16 replacement homes to be purchased
Affordable Rental Housing Development	# of rental units in development/construction	Currently in use	Internal source	SO1	1,774	732	Volume of active pipeline projects
	# rental units completed	Currently in use	Internal source, CAPER	SO1	0	902	Volume of units created based on projects in pipeline of projects to be completed

	# rental units completed under %50 Area Median Income	Currently in use	Internal source, CAPER	SO1	0	262	Number of 50% AMI units to be created based on pipeline of projects to be completed.
	# units completed in high opportunity areas	Currently in use	Internal source	SO1	0	198	Number of units to be created in high opportunity areas based on pipeline of projects to be completed.
	# rental units completed in Community Revitalization Areas	Currently in use	Internal source	SO1	0	612	Number of units to be created in concerted revitalization areas.
Homelessness Response System Investments	# of new homeless housing units created	Currently in use	HMIS, Internal source	SO3	62	282	PY20 new homeless units are Transitional Housing (TH); PY 21 new units will be Permanent Supportive Housing (PSH).
	# of homeless units preserved	New	HMIS	SO3	N/A	461	PSH units vacated and refilled; and creating with new local
	% of Persons remaining in permanent housing after 2 years	New	HMIS	SO3	N/A	85%	Based on local homeless system housing stability goals.
	% increase in persons connected to mental health supports	New	HMIS, Internal source	SO3	N/A	25%	Proportion of new homeless clients to be served based on funding investments to expand mental health supports
	# households diverted from homeless response system	New	HMIS, Internal source	SO3	N/A	500	Number of households to be served based on first year goals of COVID Community Wide Housing Plan (CCHP)
	# coordinated access housing assessments conducted	New	HMIS, Internal source	SO3	N/A	1500	The Coalition receives approximately 5,000 entries into the HMIS system each year and is at maximum capacity. Increased staffing is estimating an addition of handling 1,500 - 2,000 entries.
	% of housing assessments that lead to placement within six months	New	HMIS, Internal source	SO3	N/A	>80%	Local response homeless response system has a 30 day goal of housing. Current efforts show closer to six months based on housing availability.
	# households housed through Rapid Rehousing	New	HMIS, Internal source	SO3	81	90	Data based on households housed through rapid rehousing pass through grants with average household receiving assistance for twelve (12) months.
	# households housed though Permanent Supportive Housing	New	HMIS, Internal source	SO3	N/A	52	Metric based on continuation of HUD funded Continuum of Care Permanent Supportive Housing contract
	# served with essential services in shelter and outreach (CDBG and ESG)	Currently in use	CAPER	SO3	1,301	1,301	Same level of service due to uncertainty of COVID-19 impacts through pass through grants for homeless services
	% housed that return to homelessness	New	HMIS	SO3	N/A	3%	Based on local homeless response system estimates of recidivism for pass through grants for homeless housing services
Community Investments-Public Services	# seniors provided with meals (Texans Feeding Texans)	Currently in use	Internal source	SO5	9600	10065	Estimate based on number of meals to be served under pass through contracts for Texans Feeding Texans
	# low-income persons receiving general public services (CDBG)	Currently in use	IDIS, CAPER	SO5	386	386	Number of persons served based on renewal contracts for public service providers
	# persons accessing job training and increased education	Currently in use	IDIS, CAPER	SO5	25	25	Number to be served based on renewal of existing job training public service project
	\$ funds invested into healthy food access projects	Currently in use	Internal source	SO5	\$ 554,067.00	\$ 1,445,933.00	Second round RFP and selection to use remaining funds in 2021
	# persons benefiting from healthy food access projects	New	Internal source	SO5	N/A	8000	Estimate for first and second round RFP projects to be selected and underway in 2021
	\$ invested into Immigrant legal services	New	Internal source	SO5	N/A	\$ 1,050,000.00	First year for service providers and use of allocated funds
	# of immigrants provided with legal representation	New	Internal source	SO5	N/A	100	Estimated at \$10k per client served by service providers for amount available in first year or program
Community Investments-Public Facilities and Infrastructure	# projects completed in concerted revitalization areas	Currently in use	Internal source	SO7	8	3	Fewer projects located in designated concerted revitalization areas (CRAs) based on pipeline of pass through grants
	\$ invested into concerted revitalization areas	Currently in use	Internal source	SO7	\$ 93,980,774.55	\$ 37,310,161.00	Fewer projects located in designated concerted revitalization areas (CRAs) based on pipeline of pass through grants
	# public facilities projects completed	Currently in use	IDIS, CAPER	SO7	1	1	Based on funded project pipeline
	# infrastructure improvement projects completed	Currently in use	IDIS, CAPER	SO7	7	6	Selected Pre-apps and competitive projects
	# persons benefiting from public facilities and infrastructure improvements	Currently in use	IDIS, CAPER	SO7	15,405	15,000	Estimate of projects to be funded
	# households connected to public water/sewer services	Currently in use	IDIS, CAPER	SO7	14,376	12,000	Estimate of projects to be funded

	acres of park and green space completed	Currently in use	IDIS, CAPER	SO7	23.25	5	Estimate from projects to be funded
	# persons benefits from completed parks/greenspace	Currently in use	IDIS, CAPER	SO7	9,620	20,570	Estimate from projects to be funded
Housing Policy and Program Strategy	# committee and work group meetings managed	Currently in use	Internal source	SO22	6 committee meetings; 13 work group meetings	4 committee meetings; 12 work group meetings	Based on housing study schedule and coordination meeting scheduled.
	# policy recommendations formulated and implemented	New	Internal source	SO22	N/A	7	The goal of these 7 priority areas is to increase access, incentivize and invest in quality, affordable and flood resistant housing.
Housing Development and Special Initiatives	# of projects managed	New	Internal Source	SO22	N/A	13	Volume of project management and track capacity
	\$ funds invested through Harris Housing Finance Corporation Activities	New	Internal Source	SO9	N/A	\$20 million	Based on bonding capacity and past performance trends
	\$ funds invested through Harris County Redevelopment	New	RDA Records	SO9	N/A	\$5 million	Based on housing priorities, and subject to RDA Board
	\$ funds invested through New Market Tax Credits (NMTC)	New	Internal source	SO9	N/A	\$20 million	Subject to receipt of NMTC allocation, planned amount to be invested in one year if award received.
	Housing Dash Board Launched	New	Internal source	SO22	N/A	1	Completion of transparent housing development tracking
Fixed Route Bus Service and Park and Ride	Ridership	Currently in use	Internal source	SO4	113,019	136,616	Based on current trends in ridership
Park and Ride Service	Ridership	Currently in use	Internal source	SO4	2,810	3,600	3600 boarding's reduces 14 cars per day each way. Pre-COVID has been 49 cars per day each way
Harris County RIDES	Ridership	Currently in use	Internal source	SO6	71,455	96,662	Based on current trend in ridership
Non-Emergency Medical Transportation	Ridership	Currently in use	Internal source	SO6	14,816	15,700	Based on program capacity within available funding
Infrastructure Resiliency	# drainage improvement projects funded/completed	Currently in use	Internal source	SO15	14/1	24/6	Based on pipeline of projects to be completed
	# structures are lower risk of flooding	Currently in use	Internal source	SO15			Based on pipeline of drainage projects to be completed
					2,096	30,000	
	# water/sewer projects funded/completed	Currently in use	Internal source	SO16	2	5	Based on pipeline of projects to be completed
	# public facilities funded/completed	Currently in use	Internal source	SO16	3	12	Based on pipeline of projects to be completed
	# road miles funded/completed	Currently in use	Internal source	SO16	1	3	Based on pipeline of projects to be completed
	# households benefiting from projects	Currently in use	Internal source	SO16	6,490	165,859	Based households located within project services areas for
Homeowner Reimbursement	# homeowners receiving assistance	Currently in use	Recovery Trac	SO11	537	750	Based on pipeline of applicants to be served
	\$ reimbursement provided	Currently in use	Recovery Trac	SO11	\$4,938,567.91	\$25,061,432.09	Based on value of assistance to provided within pipeline of applicants to be served
	% of homeowners that received assistance compared with	Currently in use	Recovery Trac	SO11	12.62%	87.38%	Based on proportion applicants qualifying for assistance
Homeowner Rehabilitation and Reconstruction	# occupied homes rehabbed and reconstructed	Currently in use	Recovery Trac	SO10	0	190	Based on pipeline of projects to complete construction
	% of homeowners that received assistance compared with number that applied	Currently in use	Recovery Trac	SO10	0%	100%	Due to transfer of a portion of the program to GLO, all current applicants will be served
Mandatory Buyout	# residential buyouts completed	Currently in use	Recovery Trac	SO13			Number of residential structures to be served with first year of mandatory buyout based on program capacity
					5	300	
	# relocated to lower risk areas	Currently in use	Recovery Trac	SO13			Number of buyouts completed that also complete replacement property search. Replacement housing search may take as long as six months or more.
					0	75	
	% decrease in housing units located high flood risk areas	New	Flood Control District	SO13	N/A	17%	Based on proportion of structures to be served in mandatory buyout as reduction to overall structures at risk
DR Case Management Services	# cases managed	Currently in use	Internal source	SO12			Displaced renter households and homeowners needing temporary relocation to be served based on current program caseloads
					323	130	
	# persons connected to permanent housing	Currently in use	Internal source	SO12			Number of displaced renters and homeowners successfully relocated into permanent housing based on current program caseloads
					129	130	
Single Family New Development	# new affordable homes constructed	New	Internal source	SO10			Number based on program pipeline for acquisition of existing inventory of single family properties in construction
					N/A	95	
	# homes sold to low and moderate income (LMI) homebuyers	New	Internal source	SO10			Number of acquired/built properties to be sold with marketing lead time and income qualifications reviews
					N/A	40	

DR Program Compliance Services	# Contracts managed	Currently in use	Internal source	SO19	28	33	Increase in contract activity to implement DR programs and projects. NOTE: This only reflects contracts for services and not program participant agreements (i.e. promissory notes and subrogation agreements).
	# Monitoring/Site visits completed	Currently in use	Internal source	SO19	542	1300	Increase in contract activity to implement DR programs and projects; increase in the # of program participant awards monitoring and increase in # of participant promissory notes and subrogation agreements to monitor for long term/affordability compliance.
	# Findings cited/resolved	Currently in use	Internal source	SO19	3	30	Assumed over 2% of the anticipated 1300 compliance monitoring activity would yield findings/concerns and resolutions. NOTE: Long term/affordability compliance for program participants (HAP and HRP) is a new activity and no historical data is available to make accurate projections.
Planning, Development, Data,	# Reports, Plans and plan updates completed	Currently in use	Internal source	SO19	11	14	Number of required reports due to federal and state partners
	# Data/mapping requests completed	Currently in use	Internal source	SO22	350	450	Increase in volume due to increase programming and geographic analysis to track performance
	# residents engaged in community surveys and meetings conducted in support of planning activities	New	Internal source	SO22	N/A	2500	Number of residents reached based on estimated number of surveys and community engagements to be completed
	# Requests for Proposals/ Requests for Applications grants applications received and reviewed	Currently in use	Internal source	SO19	91	65	Anticipate reduction in grants received and reviewed due to focus on COVID and based on current year responses.
	Special Initiative Processes managed	New	Internal source	SO22	N/A	5	Number of special projects managed based on past trends
	# technical assistance meetings conducted	New	Internal source	SO22	N/A	50	Number of meetings provided based on grants being awarded
	# external grants pursued	Currently in use	Internal source	SO22	11	9	Baseline metric decreased due to removal of TVC to VSD and no EFSP CARES; only 1 CoC grant
	# external grants awarded	Currently in use	Internal source	SO22	11	9	Baseline decreased due to emoval of TVC to VSD and no EFSP CARES; only 1 CoC grant
	\$ external grants received	Currently in use	Internal source	SO22	\$ 52,115,934.00	\$ 21,403,811.00	Baseline reduced due to no CARES Act/COVID-19 funds expected in 2021-22
	Environmental Review records processed	Currently in use	Internal source	SO19	175	125	Baseline reduced due to no CARES Act/COVID-19 funds expected in 2021-22
PIO/External and Internal Communications	# of content updates requested	Currently in use	Internal source	SO21	629	629	Level service metric based on past performance
	# content updates completed	Currently in use	Internal source	SO21	627	627	Level service metric based on past performance
	Website traffic- annual visits	Currently in use	Internal source	SO21	400,000	500,000	Increase comms for program Transparency/efficiency
	# postings to CSD social media accounts	Currently in use	Internal source	SO21	376	400	Increased program awareness with the public
	# of followers on social media	Currently in use	Internal source	SO21	2065	3000	Measure based on increased program awareness campaigns
Outreach and Engagement Services	# of resource referrals received/ responded to	Currently in use	Internal source	SO18	795,916	800,000	Level service metric based on past performance
	% increase in website and call center traffic (Housing and Community Resource Center & Affordable Housing Search tool)	New	Google Analytics	SO18	N/A	>25%	Increased traffic based on increased public awareness and outreach campaigns.
	% increase in property owners registered in Affordable Housing Search tool	New	Socialserve.com analytics	SO18	N/A	>25%	Increased in potential housing opportunities available through housing search tool and effectiveness of marketing and outreach
	% increase in distribution of programmatic marketing materials	New	Internal source	SO18	N/A	>15%	increase in access to information and marketing of CSD programs based on increase distribution and outreach efforts
	# community events hosted	Currently in use	Internal source	SO18	3	6	Planned housing fairs
	# participants registering for hosted events	Currently in use	Internal source	SO18	4,060	4,500	Based on 750 participants per housing fair
	# rent reasonableness reviews conducted	Currently in use	Internal source	SO19	575	650	Ensure compliances and tracks productivity
	% rent reasonableness reviews resulting in lowered rents	New	Internal source	SO19	N/A	5%	Based on number of rents deemed unreasonableness and proportion where negotiations lead to lowered more affordable rents
	# recovery center activations	Currently in use	Internal source	SO18	7	9	Variable due to disaster occurrences
	# of persons connected to resources through recovery center activations	New	Internal source	SO18	N/A	2730	Variable due to disaster occurrences
\$ value of donated goods/services obtained	New	Internal source	SO18	N/A	19,000	Estimated amount of donated goods based on prior value of donated goods	

	# complaints/ appeals received and processed	Currently in use	Internal source	SO22	41	50	Increase in complaints expected with expansion of programs
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Grants Management and Compliance	# Risk assessments completed	Currently in use	Internal source	SO19	32	35	Anticipate additional projects in response to COVID-19.
	# monitoring visits/DBRA reviews/interviews completed	Currently in use	Internal source	SO19	77	200	COVID-19 suspended on site monitoring visits and DBRA employee interviews so YTD number not met. Anticipate increased number of DBRA employee interviews for PY21 since additional MF projects in construction.
	# findings issued/resolved	Currently in use	Internal source	SO19	1	2	One finding issued and resolved; anticipate an additional finding to be issued in PY21 as more monitoring will take place either remotely or on site.
Financial Services	% of invoice processed within 30 days	Currently in use	IFAS & STARS	SO19	90%	100%	Based on capacity to complete and expedite invoice processing
	# of Finance-related Audit Findings	Currently in use	Audit & Monitoring Reports	SO19	0	0	Based on past performance in audit reviews
	# Invoices Processed / applicable FTE	Currently in use	IFAS & STARS	SO19	344	370	Based on volume of invoices for planned projects
	% of \$ Program Draws Processed within 30 days of expenditures (Not subject O/S program items)	Currently in use	IFAS & STARS	SO19	93%	100%	Timeliness in expenditure of funds (federal requirement)
	# of Development Layering Analysis & Underwritings	New	Internal source	SO19	17	17	Based on number project loans to be underwritten
	# of Monitoring Visit Financial Finding	Currently in use	Internal source	SO19	1	0	Based anticipated technical assistance/guidance provided to subrecipients
	Financial Monitoring Visits	Currently in use	Internal source	SO19	55	60	Based on pipeline of projects underway
	Budgets Managed	New	STARS	SO19	\$1.2 Billion	\$900 Mil	Based estimated grants and local project funds to be managed
	# Timesheet / Payroll Transactions per payroll clerk	Currently in use	Audit & Monitoring Reports	SO19	2964	3252	Increased volume anticipated as staff increases
	% Bank Recons completed in immediate subsequent month	Currently in use	Internal source	SO19	93%	100%	Ensure timeliness reviews; meet internal control procedures
Recruitment, compensation and employee services	Percent of total department positions filled	Currently in use	NeoGov	SO19	97%	100%	To be fully staffed
	Number of applications received	Currently in use	NeoGov	SO19	3,575	4,300	HRRM Employment allows approximately 40-45 applications per posting and we are projecting to have 55 open positions to be filled.
	Number of applications reviewed	Currently in use	NeoGov	SO19	1,966	2,200	HRRM Employment allows approximately 40-45 applications per posting and we have 55 open positions to be filled.
	Percent of applications received meeting minimum qualifications for position postings	Currently in use	NeoGov	SO19	55%	60%	Measures the quality of position postings via the % of applications received that meet the position's minimum qualifications.
	Average time to fill a position*	Currently in use	Internal Source	SO19	4 weeks	4 weeks	Hiring Managers review, interview and select qualified applicants and send recommendation to HR for onboarding which takes an average of 4 weeks.
	Retention rate of new hires at probation, one, three, and five years of service	Currently in use	Internal Source	SO19	Probation - 100%, One Year 95%, Three Years 95%, Five Years 95%	Probation - 100%, One Year 100%, Three Years 100%, Five Years 100%	To hire the most appropriate applicant with the greatest capacity to perform required job duties.
Logistics and Information Technology	Help Desk Requests Completed	Currently in use	Help Desk Ticket System	SO20	6362	6489	Increase based on increase in staffing and user needs
	# of days to resolve help desk requests	New	Internal source	SO20	N/A	2	Based on capacity to respond to respond and complete requests
	Software applications managed / per applications Full Time Equivalencies (FTEs)	New	Internal source		4	2	Reduction based on increase in staff to manage applications
	# of Website/Mass Notifications / Facilities issues Request	New	Internal source	SO20	829	800	Based on anticipated facility, web site and mass notifications

FORM 5a. Prioritized Budget Request Summary for Additional Funds

Instructions

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

Answer the following question:

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

Priority #

1

Additional Notes

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

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested*
BR1	All	Staff Adjustments (3% applied to applicable salaries + benefit rate of 23.68%)	All	All			
BR2	Outreach & Engagement	Continuity of Program - loss of funding	Operational Support	SO18 / SO22	13	13	
BR3	CSD Executive Office	Strategic Planning	Operational Support	SO22			
BR4	General Services	General Services Technology Expansion & Reorganization	Operational Support	SO20	25	13	12
BR5	Planning & Development	Data Analysis/Mapping/Environmental	Operational Support	SO22	10	4	6
BR6	Housing Finance & Development	Request for Positions due to new programs	Housing & Community Development	SO1	10	7	3
BR7	Homeless Response Systems	Homeless Response Gap Systems	Housing & Community Development	SO3			
BR8	Planning & Development	Community Planning & Reporting	Operational Support	SO22	5	3	2
BR9	Intake Services	Increase ability to Intake & schedule clients	Social Services	SO5	15	9	6
BR10	Transit Services	Generation Park - Expand Bus Route in Pct 2	Transit Services	SO4			
BR11	Public Information Officer	Request to increase Capacity & Capability	Operational Support	SO21	5	3	2
BR12	Planning & Development	Development - Grant Award Special Initiatives	Operational Support	SO22	5	1	4
BR13	Homeless Prevention	A request to expand Homeless Prevention capability and address expanding case loads	Social Services	SO3	19	8	11
BR14	Transit Services	A request for matching funds associated with service area sidewalks along Pct 1 & 2 fixed bus route boarding locations.	Transit Services	SO4			
BR15	Social Services - Case Management	Comprehensive Housing Stability Case Management	Social Services	SO5 / SO3	20	13	7

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
		\$488,364	\$488,364
	\$114,819	\$736,531	\$851,350
	\$350,000	\$0	\$350,000
	\$1,002,038	\$1,257,290	\$2,259,328
	\$17,770	\$482,675	\$500,445
	\$208,780	\$256,193	\$464,973
	\$5,700,000	\$0	\$5,700,000
	\$205,923	\$165,848	\$371,771
	\$17,970	\$336,216	\$354,186
	\$174,590	\$0	\$174,590
	\$38,540	\$190,584	\$229,124
	\$11,947	\$327,872	\$339,819
	\$43,697	\$753,854	\$797,551
	\$20,000	\$0	\$20,000
	\$53,882	\$491,133	\$545,015

Ongoing Annual Cost - Future Years (if applicable)			5-Year Total Cost
Materials, Supplies and Other Non-Labor	Salary & Benefits	Annual Ongoing Cost	
	\$488,364	\$488,364	\$2,441,820
\$114,819	\$736,531	\$851,350	\$4,256,750
	\$0	\$0	\$350,000
\$246,067	\$1,257,290	\$1,503,357	\$8,272,756
\$1,770	\$486,081	\$487,851	\$2,451,849
\$885	\$256,193	\$257,078	\$1,493,284
\$5,700,000	\$0	\$5,700,000	\$28,500,000
\$590	\$165,848	\$166,438	\$1,037,523
\$17,970	\$336,216	\$354,186	\$1,770,930
\$174,590	\$0	\$174,590	\$872,950
\$38,540	\$190,584	\$229,124	\$1,145,620
\$1,180	\$330,090	\$331,270	\$1,664,899
\$3,245	\$753,854	\$757,099	\$3,825,947
	\$0	\$0	\$20,000
\$2,065	\$491,133	\$493,198	\$2,517,807

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:	Continuity of Program - Loss of Affordable Hsg Funds
Division:	Operational Support - Outreach & Engagement
Funding Request - Next Fiscal Year:	\$851,350

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Outreach and Engagement connects, advocates, engages and educates the public about services and programs available to them through Harris County CSD and its partners. This unit and its programs are carried out by 13 staff persons reaching over 700,000 Harris County citizens, landlords and partners with an operating budget of \$1.1 million in FY 20-21. Key functions of this unit is providing housing and community navigation services that connect persons and families to affordable housing, urgent need assistance with area partners and programs administered by CSD. Additionally, the unit provides Local Recovery Response services (a component of Annexes J and O) in the wake of disasters and provides outreach and engagement services at virtual and live community events. Two staff persons in the unit charge their time and salary (\$215K) to grant funded programs, while the remainder of the staff and operating expenses were funded with TIRZ affordable housing set-aside funds derived from the County's participation in the Midtown TIRZ which is set to expire, thereby resulting in a significant funding loss for the unit. In order to ensure the success of several of the department's strategic objectives (i.e. opportunity, access, sustainability and livability) and that services are connected to the most vulnerable and urgent need populations of the County, the department is requesting continuity funding of \$851,350 to preserve the unit's base operations.
2) Which department-level goals does this support?
Increase Community Engagement
3) What do you want to achieve with these additional funds?
The goal of the additional funding will be to continue the critical outreach and engagement services that support the Department's vision, goal and strategic objectives. As noted above the Outreach and Engagement division has a vast reach across the county and delivers critical services in the aftermath of disasters. CSD's operations would be severely hampered if unable to continue the operation of this division.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

To continue Outreach & Engagement's programs, the Human Resources and Finance staff of CSD will be required to review and recode, at the start of the new fiscal year, each of the Position Control Numbers (PCNs) to ensure continued processing of payroll and transition the coding of expenses from Affordable Hsg Fund codes (2403) to General funds that are requested for this purpose.

Within Outreach & Engagement, its approach includes the continuation of services which spans the provision of information and referral services to members of the community using our affordable Housing Search tool; advocating for individuals who encounter issues with their landlords or are experiencing fair housing issues; provision of customized searches for those that have barriers to housing such as (felony convictions, evictions, broken leases, etc.); performing rent reasonableness assessments (the method of determining the affordability of a unit being supported by grant funds) on behalf of customers; and addressing complaints and appeals regarding CSD programs. Through the resource navigator call line and web based contact, Harris County residents can seek assistance and be connected with a live person whether telephonically or in person to acquire resources for a variety of needs when they find themselves in crisis. The unit maintains an emergency financial assistance matrix that is comprised of various non-profit agencies that assist with rent, utilities, food, clothing, etc., which is provided to many other community partners, as well as clients. When a disaster occurs and a federal declaration is made, the unit is responsible for standing up the disaster recovery website. In addition, under Annex J, the unit provides staffing at Local Recovery Centers/Disaster Recovery Centers and work with other agencies & organizations to provide information that will aid in recovery. The unit also supports donation management and works closely with other agencies such as Voluntary Organizations Active In Disaster (VOAD) and the Long Term Recovery Committee (LTR).

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
# resource referrals received/responded to	Internal Source	SO18	800,000	Tracks productivity and community needs
% increase in website and call center traffic (Housing and Community Resource Center & Affordable Housing Search tool)	Google Analytics	SO18	>25%	Demonstrates increase in community participation and effectiveness of outreach efforts
% increase in property owners registered with affordable housing search tool	Socialserve.com analytics	SO18	>25%	Increase in potential housing opportunities available through housing search tool
% increase in distribution and dissemination of programmatic information	Internal Source	SO18	>15%	Increase in access and marketing of CSD programs
Community events hosted	Internal Source	SO18	6 virtual events	Increase in outreach through community events
# participants registering for hosted events	Internal Source	SO18	4500	Demonstrates strength of marketing and outreach
# rent reasonableness reviews conducted	Internal Source	SO19	650	Ensure compliance and tracks productivity
# recovery center activations	Internal Source	SO18	9	Varies due to disaster; inform and track trends
# persons connected to resources through recovery center activations	Google Analytics & Internal source	SO18	2730	Varies due to disaster; tracks recovery operations and impact

\$ value of donated goods	Internal Source	S018	19,000	Demonstrates effectiveness in obtaining donated goods to meet needs
Complaints against CSD programs & Disaster Recovery Appeals	Internal Source	SO22	50	Tracks program satisfaction and participant feedback

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:	Organizational Development and Strategic Planning Initiative
Division:	Operational Support- Executive Leadership
Funding Request - Next Fiscal Year:	\$350,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
As reported in the PFM October 2020 Preliminary Report, "CSD lacks the strategic direction and staff capacity to innovate." The lack of a strategic vision, and associated strategic plan, for the department has hampered the department's ability to think strategically, plan for the future, and ensure the most efficient and effective delivery of its services to County residents, key stakeholders, and the general public. In the face of growing economic inequality, increased poverty, and the rising needs of the County's vulnerable populations, CSD must adopt a unified vision and plan that will direct our path forward to provide the human services, grant opportunities, and coordination necessary to meet the County's vision to build a more dynamic, vibrant and resilient community. To accomplish a strategic visioning and planning process, CSD will require the services of consultants /consulting team with expertise in guiding, facilitating and coordinating a comprehensive strategic visioning and planning process for a diverse housing and community development organization. In coordination of the strategic planning process, CSD will also engage in a workload audit, and digital presence review that will enhance and support department operations as part of adoption of a department strategic plan.
2) Which department-level goals does this support?
Strategic planning and associated services supports CSD's goal of Fostering a Culture of Accountability.
3) What do you want to achieve with these additional funds?
The additional funds will support the hiring of consultants/consultant team to complete strategic visioning, facilitation and plan for the Department; and, complete a desk audit and digital media presence assessment. Such services will work with all CSD divisions in the creation of a cohesive vision and path forward to improve the operational functioning, and goals of the Department.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

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:	General Services Technology Expansion
Division:	Operational Support
Funding Request - Next Fiscal Year:	\$2,259,328

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

General Services is CSD's primary unit for logistics, technical and desktop support, software applications administration and development. These functions exist within CSD because of the complex and unique requirements associated with its grant funding, and the ability to capture these costs within the grant administrative funds provided by each source. Initially, funding streams allowed for CSD's reporting capabilities to be "adequate" prior to the advent of several impactful events such as Hurricane Harvey and COVID 19. In the aftermath, General Services now finds a significant lack of capacity in terms of the number of staff, instability in staffing that arises from utilizing temporary staffing, as well as the technical expertise of the staff's capacity to support routine functions, administer its systems and gather and report accurately from its systems. These conditions are intensified by the expanding nature of programs managed and the unit's lack of agility of adapting to the rapidly changing environment under which CSD operates. Because of these conditions and acknowledgements, CSD engaged **Universal Services** under a Commissioner's Court approved MOU to study current systems, assist with application development in the Disaster Recovery Programs and make change recommendations. Universal Services has provided recommendations that will assist the department to eliminate incomplete data collection, reporting capabilities and compensations for General Services staff. The document also identified corrective action "projects" designed to eliminate non-digital/paper and manual based tools for data collection (which causes an environment for inaccuracies and time management waste). CSD agrees with Universal Services findings and believes if it does not keep pace with current demands for the unique systems, reporting and data collection needs or the compensation packages necessary to attract and retain quality staff, this problem will go unresolved. Additionally, CSD seeks to build a uniquely qualified Technology Support division that will work across CSD programs to build exceptional capacity to track, compile and measure success according to the department key performance indicators. To do so, CSD will require the resources necessary to build such a team that will allow for innovation to carry out the robust strategic objectives identified as a part of the Department Budget request. Finally, the General Services unit is responsible for working with each of the department's operating unit in addressing the work environment, tools, logistics and work space associated with staffing. Currently, CSD has enough space to accommodate only 15 more FTE's. Globally, this year's budget request for CSD includes an increase of over 114 "new" (74) and "currently vacant" (41) positions to be filled next year. Therefore, necessitating the need for increased operational work space to accommodate the increase staffing footprint.

2) Which department-level goals does this support?

Fostering a Culture of Accountability

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

Address PFM commentary of the department's state of reporting, data collection and shared/supportive services and to implement the recommended plans provided by Universal Services to include the addition of 13 FTEs .

With regard to facilities and the requested staffing needs stated throughout this budget presentation, General Services has allocated a portion of estimated space needs between operational support and those programs that have similar services. This budget request includes leasing for additional space in the amounts of \$181K to accommodate Social Services & Outreach & Engagements space needs and another \$295.5K is allocated towards Housing & Community Development and Operational support. The total estimated cost of \$476K for a full year of leased space is based on models supplied by Public Facilities Management and includes the additional estimated expense of \$117K associated with making a pre-modernized Class A space useable for CSD's service functions. The second year lease cost is estimated at \$364,529.

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

1. Reorganization of General Services into two (2) fully defined functional areas: "Logistics" to include facilities management and special events, and "Information Technology" to include system administration and application development.
2. Develop position postings, in part, based on Universal Services recommended staffing and internal identification of logistical support that includes:
 - a)"Application Development" - includes 1 Project Scheduler, 1 Technical Writer, 1 Change Control Manager, 1 Reporting Analyst and 1 Business Applications/project tracker, 1 Business Analyst, 1 Project Manager and 1 Software QA/QC specialist - \$897.1K
 - b) "Logistics" - which includes 1 Logistics Manager, 1 General Services Assistant, 1 Procurement & Documentation Support Asst, 1 Fleet Management Assistant - \$192K.
 - c) "System Administration" - includes the creation of one (1) Information Technology Technician and one (1) IT Administration Manager - \$168.3K

Finally, the Universal Services report recommends six (6) separate projects utilizing temporary staff that would be overseen by Universal Services. These projects would include the following new (or upgrades to) data collection and reporting systems: 1)"Bereavement Systems/Reporting", 2)"Emergency Assistance Reporting", 3)"Grants Compliance & Management Reporting", 4)"Housing Programs workflow and Reporting", 5)"Construction Services Management Application" and 6)"Procurement Tracking System for Disaster Recovery". The development, implementation and training costs for these improvement projects were estimated at \$698K would begin at the start of the fiscal year and be completed by the end of the 3rd quarter of FY 21-22.

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 (#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:	Planning & Development - Data Analysis, Mapping & Environmental
Division:	Operational Support - Planning & Development
Funding Request - Next Fiscal Year:	\$500,445

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The Planning and Development division provides operational support to all Department divisions through the provision of planning, data analysis, GIS services, reporting and grant award processing. The request of the division to process data and produce complex mapping has increased significantly and it has experienced a comparable increase in data analysis and GIS services with the growth of the Department. Furthermore, as reported in the October 2020 PFM Preliminary Report on CSD Operations, the Department has not used data sufficiently to develop and target innovative programs to address unmet needs. To become more data driven and to inform programming needs, an additional six (6) Planning staff is requested to conduct more thorough data analysis and respond to increased requests for GIS data analysis of demographic, community attributes and geographic data. Staff and resources will be used to guide community development activities, timely response to custom data/map requests and evaluate outcomes or changes within the county.
2) Which department-level goals does this support?
Fostering a Culture of Accountability
3) What do you want to achieve with these additional funds?
Improved use of data along with evaluation of community input to inform activities, increase positive program outcomes and evaluate impacts. Improved responsiveness to custom map and data analysis requests with more timely updates to community data for planning purposes will also be possible with the addition of staff. Goal of funding would be recruit the necessary expertise to carry out effective data analysis and GIS services.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Planning and Development needs to utilize additional data to better identify needs, interpret community input to guide planning and allocation of resources. Proposed efforts support CSD's Mission Statement and Goals. This section will begin advertising for new positions upon budget approval and have permission to hire staff at or near the beginning of the fiscal year. Given the state of facilities, the department still plans to have highly trained staff work remotely in order to accommodate newer staff's training & resource needs until they become more familiar with the work environment and can achieve results given normal supervision and can also become eligible to work remotely.

This request includes \$482K for staff salaries and another \$17.7K for materials, supplies & equipment.

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
% increase in completed requests maps/ custom gas/data requests processed	Internal Records	SO22	>50%	Tracking increase in requests and completion of data analysis and maps to demonstrate productivity and greater data analysis to inform programs
% increase in community and individual responses to surveys	Internal Records	SO22	>25 %	Tracking increased reach of survey tools to inform data analysis and provide qualitative information on community needs

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:	Housing Finance & Development - Special Initiatives
Division:	Housing & Community Development
Funding Request - Next Fiscal Year:	\$464,973

1) Describe the specific problem, challenge or opportunity (why funding is needed).
<p>The Housing Development & Special Initiatives (HDSI) unit is charged with exploring and executing innovative strategies to increase housing unit production throughout the county, thereby serving more families. Towards this end, HDSI has brought online and is now managing several new initiatives, inclusive of the Community Land Trust, Redevelopment Authority, Harris County Housing Finance Corporation, Harris County Community Development Enterprise and TIRZ 24. Further, in addition to adding to its portfolio more complex housing programming, the unit plans on standing up a Housing Performance Dashboard (in collaboration with the current Comprehensive Housing Study) to capture the initial needs data to be reported out in August 2021, and to track goals towards increasing housing, specifically, affordable housing in Harris County.</p> <p>In order to meet the demands of current and future programming, this unit is requesting three (3) positions (Manager, Project Monitor, and Administrative Assistant) and the promotion of an existing staff person having an estimated annual salary & benefit cost of \$256K and another \$9.9K in supply and equipment cost, plus an additional \$200,000 for consulting services to stand up a web-based Housing Dashboard and Tracking system to improve transparency and measure performance toward meeting housing goals.</p>
2) Which department-level goals does this support?
1 Increasing Economic Opportunity and Access; and 2 Supporting Neighborhood Sustainability
3) What do you want to achieve with these additional funds?

This unit has a broad portfolio of programs: Affordable Rental development, Community Land Trust and Harris Co. Housing Finance Corp management, Harris Co. New Markets Tax Credits, Harris Co. Redevel Authority management. The additional staff will assist in the completion and ongoing development of program guidelines, solicitation of multiple rounds of housing development applications, evaluation, selection for award, file management and reporting of outcomes. Augmenting staff, as per this request, will result in an increase in workflow systems that will produce more effective data driven decision making related to the development of new affordable housing units. This division plans to deliver 2,506 in affordable rental units serving approx. 7,300 persons; deliver 560 homes and 156 affordable rental units to the Community Land Trust that will benefit an estimated 2,100 person and through the Harris Co. Housing Finance Corp., manage \$173M in outstanding bonds to support 18 projects while also issuing new bond debt. It recently issued \$51M for single family mortgages that will support an estimated 284 homes and benefit an estimated 822 persons. New staff will increase production and allow greater expertise in special initiative project efforts and participation in program planning, committees, and meetings. Consulting services will be acquired in the third quarter of 2021 to coincide with the publication of the Comprehensive Housing Study, and will provide necessary resources to plan and stand up the Harris County Housing Performance Dashboard to house the initial study data, adopted housing goals and track performance in meeting goals. This public data tool will provide transparency in the Department's ability to move the needle in increasing the supply of affordable and workforce housing in the County.

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

Programs and initiatives funded with County general funds are managed differently than HUD and/or federal programs. Staff will be able to specialize in these programs to execute tasks, solicitations and provide data and reporting in a timely manner to stakeholders. Proposed efforts support CSD's Mission Statement and Goals. Recruitment for new positions will include seeking housing expertise to support the Department's mission and ensure capabilities of carrying our specialized projects. Expectation is staff will be on boarded within the first quarter of the fiscal year. Contracts related to the Housing Study Dashboard will be procured in the second quarter of the fiscal year with services starting immediately prior to the release of the Housing Study.

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
# rental units in development/construction	Internal Source	SO1	732	Volume of project activity in pipeline
# of Affordable Hsg Projects monitored	Internal Source	SO1	13	Volume of project management
# of homeowner projects entered into Community Land Trust	CLT Business Plan	SO2	\$35.00	Volume and productivity
\$ invested through HFC bond activity	HFC records	SO9	\$20 million	Based on HFC financing trends past year performance
\$ invested through Redevelopment Authority	RDA records	SO9	\$5 million	Based on housing priorities and subject to RDA Board approval
\$ invested through New Market Tax Credits	Internal Source	SO9	\$20 million	Subject to receipt of NMTC allocation
Housing Dashboard Launched	Internal source	SO22	1	Housing Dashboard to be launched by end of fiscal year

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:	Homelessness Response System Investments
Division:	Housing and Community Development
Funding Request - Next Fiscal Year:	\$5,700,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The Way Home Continuum of Care (CoC) is the coordinated homelessness response system in Harris, Fort Bend and Montgomery Counties. The system currently provides access to 5074 housing units for persons experiencing homelessness, and has rehoused more than 20,000 homeless persons into permanent housing since 2012. The system is supported through the braiding of multiple funding sources which are primarily provided through State and Federal resources which has not sufficiently allowed the system to maximize its effectiveness in meeting the housing needs of persons experiencing homelessness. Currently, 461 units of permanent supportive housing is in jeopardy of losing funding, and 166 new units are in need of funding to expand the system capacity to house more persons in need. This funding request represents 41% of the \$13.9 million annual allocation to support the homelessness response system as recommended in the Harris County Homeless Task Force Report which was presented and unanimously approved on August 25, 2020, by the Commissioners Court.
2) Which department-level goals does this support?
This request supports the Department level goal of Increasing Economic Opportunity and Access.
3) What do you want to achieve with these additional funds?
This funding will support the rental subsidy and supportive services for 627 units of permanent support housing for chronically homeless persons and families. Specifically, 461 units will be preserved to continue to provide housing and supportive services, and 166 new units will be added to provide housing and supportive services to expand the system capacity.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Permanent Supportive Housing is an evidence based practice that has demonstrated high success rate in stabilizing chronically homeless persons and families. Funding will be deployed through contracts with homelessness response system providers to continue subsidy and services to preserve units that would otherwise be lost and for the creation of new units. The timeline for implementation of the project would start with contract execution in March 2021, and new unit lease-up will occur over a six month time frame. Following lease up all persons will be engaged with ongoing supportive services to achieve housing stability within the first year of operation.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

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:	Planning - Community Plans
Division:	Operational Support
Funding Request - Next Fiscal Year:	\$371,771

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The Planning and Development division provides operational support to all Department divisions through the provision of planning, data analysis, GIS services, reporting and grant award processing. This unit is also responsible for the development of the Consolidated Plan, and Community Plans that direct investment into community revitalization areas as well as into high priority needs of the County. In 2019, Commissioners Court approved the creation of eight (8) Concerted Revitalization Areas. Prior to that approval the Department had engaged in community planning with five (5) targeted communities in the County to provide a path to allow those communities to seek funding revitalize and enhance neighborhood vibrancy and sustainability in the long term. In effort to increase the ability to invest greater funding into areas designated as target area communities as well Concentrated Revitalization areas, the Department is seeking funding to increase staff and hire outside expertise to lead community planning efforts to expedite the completion of plans that will allow for further investments into these designated communities. The addition of two (2) Planning staff to engage local communities in community planning efforts which are time intensive and require extensive community engagement, evaluation of input and identification of area needs, changes and desired outcomes/growth. Increased workload and reporting requirements has restricted the Planning and Development section from being more proactive and developing new plans or timely plan updates. As well as the engagement with outside expertise to focus on the completion of community plans in an expedited fashion will ensure communities can access resources and investments can occur more quickly.
2) Which department-level goals does this support?
Fostering a Culture of Accountability
3) What do you want to achieve with these additional funds?
The engagement of professional planning services coupled with additional staffing will support the expedited completion of local areas plans and assist with the identification of strengths, weaknesses, threats and opportunities based on analysis of data and input collected through surveys/focus groups/community meetings to guide the allocation of limited resources and improve low-to-moderate income communities in Harris County.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

There are five (5) existing community plans and eight (8) concerted revitalization areas (CRAs) to be updated and completed for submission as Neighborhood Revitalization Strategy Areas (NRSAs) which will allow the investment of more federal HUD funding into housing in these areas. Additionally, general plan updates will assist local communities in seeking other funding to support revitalization and improved quality of life. Newly hired planning staff will work with professional consultant teams to completed two plans per year that will guide the investment of funds into projects through HUD's Consolidated Plan and Annual Action Plans..

This request includes \$165.8K for staff salaries, \$6K for supplies and equipment, and \$200K for the consulting services mentioned above.

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 (#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:	Intake Services Expansion
Division:	Social Services
Funding Request - Next Fiscal Year:	\$354,186

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Currently, the Office of Social Services Intake and Call Center is staffed with 4 full time staff persons who receive 28,786 calls for utility assistance. Intake Services has also recently absorbed the calls for Case Management/Rent/Mtg Assistance, which adds 39,533 additional calls and applicant screenings; increasing call volume to 68,319 calls annually. On average each call takes approximately 7 minutes to evaluate and capture the necessary information to schedule an assistance appointment. Currently it takes approximately 567 minutes per day to handle incoming calls, while only 480 minutes per day exists for each existing call center staff person; hence long wait times and abandoned calls totaling 15,996 per year. The addition of six permanent intake services staff creates the opportunity for more calls to be answered and more residents to access services.
2) Which department-level goals does this support?
Accountability- SO22 Improved operational efficiency and customer service.
3) What do you want to achieve with these additional funds?
Additional funds will allow an increase in Intake Services staffing by 6 FTEs which will create greater efficiency and allow more calls to be answered. Increasing the call center call volume has a direct effect on number of clients reached and assessed for services. Six full time staff persons averaging 7 minutes per call will achieve a decrease of 28 minutes per holding time, and reduce abandoned calls. Additionally, funding is requested to promote one position as a Lead Intake specialist to provide supervisory oversight and guidance to the Intake Team.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
With an approved budget, CSD will transition four temporary positions into permanent staff, and engage in recruitment and hiring of two (2) new intake staff immediately in March 2021; thus allowing for the increased handling of more calls without delay. Clearly, increased staffing is needed as the call volume has increased from 28,786 calls to 68,319 over the past 5 years and this unit is projecting 81,981 calls handled in the next fiscal year; an increase of 20%. The hiring of 6 full time Intake Clerks will be necessary to effectively manage the volume of calls the Call Center will receive and reduce the average on-hold times and abandoned calls; thereby allowing the unit to effectively and efficiently answer more calls at a faster pace to serve Harris County residents in need.

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
Calls Handled	Avaya Phone System	SO22	81,981 calls	Tracking of call volume for demand of services
Percent Abandoned Calls	Avaya Phone System	SO22	< 20%	Tracking proportion of on hold callers that hang up informs operational performance
On-Hold Time	Avaya Phone System	SO22	< 45 minutes	Tracking length on hold time determines efficiency in handling of calls
Average Call time	Avaya Phone System	SO22	<10 minutes	Tracking average call time informs training/retraining needs

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:	Generation Park - Bus Route Expansion
Division:	Office of Transit Services
Funding Request - Next Fiscal Year:	\$174,590

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Generation Park is located in Pcts 1,2 & 4 (NE of Beltway 8 and North of Hwy 90 and East of US 69/59). This area has undergone an economic transformation over the past 5 years and has no transit systems in place that can provide reliable, dependable and affordable transportation options for those person living in Channelview, Sheldon and Cloverleaf and areas near Wilson, Atascocita, Mesa Roads who seek access to services and jobs located in the Generation Park region.
2) Which department-level goals does this support?
Increase Economic Opportunity and Access
3) What do you want to achieve with these additional funds?
The Office of Transit Services is seeking general funds in order to create a fixed bus route and demand response-micro transit services to fill the transportation gap that currently exists.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The division has a pre-positioned service provided contract and has already completed preliminary route option studies and is capable of launching the new services the start of the FY 21-22 fiscal year. Data from similar routes indicate a potential future ridership of an additional 5,000 boardings.
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 (#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:	Increase PIO Capacity and Capabilities
Division:	Housing Programs (HP)
Funding Request - Next Fiscal Year:	\$229,124

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The CSD Public Information Office (PIO) supports the Department with external and internal communications, coordinates community engagement and outreach events, and ensures requests for public information are handled appropriately. The PIO has identified weaknesses in its capability to fully communicate to all facets of the community e.g. (bilingual communications). Also, the PIO, after internal assessment, has determined a capacity deficit and unstable state of meeting the statutory requirements of communicating clear and transparent information regarding the programs policies and procedures for expenditure of federal grant funds on its websites. Currently, the PIO has two other positions (a total of 3 FTEs) to meet the needs of four (4) major operating units, each of which have communication needs and services. During the current year, the PIO fielded over 629 requests for content updates to the websites designed to communicate information to the public and potential customers of CSD's major program areas; a ratio of 315:1 for staff involved in content updates to websites. Equally important, these websites have over 400,000 visitors each year and it is estimated that over 35% are either Spanish speaking or customers who speak another language besides English; or approximately 140,000 customers. This clearly demonstrates the magnitude of the barriers in equitably reaching all of the department's potential customers.
2) Which department-level goals does this support?
Fostering a Culture of Accountability
3) What do you want to achieve with these additional funds?

To close the gap in the stated capability and capacity shortfalls, the PIO is requesting two additional positions. One of the staff persons will leading and assisting technical staff with website communications and maintenance needs. The other position would be created address communication and writing capabilities in multiple languages. We are seeking to improve efficiencies by reducing the ratio of communication work loads by 1/2 and improve the reach of our communication to equitably serve all potential customers.

The estimated cost associated with this request is \$190,584 for staff salary and benefits and another \$38,540 for supplies, equipment necessary for the position's tools and communications needs.

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

The proposed approach to addressing the stated needs are to continue with the utilization of temporary staff who currently fill "some" of the capacity and capability gaps and to fully develop and complete the position job descriptions, post and hire by the start of the next fiscal year.

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

Fill in Table Below

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:	Development - Expansion of Services
Division:	Operational Support
Funding Request - Next Fiscal Year:	\$339,819

1) Describe the specific problem, challenge or opportunity (why funding is needed).
<p>The Planning and Development division provides operational support to all Department divisions through the provision of planning, data analysis, GIS services, reporting and grant award processing. This division has seen an increase in providing specialized services in the development of new County and Department initiatives with no increase in capacity to sufficiently manage such initiatives. To sufficiently manage new projects and initiatives, this division is seeking to increase staffing by adding four (4) Program analysts for new programs/special initiatives (CCHP, Homeless Task Force, HFFI, ILSF, etc.) approved by Commissioners Court that require development of program guidelines, solicitation of multiple rounds of applications, evaluation, selection for award, file management and reporting of outcomes.</p> <p>This request includes \$329K for staff salaries and \$12K for supplies and minor equipment.</p>
2) Which department-level goals does this support?
Fostering a Culture of Accountability
3) What do you want to achieve with these additional funds?
Additional Development staff will allow improved responsiveness and turn around on assignments reducing the workload of current program analysts handling HUD funded programs and activities. New staff will also allow greater expertise in homeless response efforts and participation in committees, meetings, events.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
Programs and initiatives funded with county general funds are managed differently than HUD and/or federal programs. Staff will be able to specialize in these programs to execute tasks, solicitations and provide data and reporting in a timely manner to stakeholders. Proposed efforts support CSD's Mission Statement and Goals.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

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
# RFP/RFA grants received and reviewed	Internal Source	SO22	65	Tracking of volume of grants processed to inform capacity and productivity
Special Initiative Processes managed	Internal Source	SO22	5	Tracking volume of special projects managed to inform capacity
# of technical assistance meetings conducted	Internal Source	SO22	50	Tracking volume of meeting work associated with special projects

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:	Homeless Prevention
Division:	Social Services
Funding Request - Next Fiscal Year:	\$797,551

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

In Harris County 16.5* percent of persons live in poverty, and 202,219 households earn less than 80% of the area median income**. Additionally, according to the Kinder Institute 2020 State of Housing in Harris County and Houston report, in 2018 about 335,000 renter households (47% of the total renter households) in Harris County paid more than 30% of their income toward housing, classifying them as cost-burdened. Of that number, about 164,000 renter households (23% of all renter households in Harris County) paid rent that was greater than 50% of their income, classifying them as severely cost-burdened. Severely cost burdened households face extreme financial difficulty and many may face eviction or become delinquent in rent. Homelessness Prevention programs address the emergency rental assistance needs of these households and attempt to prevent households from entering the homelessness response system. COVID19 has exacerbated the need for rental assistance due the increased unemployment rates and loss of jobs. The growing need for assistance has impacted the CSD Homelessness Prevention workload due to increased grant funding to assist households in need. Since March 2020, the CSD Homelessness Prevention program has processed more than 3000 applications for rental assistance with no comparable increase in staffing to do so. To meet the demand and deliver assistance more efficiently ten (10) FTEs is being requested: 1 Lead Case Manager, 7 case managers and 2 support Admin and related equipment & supplies. Additionally, CSD's "General Services" budget request includes the estimated cost of lease space to accommodate the case managers providing homeless and homeless prevention programs.

*American Community Survey, U.S. Census Bureau;

** 2019-2023 Harris County Consolidated Plan.

2) Which department-level goals does this support?

The services delivered address the goal of Increasing Economic Opportunity and Access.

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

Additional funding will allow the department to increase our ability to serve more Harris County residents more efficiently in our homeless prevention programs and expedite how quickly we are able to provide rental assistance to keep clients stably housed. Specifically, increased funding will allow the Department to reach and serve twice as many clients (300 more) through our Covid Response Emergency Assistance Program who were economically impacted by COVID-19 and fully utilize the CDBG-CV funding that has been allocated toward direct rental assistance under this program. For EFSP, another grant funded direct assistance fund source, increased staffing will enable us to meet our goal of serving an additional 40 households.

This request includes \$686,804 for staff salary & benefits and another \$84,673 for the needed supplies and equipment associated with the Homeless Prevention service delivery function.

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

With current staffing, about 300 unduplicated households can be served with three months of assistance. Increasing staff by 10 will allow us to serve 640 unduplicated households in the COVID Response Emergency Assistance Program and EFSP funded programs. With a approval of funding, CSD will recruit, hire and onboard staff immediately in March 2021 with the goal to be fully staffed within 30 days.

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 (#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:	FTA Match - Service Area Sidewalk Improvements
Division:	Transit Services
Funding Request - Next Fiscal Year:	\$20,000

1) Describe the specific problem, challenge or opportunity (why funding is needed).
There are multiple planned bus route shelters locations along FM 2100 and within the service areas in Pct 1 & 2 which are in need of safe sidewalk approaches for the shelter locations. Since 2015, the department experience and data shows that Sidewalk approaches range between \$3,000 and \$5,000 each. The approaches will serve over 5,000 customers per year in the locations identified. The \$20,000 in general funds would represent 20% of a \$100,000 investment, with the other \$80,000 paid from FTA 5307 funds.
2) Which department-level goals does this support?
Increase Economic Opportunity and Access
3) What do you want to achieve with these additional funds?
To conform with ADA access requirements and allow all transit customers to have a safe and clear approach to bus shelters
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
There are 18 locations planned for shelters and each sidewalk approach can be installed over a 9 month period. Most sidewalk approaches are planned and installed as a partnership with the County precincts. Existing ridership data shows that the approaches will serve over 5,000 customers per year in the locations identified.
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 (#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:	Comprehensive Housing Stability Case Management
Division:	Social Services
Funding Request - Next Fiscal Year:	\$545,015

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

The Comprehensive Housing Stability Case Management (CHSCM) program provides case management services in coordination with the Homelessness Response System serving Harris, Fort Bend and Montgomery counties. The unit currently provides comprehensive case management services for chronically homeless within the Permanent Supportive Housing program, and literal homeless within the Rapid Rehousing Program. In FY19-20, CHSCM program partnered with the Houston Housing Authority in the delivery of case management services for young adults at risk of or experiencing homelessness serving 70 young adults aged 18-24 years old. Funding for the case management supports in this program will be ending at the end of the current fiscal year, and services will cease if not funded. Additionally, in support of overall CHSCM services, there is a critical need to add a SOAR Case Manager to assist our clients with the highest barriers to accessing stable housing, such as serious mental illness, medical impairments and/or substance abuse to gain access to SSI & SSDI resources. Case managers trained specifically in the problems related to these issues can intervene more effectively, increasing likelihood of access to additional financial resources which in turn lead to greater housing stability. Lastly, in support of efficient management of operations, there is a need to add a highly qualified Lead Case Manager to support our 3 Homeless programs, assist management and cross train staff.

CSD is requesting seven (7) FTEs for our Homeless Programs: five (5) FTEs for the Homeless Youth Programs (3 case managers, 1 Housing Navigator, 1 support Admin), one (1) FTE for the SOAR Case Manager, and one (1) FTE for a Lead Case Manager to assist with program oversight and service delivery (\$491,133 in salary & benefits), in addition to related equipment & supplies (\$53,883).

2) Which department-level goals does this support?

Increase Economic Opportunity and Access

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

To provide supportive comprehensive case management services to our most vulnerable residents. The Homeless Youth Services program will lead to housing stability for 60 young adults and their children who are at risk of homelessness. The SOAR case manager will support our overall case management vision of helping low-income residents gain housing stability and will lead to an improved long-term (one-year post exit) percentage of clients maintaining permanent housing.

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

The approach to implement the additional resources will begin immediately upon approval of funding. CSD will recruit, hire and on-board staff within a 60 day time frame beginning in March 2021. Specific approaches related to implementation and lead to achievement of goals include: 1) Homeless Youth Services Program (HYSP): Research* recommends that states provide young adults who age out of foster care with housing vouchers along with supportive services for as long as two years after they age out to reduce homelessness among this vulnerable population. We would like to continue providing supportive case management services (in addition to their housing voucher) for the 60 young adults we began working with earlier this year. 2) SOAR: Since 2005, the SOAR program has helped more than 45,137 people obtain SSI & SSDI, significantly increasing the probability of stability in their lives**. The SOAR case worker trained in this program*** will improve our clients' access to SSI and SSDI for adults at risk of homelessness who have a mental disorder, medical impairment and/or co-occurring substance use disorder. This will improve the percentage of chronically homeless clients retaining their permanent housing.

This request includes \$491,133 for staff salary & benefits, and \$53.9K for the needed supplies & equipment.

* <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3969135/>

** (SAMSHA website) <https://www.samhsa.gov/data>

*** (by SAMSHA- Substance Abuse and Mental Health services Administration)

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
% Maintaining permanent housing 1 year post exit	HMIS & Caseworthy	SO3	60%	To measure quality and effectiveness of housing stability at exit from the program and one year post exit.
# of Young Adults served with case management	HMIS & Caseworthy	SO3	Serve 60 young adult households	To measure quality and effectiveness of housing stability at exit from the program and one year post exit.
# of persons accessing SSDI/SSI	Caseworthy	SO3	250	To measure success in connection to stabilizing services

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:	Emergency Financial Assistance
Division:	Social Services
Funding Request - Next Fiscal Year:	\$805,550

1) Describe the specific problem, challenge or opportunity (why funding is needed).
In Harris County there are an overwhelming amount of individuals living in low income households based on the U.S. Department of Housing and Urban Development Median Family Income limits. The Office of Social Services is the resource of first resort for many seeking emergency utility assistance and oftentimes because other partnering agencies lack sufficient funds. In addition to this, COVID-19 has further exacerbated financial hardships for many Harris County residents who have and will continue to seek assistance. The department desires to increase its "reach" and "provision" of emergency financial assistance via collaboration with Harris Health.
2) Which department-level goals does this support?
Primary goal - Opportunity and Access -- Secondary Livability and Sustainability
3) What do you want to achieve with these additional funds?
Next fiscal year, this unit is requesting eight (8) additional FTE's to serve an additional 920+ clients who would be co-located at Harris Health expansion locations or other leased facilities in targeted areas of high demand and low provision of services. Social Services management are working with CSD leadership, Planning & Development and to identify the most suitable locations and has already begun remitting information to the County Engineer leasing section. In conjunction with this request, Emergency Financial Assistance is also requesting an additional \$230,000 in General Funds for direct emergency utility assistance to its clients. A total of \$530K is requested for staffing costs, and \$46K for supplies & equipment needs for a total of \$810,141. Ideally, these employees would work in the same locations as additional Resource Navigators, Intake staff, and Social Services Case Management. As such the Social Service's Case management request for additional funds already includes estimates for additional lease and operating costs to accommodate this request within the General Services budget .
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.

Hiring and training of additional staff will start at the beginning of the fiscal year in collaboration with the necessary department. Further, planning for this expansion has already started by identifying targeted areas of high demand and low service reach. By increasing our full-time employees with the Harris Health and Jensen expansion we can increase services to an additional 920 constituents by providing these expansion services at our Harris Heath Satellite Offices and our Jensen office location.

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 (#17)

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

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

Instructions

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

Budget Request Priority ID:	BR17
Funding Request Description:	Coordination Staffing Housing Programs
Division:	Housing & Community Development - Housing Programs (HP)
Funding Request - Next Fiscal Year:	\$291,995

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The Housing Programs section is responsible for carrying out the Minor Home Repair program, Health and Safety and Reconstruction Program, and the Down payment Assistance Program. The division is currently lacking adequate staff and workflow systems that will provide a better approach to gathering, managing and evaluating data for making informed housing program decisions. The absence of operationally focused staff and digital systems has negatively impacted the Housing Programs Sections ability to produce quality results, to perform construction timely, to effectively minimize re-work and cost over runs, uniformly train staff on new policies as integration of programs occurs and to integration programs. The HP Section planned to deliver major home repairs that would serve 15 customers utilizing \$700,00; planned to deliver health and safety repairs to 10 customers utilizing \$334,000, and planned to deliver minor Home repairs that would serve 40 customers utilizing \$1,305,000, during the current fiscal while only delivering on ----13% of the goal for major repair, 10% for health and safety repairs and 10% for minor repair. The HP Section planned to deploy Down Payment Assistance (DAP) to approximately 20 customers utilizing \$500,000 during the current fiscal while only expending 1% of funds. The opportunity of expanding staff support and adding digital systems to improve efficiency will allow the section to increase services to the community, support more homebuyers in achieving homeownership, improve housing conditions for more senior and disabled homeowners which will lead to a more resilient, and stable Harris County.
2) Which department-level goals does this support?
1) Increasing Economic Opportunity and 2) Improving Livability.
3) What do you want to achieve with these additional funds?

The request will increase homeownership and maximize effectiveness of homeownership programs by employing a team that drives productivity and quality control and operates using innovative industry platforms. The unit is also working with General Services and Universal Services to research, develop and deploy a digital tool that addresses construction management, workflow and scheduling, reporting, customer relationship management and loan origination and servicing. This will bring best practices to the Lending and Construction Divisions by coupling systems and staff focused on increasing team performance, minimizing cost over runs, using data to target markets, increasing pool of eligible customers and increasing the opportunity to serve more individuals and families. The result of this coupling would allow the unit to better plan to perform more reconstruction, identify opportunities to build affordable homes, administer more DAP funds to eligible buyers and increase the number of high quality minor, major and health and safety repair projects.

The funding under this request would be for the following:

3 Coordinators @ \$93,436 ea. (\$280,310)

Materials, equip & supply (\$11,685)

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

The proposed approach will enhance the unit's ability to address policy implementation, training development, marketing, strategic planning and goal-setting which will ultimately grow the unit to serve more customers. Filling these positions will allow the unit to streamline the decision-making process by having access to clear, accurate & real-time data, by being able to quickly adopt and train staff on new policies & programs, by managing activities using schedules/costs and constraints. The timeline would include deploying staff mid-year 2021 to initiate planning the strategy for each program or division to include defining the requirements for the General Services and Universal Services team, identifying the intersecting life cycles, work flows, short term objectives and long term outcomes. By the end of the year, the unit will deploy the digital tools and implement the strategies designed to produce quality, accuracy, timeliness, & efficiency. In 2021, we are projecting to double our loan productivity from approx. 26 to 52. The efficiencies to be derived from increasing our budget to \$1,000,000 and adding 1 coordinator position to the Lending Services Division, which would increase the payroll by \$93,000 would result in the scenario where one additional position pays for almost half of the project delivery cost.

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
# home repair and reconstruction projects completed	Internal Source	SO6	65	Production numbers provides evidence of efficiencies.
\$ amount DAP assistance issued	Internal Source	SO2	\$1,000,000	Measures impact on homeownership.
Increase Lender participation by improving training and increasing the amount of lender training workshops offered.	Internal Source	SO2	30 Lender Workshops & outreach opportunities	Increases pool of participating lenders to serve our homeowner population.
Create Pipeline of Interested Homebuyers	Internal Source	SO2	100 individuals	Measures the need of DAP services.
Provide info. to 100 persons during homeowner fairs	Projection	SO2, SO8 & SO9	400 individuals	Measures interest in homeownership.

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

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

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

Instructions

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

Budget Request Priority ID:	BR18
Funding Request Description:	Expansion of Services to support Homelessness Response System
Division:	Operational Support - Outreach & Engagement
Funding Request - Next Fiscal Year:	\$308,895

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The Way Home Continuum of Care (CoC) is the coordinated homelessness response system for Harris, Fort Bend and Montgomery counties. The system currently provides 5074 housing units for persons experiencing homelessness and has rehoused more than 20,000 homeless persons into permanent supportive housing since 2012. A key component of The Way Home CoC is its coordinated access system that provides a single coordinated entry to housing supports for all persons experiencing homelessness. Coordinated entry is supported by trained housing assessors located at key agencies through the CoC. A review of the Coordinated Entry system conducted by the Coalition for the Homeless in October 2020 identified CSD as access point for many homeless persons seeking entry into the homeless system. CSD ranked 5th in the list of key access points in an analysis conducted by the Coalition. Despite being a key point of inquiry, CSD does not have any trained housing assessors that can assess persons presenting as homeless and enter them into the Homeless Management Information System (HMIS). Such assessment also identifies the appropriate housing intervention based on an individual's circumstances and allows them to be immediately connected to housing if space is available. As a top five agency receiving such inquiries from persons presenting as homeless, CSD is requesting increase in Outreach and Engagement team staffing that will be trained as assessors to provide the critical and necessary service to connect persons experiencing homelessness to housing. This increased participation would require Outreach & Engagement group to add 1 Outreach Coordinator and 4 Housing Resource Specialists (I).
2) Which department-level goals does this support?
Opportunity and Access: This request supports the mission of Harris County with building a more dynamic, vibrant and resilient community by reducing and preventing persons experiencing homelessness, advancing and improving community outreach and engagement, and to increasing access to affordable housing.
3) What do you want to achieve with these additional funds?
Increase Economic Opportunity and Access

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

Our approach would be to promote one staff member to a new "Outreach Coordinator" position on March 1, 2021 who would be prepared to hire four additional resource navigators in late March to Mid April. This will allow time to conduct training and oversight of 4 Resource Navigators and monitoring the effectiveness of the programs by maintaining statistical data. Our timeline would include hiring as soon as the positions are approved for funding. These new positions would also give this unit greater agility and flexibility in staffing up local recovery response efforts, as well as overall increase in engagement staff to support CSD operations. This request includes first year staffing Cost of \$297K and supplies and equipment of \$11K.

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 (#19)

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

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

Instructions

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

Budget Request Priority ID:	BR19
Funding Request Description:	Bereavement & Cemetery - Rising Demand for Services & case loads
Division:	Social Services
Funding Request - Next Fiscal Year:	\$589,740

1) Describe the specific problem, challenge or opportunity (why funding is needed).
<p>Since FY17-18, the Bereavement program has seen a 13% increase in services from 937 to 1060 cases on average per year, and 20% increase in referrals from 1250 to 1500 annually. Additionally, costs for contracted mortuary services are projected to increase to \$1.7 million consistent with increase in referrals and eligible cases to the program. Growth in caseload and referrals without comparable increase in staff have strained operations and led to increased processing time. Further COVID has impacted the volume of case referrals, which have added to operational strain. In the current fiscal year, over 130 referrals were COVID-19 which translated into 70 cases directly tied to COVID-19. The additional cases is equivalent to the caseload of 1 case manager.</p> <p>This request for additional funding includes \$406K in to cover the anticipated increase in mortuary services costs, \$155K for additional staffing, \$14K for staff adjustments at the Cemetery and \$17K for supplies and incidentals,</p>
2) Which department-level goals does this support?
Primary goal - Opportunity and Access
3) What do you want to achieve with these additional funds?
In the next Fiscal Year, we anticipate approximately \$135K in additional mortuary services costs due to increased demand for services. Additionally this unit is requesting one (1) new "Case Support Assistant" and the creation of one (1) "Supervisor" position for the promotion of one of the current case managers who will support a specialized caseload and additional oversight to the case management team. The Case Support Assistant will provide assistance and support to the team by removing clerical and administration functions from the Case & Intake staff who are receiving and processing 6 to 8 referrals daily. The Case Support Assistant will process daily and weekly vendor case reports, closing out files, and updating program records; a function that has been otherwise been distributed to Intake and Case Managers. The addition of these two positions will alleviate the need for occasional overtime and further streamline processing of all referred cases in a more efficient and effective manner.
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
A Supervisor & Case Support Assistant will be utilized to manage daily admin tasks, support management, and provide additional support to the program to effectively address the impact of case referrals. This will allow the Intake staff to focus primarily on the receiving and processing of case referrals.
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 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:

Healthy Food Financing Initiative (HFFI)

	One-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:	-	\$2,000,000	0	0
Projected Spending in FY 2020-21:		\$1,554,279	0	0

Continued Funding Requested for FY 2021-22:

\$1,000,000

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

The purpose of the Harris County Healthy Food Financing Initiative (HFFI) is to establish a countywide program to increase the availability of fresh and nutritious food, including fruits and vegetables, in underserved communities. Harris County HFFI provides grants to support the development or enhancements of healthy food retail projects and other food system interventions in areas that lack appropriate access to healthy foods and how to incorporate them into a healthy diet. The funds may be used for equipment installation and upgrades, inventory, access to capital, in-store marketing and nutrition education, general nutrition education, rehabilitation and renovation, mobile food markets or nutritious food delivery, staffing and security. HFFI is expected to improve access to and use of healthy foods while improving community health.

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?

Harris County is in the process of executing contracts with 6 vendors that have been awarded HFFI Round 1 funding. Once the execution of the contracts occur, the vendors will begin to operate their project that will last for one year. The vendors will begin reporting of performance benchmarks and financial expenses within 60 days after the start of the project date according to the contract.

HFFI Round 2 RFP for approximately \$1.4 million in available funding will begin during Harris County's next program year in 2021. The RFP will be available to all interested parties who would like to submit an application for the HFFI funding with the intent to increase the availability of fresh and nutritious food, including fruits and vegetables, in underserved communities.



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
# persons benefiting from healthy food access projects	Internal Tracking	S05	0	8,000	Demonstrates need for service.
\$ funds invested into health food access projects	Internal Tracking	S05	\$ 554,067.00	\$ 1,445,933.00	Informs specifications for round 2 funding.

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:

Housing Policy Advisor and 4 Intern Positions

	One-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:	-	\$301,131	6	2
Projected Spending in FY 2020-21:		\$189,870	4	2

Continued Funding Requested for FY 2021-22:

\$301,131

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

The funding requested and associated with the Housing Policy team was to support the Department goal of "Fostering a Culture of Accountability" by providing staffing support and policy research services to ensure the Department is using the latest policy data and best practices in its housing programs. This section currently supports the Housing Policy Advisory Committee which is a 21 member body created to collectively review research data on housing need and affordability in Harris County, study and advise on County housing policies, and recommend specific actions or initiatives to encourage or facilitate affordable and workforce housing while protecting the ability of property to appreciate in value. The four (4) intern positions were planned to increase accountability and allow for practical work experience and mentorship of students seeking careers in housing and community development, public administration and policy. The expectation of the funding associated with the housing policy staffing and interns was to expend CSD's ability to further housing policy research and provide job training opportunities within the department.

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

Accomplishments include the recruitment and on-boarding of two full-time housing policy staff, and the completion of establishment of 3 work groups, 6 Housing Policy Committee meetings, 13 work group meetings, and the engagement of a housing policy consultant to help guide the work of the Housing Policy Committee. Additionally, the staff completed the Housing Legislative Policy platform informed through the work of the Housing Policy Committee and work group members, and worked along side the Comprehensive Housing Study in the review of two topic briefs related to key findings on housing in Harris County and Suitability Analysis. Due to the impact of COVID-19 during this fiscal year, no interns were recruited or hired.

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

Next steps with the Housing Policy team will be the continuation of Committee and Work Group meetings to continue the feedback and review loop for the completion of the Comprehensive Housing Study; and the production of three Technical Memos with policy and program recommendations. Committee work will be carried out through 24 full committee and work group meetings in FY21-22. Additionally, CSD will implement the Internship program and recruit and hire four interns during the next fiscal year.

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
# Committee meeting and work group meetings managed	Internal Source	SO23	19 meetings	24 meetings	Continuation of committee work through end of fiscal year
# policy recommendations formulated and recommended	Internal Source	SO23	1	7	Based on seven priority areas identified by committee
# Interns recruited and hired	Internal Source	SO22	0	4	Effectiveness of staff contribution to unit work.

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-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:	\$2,055,000		1	0
Projected Spending in FY 2020-21:		\$2,055,000	1	

Continued Funding Requested for FY 2021-22:

1) Provide the purpose of the funding that was provided and what you expected to accomplish.
Initially authorized on February 25, 2020, CSD established a task force made up from representatives from each of the court member offices, and community stakeholders engaged immigrant legal defense work. The Taskforce discussed and reviewed the program framework and operational guidebook in meetings that occurred between May 12th and September 3rd. The final guidebook approved on November 10th, provides for a immigrant legal services program that provides legal representation for immigrant adults, children or families facing the threat of deportation by soliciting proposals from qualified legal service providers that will provide direct legal representation to indigent detained immigrants and immigrant families facing removal. The guidebook includes the scope of work that legal service providers must abide by and will be evaluated for when submitting proposals. Funding covers two one year operating periods for selected legal service providers and to a staff person to manage the program.
2) What has been accomplished so far and are you meeting your goals? Include key measurements.
Accomplishments include receiving approval of the guidebook and proposed project.
3) What remains to be done and what is the outlook and timeline for completion?
Next steps is to hire staff to manage the program. Subsequently, RFA's will be issued to secure providers to deliver programmatic services. Performance metrics and evaluative methods will be developed to measure the effectiveness of the program.

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 providers secured	Internal Source	S05	0	4	Provides evidence of capable firms providing specific services.
# persons served	Internal Source	S05	0	100	Demonstrates need for service.

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	Judge J Brown - Family Eviction EAP	Transfer from another department to carry out eviction prevention program	\$150,000
REV2			
REV3			
REV4			
REV5			
REV6			
REV7			
REV8			
REV9			
REV10			
REV11			
REV12			
REV13			
REV14			
REV15			
REV16			
REV17			
REV18			
REV19			
REV20			
Total			\$150,000



Community Services Department FY 2021-22 Budget Supplemental

Mission

The mission of the Community Services Department (CSD) is to create opportunity, promote growth, revitalize blighted underserved areas, create fair and decent housing conditions and a suitable living environment for the economically disadvantaged, seniors, persons with disabilities and the homeless.

Goals

- **Increase Economic Opportunity and Access**
- **Improve Livability: Support Neighborhood Sustainability**
- **Support and Expand Community Resiliency**
- **Increase Community Engagement**
- **Foster a Culture of Accountability**

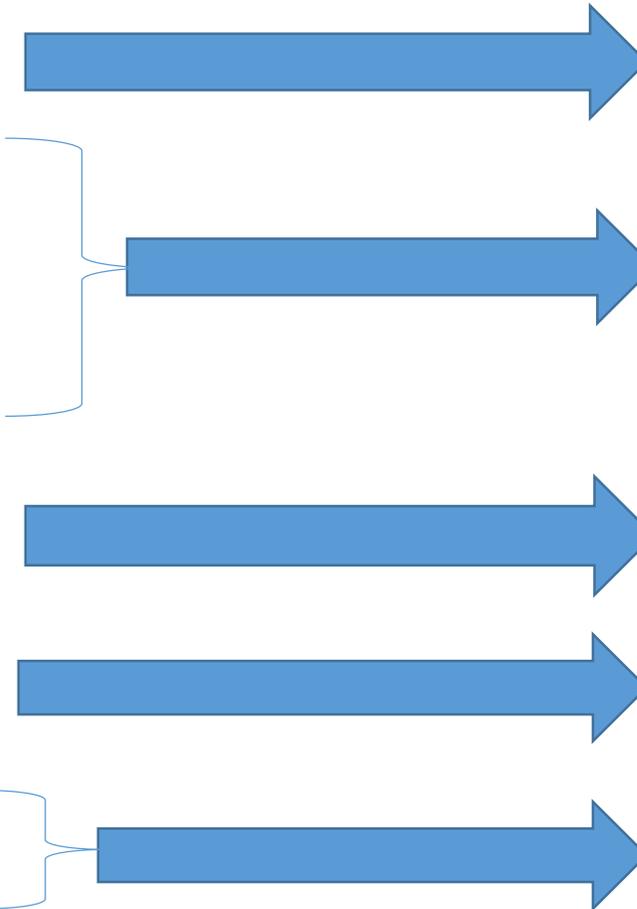
Goals and the Services Designed to Meet our Objectives

GOALS: Improve Livability
Increase Economic Opportunity & Access
Support Neighborhood Sustainability

Housing & Community Development

SERVICES

- Housing Policy
- Home Ownership
 - Downpayment Assistance
 - Home Ownership Made Easy
- Home Repair & Inspection
 - Septic, Lead
- Finance, Development & Special Initiatives
- Homeless Response Systems
- Investment in Public Services
- Investment in Public Facilities



OBJECTIVES

- Affordable housing visioning and opportunity
- Preserve affordable housing through homeowner rehab/recon, health & safety
- Leveraging economic development tools & Increase affordable housing
- Reduce and prevent persons Experiencing Homelessness
- Improve quality of life through investment of grant funds

Goals and the Services Designed to Meet Our Objectives

Social Services

GOAL: Opportunity & Access

SERVICES

- Intake
- Emergency Financial Assistance
 - Fiduciary Utility
 - EFSP
- Case Management
 - Homeless Prevention
 - Comprehensive Housing Stability
 - EFSP
 - Youth
- Bereavement Services
- Cemetery Operations

OBJECTIVE

Promote economic stability by increasing access and providing assistance to low income and vulnerable populations

Disaster Recovery

GOAL: Support Community Resiliency

SERVICES

- Infrastructure Recovery
- Homeowner Programs
 - (HAP) Repair & Reconstruct
 - (HRP) Reimbursement
 - Buyout
- Case Management for housing & relocation
- New Single Family Development
- Program Compliance & Planning Studies

OBJECTIVES

To improve conditions & economic resiliency to future flooding via:

1. Reducing risk & Improving Drainage & economic health through Infrastructure Repair & Improvement Investments
2. Homeowner Centric Recovery Programs
3. Services Designed to Stabilize & connect to replacement housing
4. Increase of Affordable Single-Family homes
5. Implement & Maintain plans & Contacts for response & recovery to ensure prompt & efficient recovery service delivery

Goals and the Services Designed to Meet Our Objectives

Office of Transit Services

GOAL: Access & Opportunity

SERVICES

- RIDES Program
- Fixed Bus Routes
- Commuter Park & Ride
- Non-emergency Medical Transportation Services
- Transit Coordination & Planning

OBJECTIVE:

Provide efficient, dependable transportation

Operational Support

GOAL: Fostering Accountability

SERVICES

- Executive Director
- Finance
- General Services
- Grant Compliance Management
- Human Resources
- Outreach & Engagement
- Planning & Development
- Public Information Officer

OBJECTIVES:

- Improve Operational Efficiency, Customer Service & Strategic Development
- Enhancing technology systems including desktop support and promoting workforce recruitment and professional development opportunities.
- Expand & Improve Outreach & Engagement
- Improve Communications
- Improve Coordination with stakeholders
- Compliance assurances



Quality Counts

Operational Support

Outreach & Engagement

Participants in Community Outreach Events (10% increase)	4,500
Resource Referrals: (795K in current year)	800K
Distribution of Publications & Program Informational Materials (15% increase)	54.5K

Planning & Development

Community Planning Surveys reaching over 2500 residents	11
GIS/Data Mapping Services (25% Increase)	450
Technical Assist for Partners	50
Community Plans & Reports	14

Office of Executive Director

Procure, and execute a department-wide “**Strategic Plan**” and final implementation of the **Immigrant Legal Services Program**.

General Services

Days to Close Help Desk Tickets (100% decrease)	2
Help Desk Requests/Yr. (2% increase)	6,489
Applications Managed (20% increase over Current Year)	43
Application Support FTEs Per Application Managed² (100% decrease)	

Public Information Officer

Website Content updates / Yr. having 500K traffic visitors	700
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Disaster Recovery

HRP

% of Reimbursement applicants that receive assistance: **87%**

HAP

of Rehab applicant homes completed: **190**

Infrastructure

% decrease in homes in high flood risk areas: **17%**

of Structures at lower risk of flooding **30K**

Households benefiting from Pub. Infrst. projects **165K**

Planning

New Planning Studies **14**

Social Services

Improve Intake Quality

Reduce wait times **<45 mins.**
Abandoned calls **<20%**
Total Calls / Yr. **82K**

Homeless Prevention

Improve Household case coverage from **180 to 640 per year.**

Comprehensive Housing Stability Case Management

Begin helping persons access SSD/SSI benefits and achieve a 60% permanent housing rate; 1 year post program exit.

Emergency Assistance

Increase qualifying appointments from **6,950 to 8,340**

Quality Counts

Housing & Community Development

CSD Housing Policy Advisory Committee

Kinder/Rice Affordable Housing Study

- 2021 Goal – 10-yr plan - annual production goals.

Housing Finance & Development

Assemblage of multiple partnerships in the development of affordable housing & mixed-use initiatives, Community Land Trust,, the Harris County Redevelopment Authority, TIRZ 24, Harris County Housing Finance, Management & Utility Districts.



Homeless Response System

-% Housed that return to homeless	3%
-Coordinated access housing assessments	1,500
-New Homes created	282

Investment In Public Infrastructure

# of persons benefiting	15K
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Home Ownership Services

Household to receive DAP	35
% of repairs completed in 90 days	75%

Housing Finance & Development

Affordable Housing Units In pipeline for	2,500
Community Land Trust Single Family Homes	560

Transit Services

Secret Rider trips (35% increase) 200

Annual Customer Satisfaction Surveys 1



Increased Ridership (25% increase) 50K

Engage Partnership Agencies (20% increase) 40



Budget Requests

Operational Support

- BR 2 - Outreach & Engagement-Continuity of Existing and Critical Services**
- BR 3 – Executive Office-Organizational Development & Strategic Plan**
- BR 4 – General Services-Technology Expansion & Reorganization**
- BR 5 – Planning & Development-Data Analysis, Mapping & Environmental**
- BR 8 – Planning &Development-Community Plans**
- BR 11 –Public Information Officer-Increase Capacity**
- BR 12 –Planning & Development – Special Initiatives**
- BR 18– Outreach & Engagement-Support of Homeless Response Systems**

Program Areas

- BR 6 – Housing Development & Special Financing Initiatives**
- BR 7- HCD– Homeless Response System Investment**
- BR 9 – Social Services-Intake Expansion**
- BR10 – Transit Services-Generation Park Bus Route Expansion**
- BR 13 -Social Services – Homeless Prevention**
- BR 14 -Transit Services – FTA Match for Shelter Sidewalks**
- BR 15 –Social Services –Comprehensive Housing Stability Case Management**
- BR 16 Social Services– Emergency Financial Assistance**
- BR 17 -HCD –Housing Programs**
- BR 19 –Social Services– Bereavement & Cemetery Ops**



CIP Request

INVESTMENT IN AFFORDABLE HOUSING

- Request: \$5 Million
- Kinder – Rice University Affordable Housing and Market Demand/Absorption Studies.
 - 10 Yr. Plan
 - Strategy & Prioritization of efforts
 - Leveraging opportunities
 - Future stakeholder engagement & participation
 - To identify and address gaps in affordable housing,
- Fits in with the Department’s strategic objectives of increasing and preserving “affordable” rental & single-family “housing” through the investment of grant and other leveraging sources, in coordination with other departments and stakeholders and having a community impact through economic development tools for further community development.
- Financing Partners: the Harris County Housing Finance Corporation and its Community Land Trust subsidiary, Redevelopment Authorities, TIRZ 24, Housing Authorities, HUD entitlement & disaster recovery programs and the Harris County CDE, Inc via New Market Tax Credit allocations.
- Initial Outcomes: The first installment will act as a seed and will help CSD have the needed agility in taking initial steps of policy implementation and project investments aimed at increasing affordable housing options in Harris County. Access to the funds requested will be needed by late summer or early fall of 2021.



Q & A
Conclusion

END OF DAY 4

