

Harris County

Adopted Budget

Fiscal Year 2023



COUNTY OF HARRIS



ADOPTED ANNUAL BUDGET

FISCAL YEAR 2023

OCTOBER 1, 2022– SEPTEMBER 30, 2023

COMMISSIONERS COURT

Lina Hidalgo

County Judge

Rodney Ellis

Commissioner, Precinct 1

Adrian Garcia

Commissioner, Precinct 2

Tom S. Ramsey, P.E.

Commissioner, Precinct 3

R. Jack Cagle

Commissioner, Precinct 4

**PREPARED BY THE OFFICES OF COUNTY ADMINISTRATION AND
MANAGEMENT AND BUDGET**

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Daniel Ramos, Budget Director

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Commissioners Court



Lina Hidalgo

County Judge



Rodney Ellis

Precinct 1



Adrian Garcia

Precinct 2



Tom S. Ramsey, P.E.

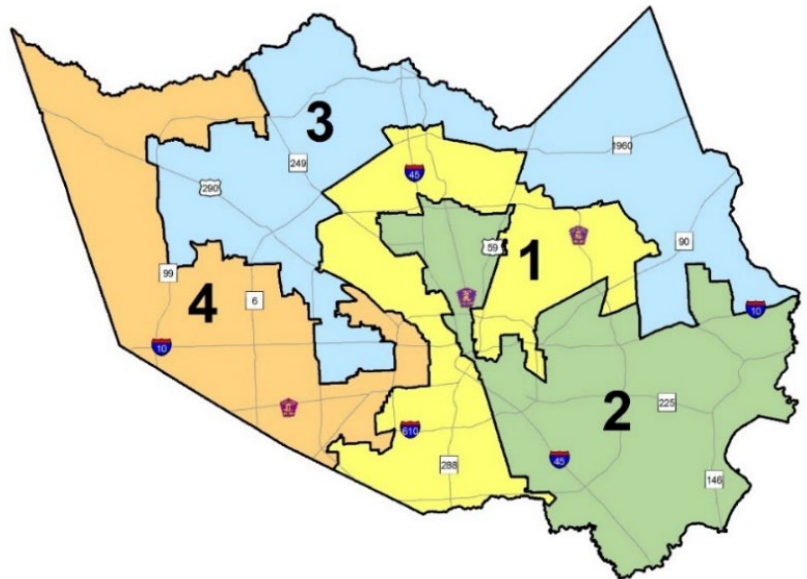
Precinct 3



R. Jack Cagle

Precinct 4

Harris County Precincts



Harris County Fiscal Year 2023 Proposed Annual Budget

On September 6th, 2022, Commissioners Court proposed the following tax rates for public hearing, discussion and possible approval on September 13, 2022:

Taxing Entity	FY23 M&O Tax Rate	FY23 Debt Service Tax Rate	FY23 Total Tax Rate
Harris County	0.31762	0.04273	0.36035
Flood Control District	0.02463	0.01013	0.03476
Harris Health Hospital	0.17100	0.00153	0.17253
Port of Houston	-	0.00744	0.00744
Total Harris County	0.51325	0.06183	0.57508

The lower of the No New Revenue (NNR) and Voter Approval (VAR) rates in comparison are as follows:

Taxing Entity	FY23 M&O Tax Rate	FY23 Debt Service Tax Rate	FY23 Total Tax Rate
Harris County	0.30144	0.04273	0.34417
Flood Control District	0.02047	0.01013	0.03060
Harris Health Hospital	0.14723	0.00153	0.14876
Port of Houston	-	0.00744	0.00744
Total Harris County	0.46914	0.06183	0.53097

On September 13th, 2022, Commissioners Court voted 3-0 (2 absent) to adopt an amended fiscal year 2023 budget based on the NNR rate instead of the original budget using the proposed rate. The tax rate vote has been rescheduled for October 11th, 2022. FY23 property tax amounts shown below are based on the NNR rate.

This book covers Harris County and Harris County Flood Control. Budget details for Harris Health and Port of Houston Authority are presented independently.

Property taxes related to both the Maintenance & Operations (M&O) and Debt Service (I&S) components for all Harris County (040) and Harris County Flood Control District (041) funds are presented in various formats below to provide full property tax fiscal transparency and to ensure compliance with Texas Local Government Code § 111.068, which requires select information to be presented in 18-point font.

Harris County

A summary of the FY 2022 and SFY 2022 adopted taxes and the FY 2023 preliminary property tax information (in \$M) is as follows:

By Collection Status

	FY22 Adopted	SFY22 Adopted	FY23 Preliminary @ NNR	SFY22 - FY23 Preliminary Δ \$	SFY22 - FY23 Preliminary Δ %
Current	1,821.6M	73.1M	1,941.5M	1,868.4M	2,556%
All Other	5.8M	7.7M	15.7M	8.0M	104%
Total Ad Valorem Taxes	1,827.4M	80.8M	1,957.2M	1,876.4M	2,323%

By Tax Type

	FY22 Adopted	SFY22 Adopted	FY23 Preliminary @ NNR	SFY22 - FY23 Preliminary Δ \$	SFY22 - FY23 Preliminary Δ %
M&O	1,664.7M	71.7M	1,715.2M	1,643.5M	2,293%
I&S	162.7M	9.1M	242.0M	232.9M	2,557%
Total Ad Valorem Taxes	1,827.4M	80.8M	1,957.2M	1,876.4M	2,323%

This budget will raise more revenue from property taxes than last year's budget by an amount of \$1,876,442,560 which is a 2,323 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$42,740,954.

The members of the governing body voted on the budget as follows:

FOR: County Judge Lina Hidalgo, Commissioner Pct 1 Rodney Ellis, Commissioner Pct 2 Adrian Garcia

AGAINST:

ABSENT: Commissioner Pct 3 Tom S. Ramsey, P.E., Commissioner Pct 4 R. Jack Cagle

Property Tax Rate Comparison (per \$100)	SFY22	FY23
Adopted M&O Tax Rate	0.33500	
Adopted I&S Tax Rate	0.04193	
Total Adopted Tax Rate	0.37693	
Proposed M&O Tax Rate		0.31762
Proposed I&S Tax Rate		0.04273
Total Proposed Tax Rate		0.36035
NNR Tax Rate	0.37223	0.34417
NNR M&O Tax Rate	0.32438	0.30144
Voter Approval Tax Rate	0.37814	0.36054
Voter Approval Tax Rate		0.36175
<i>(Adj for unused increment)</i>		

The total debt obligation for Harris County secured by property taxes is \$1,791,295,000, which is comprised of the following:

Road	713,725,000
PIB	681,690,000
Flood Contract Tax	347,755,000
General Obligation Com Paper	48,125,000
Total Harris County	1,791,295,000

Harris County Flood Control District

A summary of the FY 2022 and SFY 2022 adopted taxes and the FY 2023 preliminary property tax information (in \$M) is as follows:

By Collection Status

	FY22 Adopted	SFY22 Adopted	FY23 Preliminary @NNR	SFY22 - FY23 Preliminary Δ \$	SFY22 - FY23 A Preliminary Δ %
Current	142.3M	6.4M	169.2M	162.8M	2,529%
All Other	0.5M	0.5M	0.8M	0.3M	59%
Total Ad Valorem Taxes	142.8M	6.9M	170.0M	163.1M	2,350%

By Tax Type

	FY22 Adopted	SFY22 Adopted	FY23 Preliminary @ NNR	SFY22 - FY23 Preliminary Δ \$	SFY22 - FY23 Preliminary Δ %
M&O	119.6M	5.4M	114.0M	108.6M	2,002%
I&S	23.2M	1.5M	56.0M	54.5M	3,595%
Total Ad Valorem Taxes	142.8M	6.9M	170.0M	163.1M	2,350%

This budget will raise more revenue from property taxes than last year's budget by an amount of \$163,061,588 which is a 2,350 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$3,800,073.

The members of the governing body voted on the budget as follows:

FOR: County Judge Lina Hidalgo, Commissioner Pct 1 Rodney Ellis, Commissioner Pct 2 Adrian Garcia

AGAINST:

ABSENT: Commissioner Pct 3 Tom S. Ramsey, P.E., Commissioner Pct 4 R. Jack Cagle

Property Tax Rate Comparison (per \$100)	SFY22	FY23
Adopted M&O Tax Rate	0.02599	
Adopted I&S Tax Rate	0.00075	
Total Adopted Tax Rate	0.03349	
Proposed M&O Tax Rate		0.02463
Proposed I&S Tax Rate		0.01013
Total Proposed Tax Rate		0.03476
NNR Tax Rate	0.02974	0.03060
NNR M&O Tax Rate	0.02512	0.02047
Voter Approval Tax Rate	0.03349	0.03476

The total debt obligation for Harris County Flood Control District secured by property taxes is \$820,125,000, which is comprised of the following:

Flood Control	584,900,000
General Obligation Com Paper	235,225,000
Total Flood Control	820,125,000

All outstanding Flood Control Commercial Paper notes are scheduled to be refunded by Flood Ref Bonds, Series 2022A on 9/22/2022.

Harris County Fiscal Year 2023 Adopted Annual Budget

Dear Department Heads, Elected Officials and Budget Liaisons,

Due to a lack of quorum for the tax vote, Commissioner's Court adopted a significantly lower budget than the \$2.24B proposed budget originally proposed. The FY23 Adopted Budget is \$2.13B and it is based on an annualization of the Short Fiscal Year 2022 budgets.

OMB is committed to working with all County Departments to maintain services under the approved lower budget.



Daniel Ramos

Executive Director

Harris County Office of Management and Budget

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OVERVIEW OF HARRIS COUNTY

County Government

Harris County is a political subdivision of the State of Texas and Commissioners Court is the governing body of the County. It is composed of the County Judge elected from the County at large, and four Commissioners, each are elected from separate County precincts, all elected for four-year terms. The County Judge is the presiding officer of Commissioners Court. Within Harris County government, there are 77 operating departments, each with an elected official or appointed department head.

In August 2021, the Office of County Administration was created by Commissioners Court to provide day-to-day oversight of County government, as well as coordination with all County elected officials. Some of the agencies with an appointed department head, which previously reported to Commissioners Court, now report through the County Administrator. The County Administrator, who also serves as the County Budget Officer, works to implement goals and policy set by Commissioners Court.

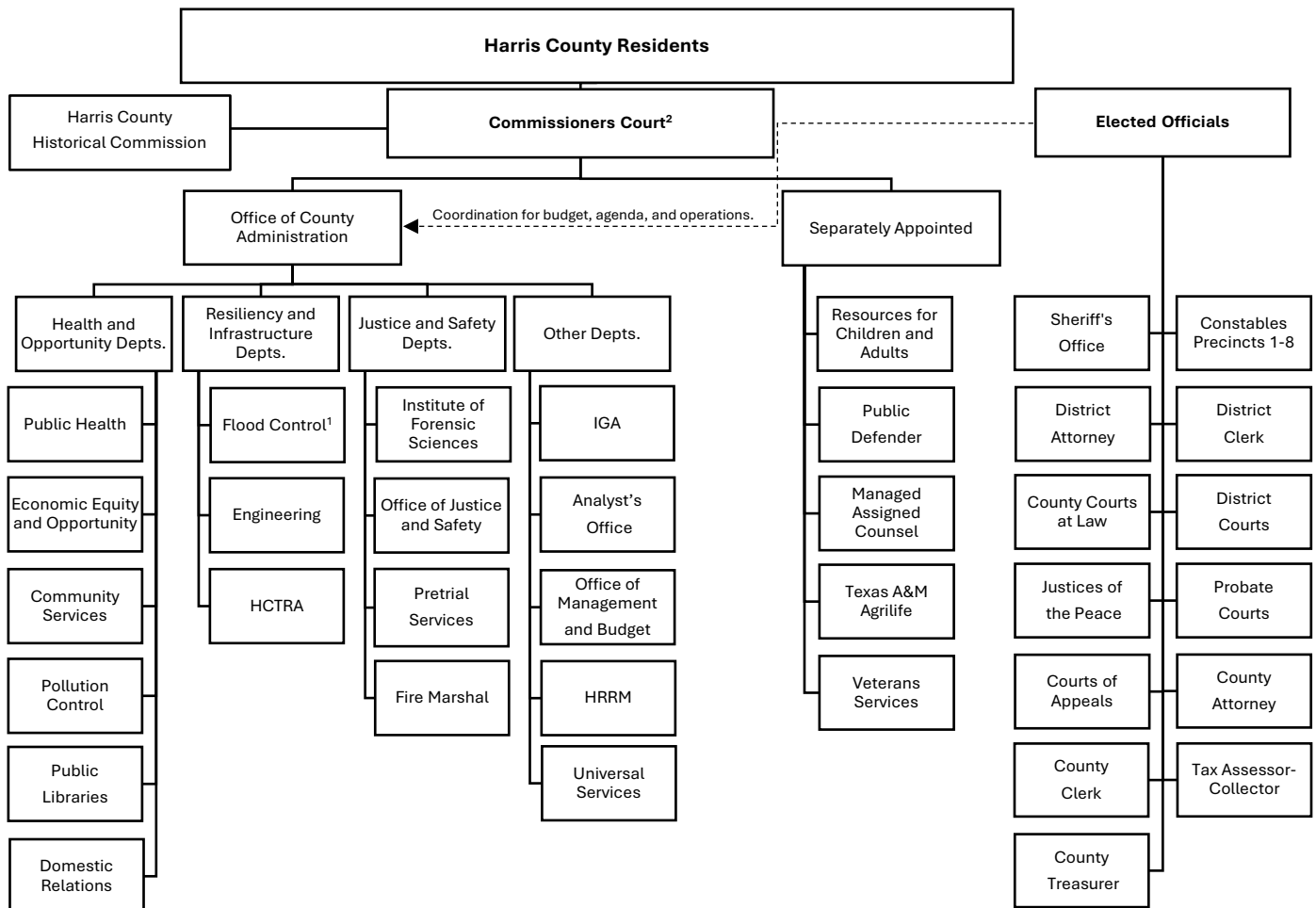
By statute, each year the County Budget Officer must propose a budget and Commissioners Court must approve a budget. The budget appropriates funds to County departments, affiliated agencies, and specific reserve accounts. The budget is a vital policy document which sets priorities for the coming year.

Commissioners Court must approve budgets for the following funds and departments in advance of the next fiscal year, which are covered in this Volume I Budget Book:

- General Fund (including the Public Improvement Contingency Fund and mobility transfers from HCTRA)
- Harris County Toll Road Authority (HCTRA)
- Harris County Flood Control District

Finally, though operations are managed by an appointed board, Commissioners Court also approves the budget for the Harris Health System (HHS).

Countywide Organizational Chart

**Other Departments**

- **County Auditor** appointed by District Judges
- **Purchasing Agent** appointed by the Purchasing Board
- **Juvenile Probation** director appointed by the Juvenile Board
- **Office of Court Management** director appointed by County Criminal Courts at Law Judges
- **District Court Management** director appointed by District Judges
- **Children's Assessment Center** director appointed by a separate board
- **Civil Service Commission** appointed by Commissioners Court, Sheriff, and District Attorney
- **Law Library** director appointed by the County Attorney
- **Elections Administrator** appointed by the Elections Commission

Notes

¹County Administrator serves as the Flood Control Manager with the rights and responsibilities set forth in the statute to provide oversight of the Flood Control District. A separate Executive Director would retain the day-to-day operational duties and powers.

²County Judge oversees the Office of Homeland Security and Emergency Management

County Profile

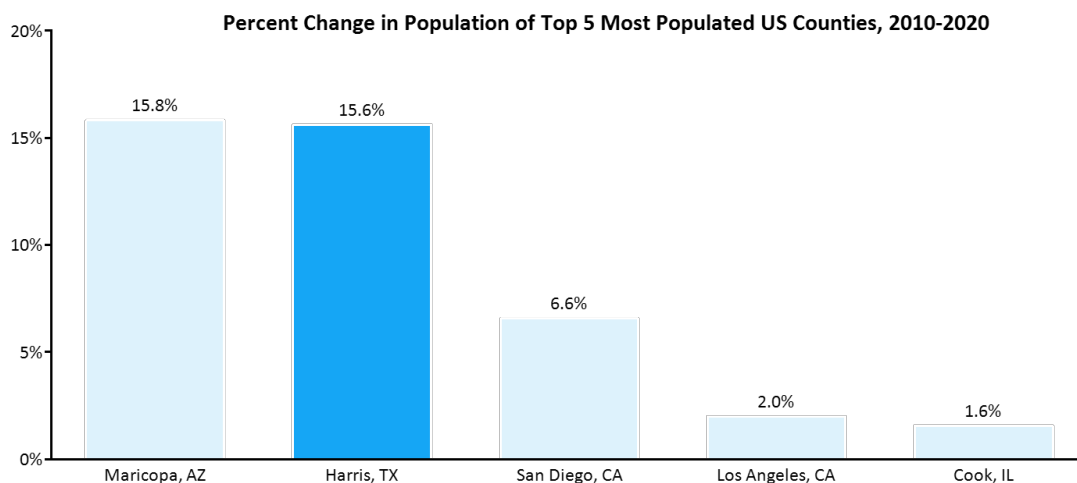
Founded in 1836 and organized in 1837, Harris County is divided into four precincts and governed by a Commissioners Court. Commissioners Court is comprised of the County Judge, elected Countywide; and four Commissioners, each elected by and representing their respective precincts.

Harris County, Texas is the third largest County in the United States and the largest in Texas, with 2.1M more residents than the next most-populous Texas County. It is home to 4.79M people, including the 2.4M residents of Houston, the County's seat. Covering 1,778 square miles on the Texas Gulf Coast, the County abuts the Port of Houston, and the population is roughly split equally between incorporated and unincorporated areas. Harris County is unique among all counties in the nation for having an unincorporated area with a population of more than 2M residents. If unincorporated Harris County were a city, it would be the second largest city in Texas and the fifth largest city in the U.S. Besides Houston, the County contains all or part of 33 other cities and 12 large unincorporated population clusters, also known as Census Designated Places.

With a real GDP of \$360B annually, Harris County accounts for 20% of Texas' economic activity and 16% of its population. Its workforce is 2.3M strong, with 63.7% of the population 16 years and older employed. The region's economy is anchored by energy and related industries, but recent years have seen growth in health care, construction, retail, and business and professional services. The Port of Houston, the largest Gulf Coast port and the 7th busiest in the U.S., has also increased its business steadily over the past few years and currently ranks number one in the U.S. in foreign waterborne tonnage. Overall, the County's economy contains more than 160,000 employers, including the headquarters of 25 Fortune 500 companies.

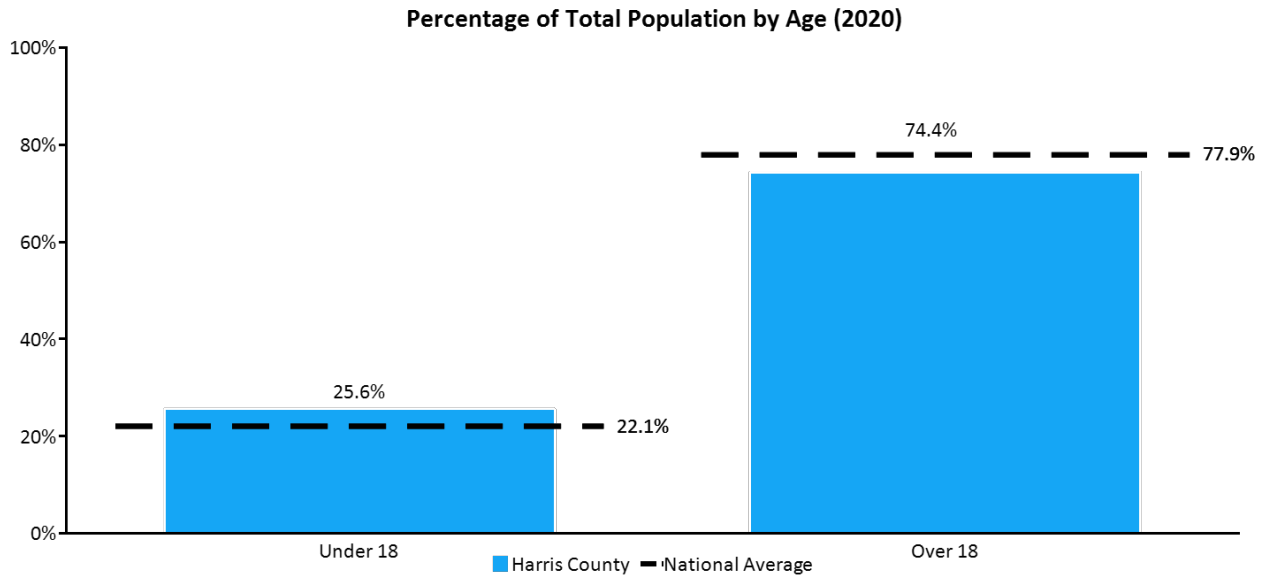
Population Growth

Between 2010 and 2020, the Harris County's population grew by 15.6%, right in line with the state's overall growth. Harris County continues to grow as fast or faster than other large counties.



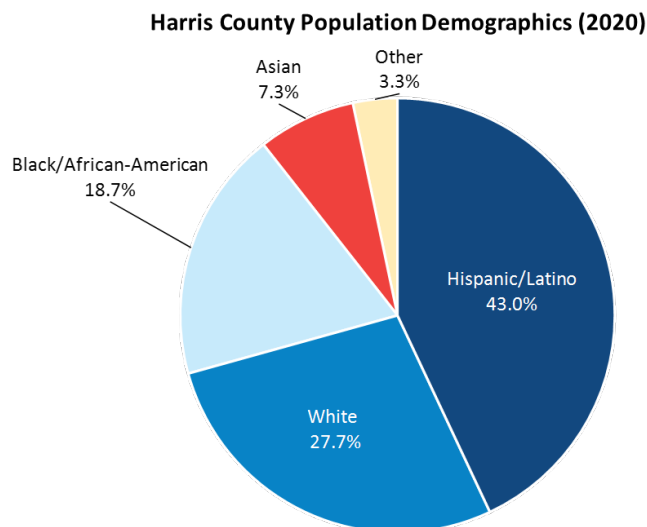
Age

Like much of the nation, the population of Harris County is aging. The share of Harris County's population that is under 18 has shrunk from 28% in 2010 to 25.6% in 2020, though this remains higher than the national average of 22.1%.



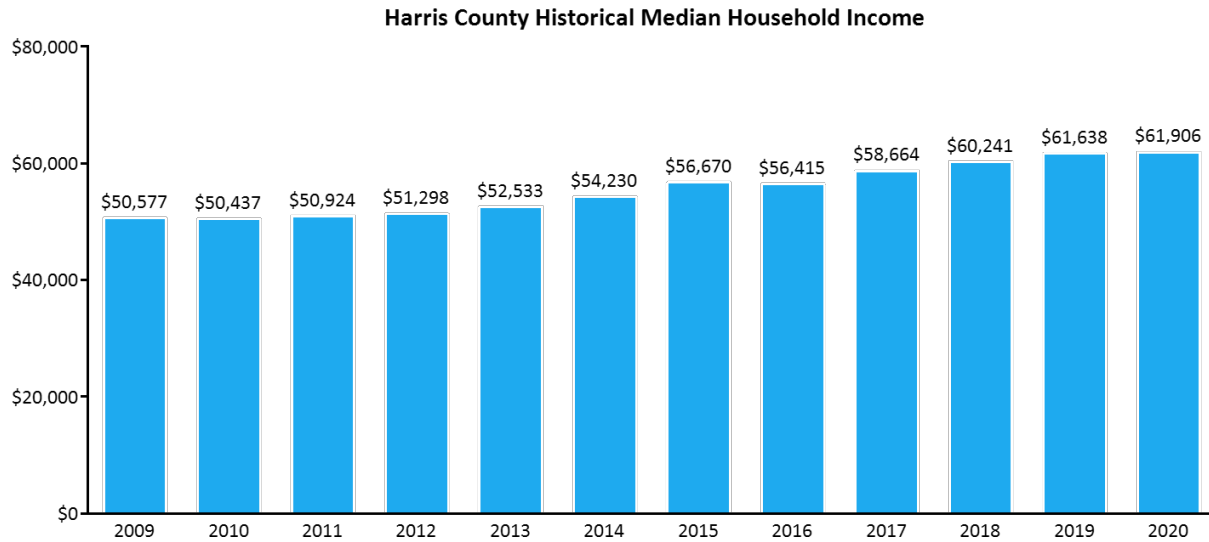
Diversity

Harris County is one of the most diverse places in the country. More than a quarter of its residents are foreign born and close to half of the population speaks a language other than English at home. In total, 145 languages are spoken in the County.

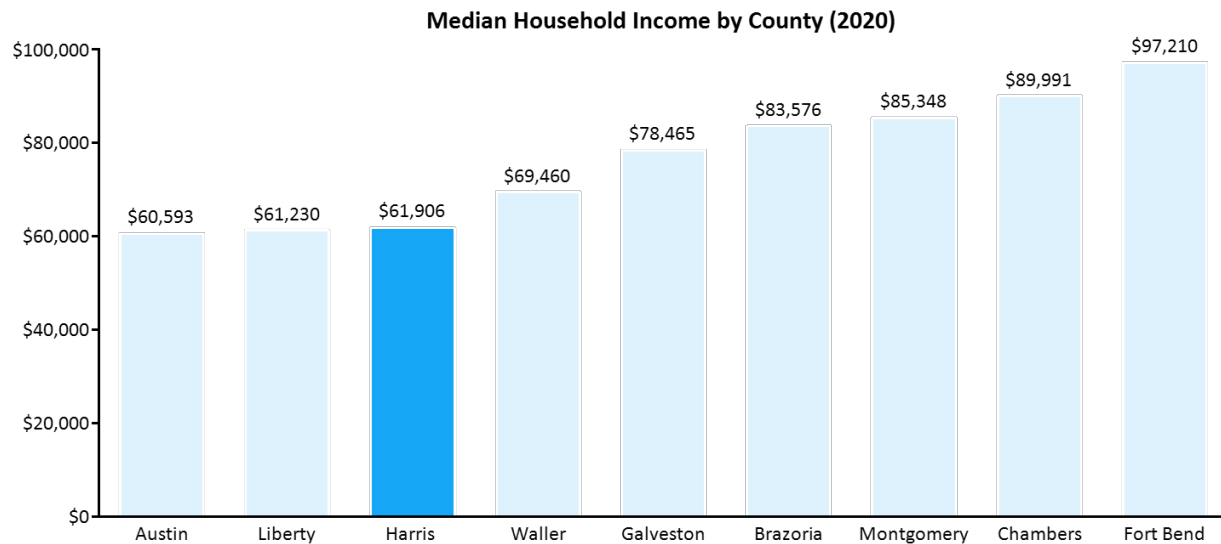


The County's Hispanic/Latino population grew from 40.8% in 2010 to 43% in 2020, while the population that identifies as White has fallen over the last decade, from 33% in 2010 to 27.7% in 2020.

Median Household Income

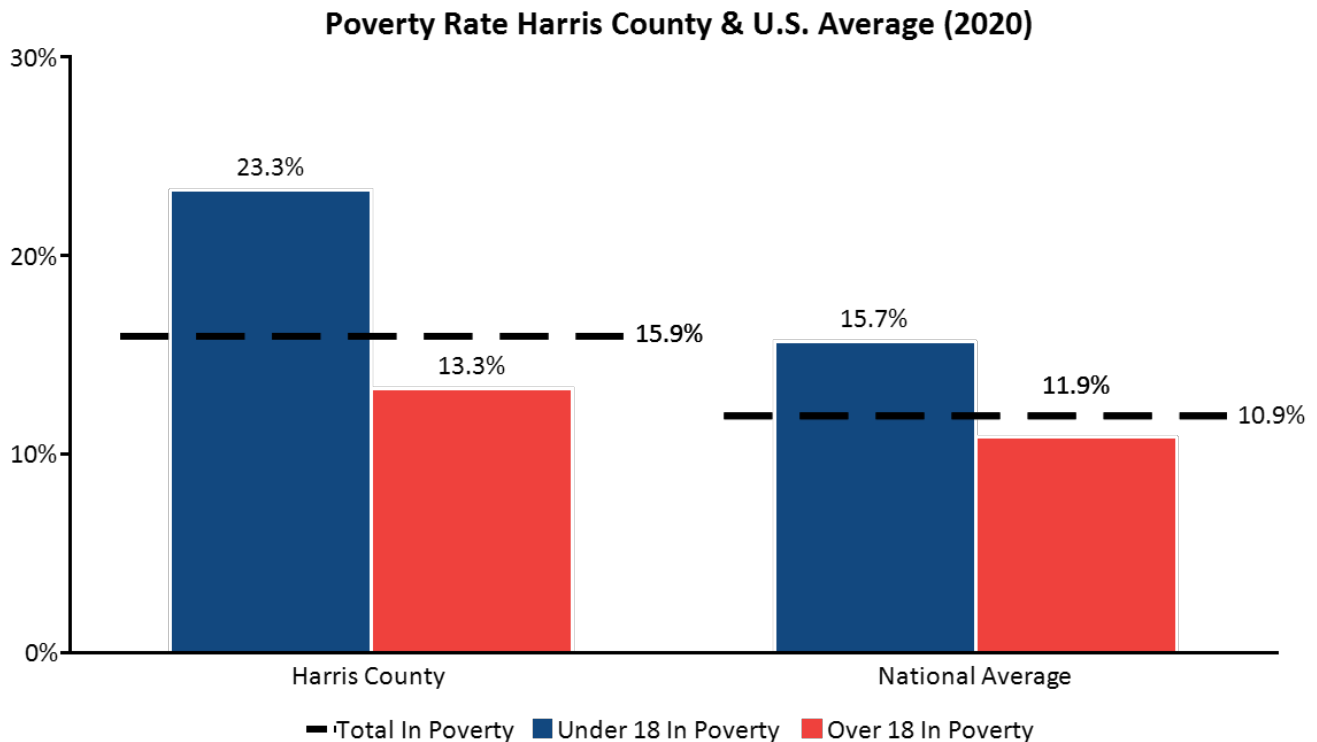


While Harris County's median household income has grown steadily over the last 10 years, median household income in Harris County is slightly lower than the state overall (\$61,906 versus \$66,048), and lags behind most of the surrounding counties in the greater Houston Metro Area. Of area counties, only Austin and Liberty County have lower median household incomes.



Poverty Rate

The County's poverty rate is higher than the national average (15.9% versus 11.9%) for all age groups. The greatest area of disparity is for residents under 18 years, with a poverty rate more than 7% above the national average.



While general Harris County poverty has declined from a peak of 19.4% in 2011 to 15.9% in 2021, the rate of decline is slower than in surrounding counties. Generally, poverty rates are higher among people living in urban areas than those living in suburban or rural areas, but a multitude of factors may contribute to a slower decline in the County's poverty rate. The gap in rate of decline largely reflects differences in the overall racial and ethnic makeup of the County population. Although poverty rates declined for all racial and Hispanic origin groups, racial disparity in poverty and median household income persists. Blacks and Hispanics continue to be over-represented in the population in poverty relative to their representation in the overall population. Nearly 62% of Harris County residents are Hispanic/Latino or Black, highest among all surrounding counties. Growing concentration of poverty has been a concern within past decades, and poor neighborhoods tend to cluster disadvantages that stall upward mobility over time.



EXECUTIVE SUMMARY

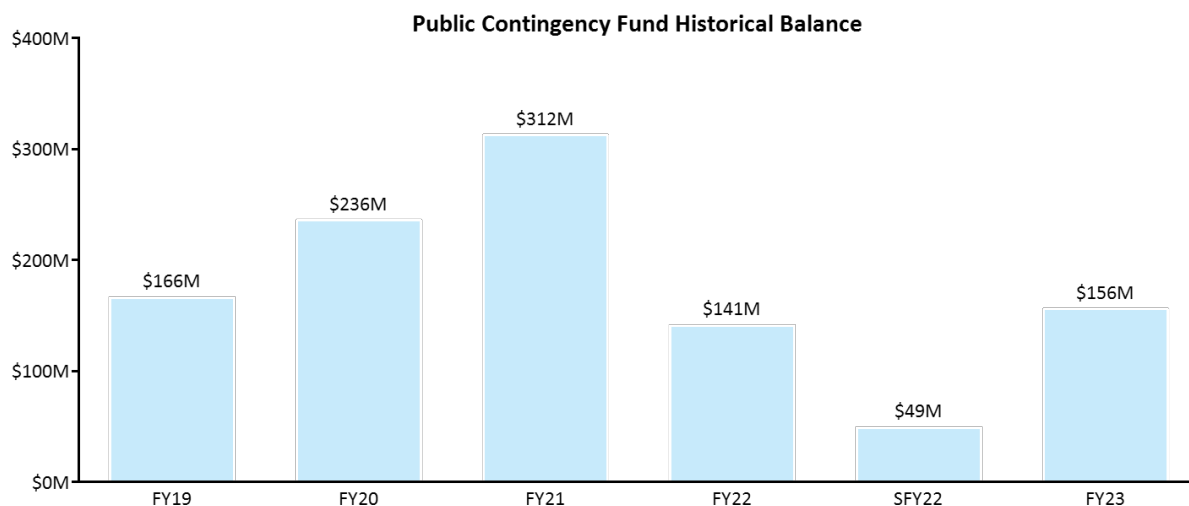
Every year, Harris County Commissioners Court sets the budget for Harris County government, including 77 operating departments and agencies. The budget includes General funds and Special Revenue funds which support County services. The budget also includes debt, and in-progress and completed projects, with a set of recommended capital projects submitted by County departments.

In preparation for Fiscal Year 2023, the Office of Management and Budget (OMB) has worked with Departments on cataloguing and forecasting County cost drivers to update the FY23 Planning Budget and develop a Current Level of Service (CLS) forecast. The CLS is intended to provide a comprehensive and transparent pre-decisional projection of the County budget that includes inflationary factors, changes to federal or state mandates, operations, and any financial decisions during the current fiscal year.

Financial Strengths

Harris County expects to begin the next fiscal year in a strong financial position with General Fund cash balances (including the Public Improvement Contingency and COVID Response and Recovery (R&R) funds) of over \$500M, a large unspent balance from the \$915.5M direct allocation from the American Rescue Plan Act (ARPA), as well as the best possible credit rating (AAA). Harris County is also fortunate to have a stable property tax base through the pandemic and strong support from grants. As SFY22 closes, nearly 50% of County departments used supplemental grant funding to support or enhance public services. The cumulative impact of grant funds was over \$2B, including funding from: The Coronavirus Aid, Relief, and Economic Security (CARES) Act, ARPA, Community Development Block Grant (CDBG) programs, and Flood Control. Over the course of FY22, the County has lived within its General Fund budget. 1% of new revenue was set aside for unbudgeted items, and we are on track to stay within that limit.

During the Short Fiscal Year, Harris County was able to contribute over \$130M into the renamed Public Improvement Contingency Fund, after 2.5 years of drawing down to fund COVID-19 related expenses. Commissioners Court also adopted a formal policy restricting eligible expenses and setting a target balance of 12.5% of last year's budget.



All these factors allow the County to maintain the current level of service for core County operations, while making strategic investments in our public safety and justice systems.

Economy, Growth and Tax Impacts

2021 saw exceptional valuation increases across all property categories in Harris County which drove a 12% overall increase in the 2022 certified taxable value estimate vs. the prior year. The volume of single-family home sales rose 10.3% with average sales prices 16% higher than 2020. Overall home price values increased 21%. Increases for other sectors include 24% for apartments, 20% for warehouses, 18% for retail, and 17% for medical properties.

While 2021 was extraordinary from a valuation perspective, Harris County has a long track record of strong economic growth and property valuation increases. Below are the original certified taxable property values since 2012 with the certified estimate for 2022, with a separate line showing the amount of new construction added each year.

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Taxable Value (\$B)	280B	309B	349B	392B	421B	438B	450B	483B	505B	521B	584B
% Change	--	10.4%	12.9%	12.3%	7.4%	3.9%	2.7%	7.4%	4.6%	3.2%	12.1%
New Construction (\$B)	3.5B	5.3B	8.1B	10.8B	12.0B	12.0B	10.5B	9.9B	12.3B	11.2B	12.4B

Taxable value increases are only part of the story. Annual valuation increases for residential homestead properties are capped at 10%, meaning most County homesteads have 2022 taxable values below their appraisal. The County also provides a 20% exemption for residential homesteads and an additional \$250K exemption for homesteads of senior and disabled property owners which further reduces the tax burden. The homestead for senior and disabled property owners was increased for tax year 2022 from \$229K to \$250K by Commissioners Court.

Apart from these caps and exemptions, Texas statute limits the total amount of taxes the County can generate from existing properties, with a targeted maximum increase of 3.5% per year unless the County calls an election to authorize a higher rate. To comply with these revenue caps, the County lowers its tax rate to offset large increases in property values. To illustrate, in 2018 a property owner would have paid county taxes of \$.41858 per \$100 of taxable value but in 2021 the rate was down to \$.37693 per \$100 of value.

Current Level of Service

As the SFY22 began, OMB engaged County departments in a CLS exercise to determine the costs of maintaining the same level of service from one fiscal year to the next. OMB partnered with department and subject matter experts to forecast key budget drivers like facility maintenance, fleet operations, utilities, risk exposure, cost of living adjustments, employee benefits-related expenses, changes to state law, as well as unplanned budget adjustments to services.

Thanks to prudent financial management, the County is currently in a very strong financial position— with a balanced annual budget, strong cash reserves and top credit rating. However, the results of the CLS forecast show that Harris County’s financial picture is becoming more challenged due to factors outside the County’s control. State-mandated revenue caps combined with growing healthcare costs, inflation, a backlogged justice system resulting in a jail population exceeding capacity, and past underinvestment in core business operations have created a troubling baseline picture for the next fiscal year, even while property assessments grow at a historic rate. While Court adopted a FY23 planning budget, high inflation and other factors necessitated a fresh look at costs.

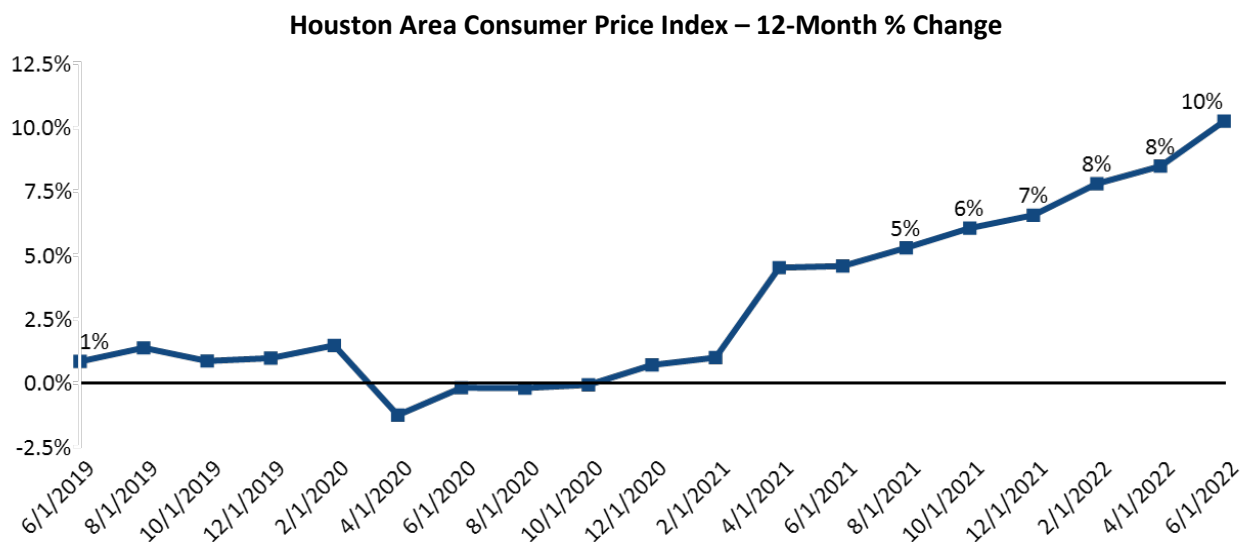
The CLS forecast projected a \$32M deficit for FY23 based on the Voter Approval Rate revenue forecast of \$2,233M, the maximum tax rate Court can set without voter approval. Under a No New Revenue forecast of \$2,140M, the deficit would be \$125M.

Key Budget Drivers

The FY23 Budget was prepared in a time of tremendous change and uncertainty. Factors driving the difficult choices required in the budget process included: inflation, jail costs, increased utility costs, and increased health care costs.

Inflation

Inflationary effects are being felt throughout the country and prices rose at the fastest rate in nearly 40 years. For the Houston-The Woodlands-Sugar Land area, inflation rose by about 10.2% over the 12-month period preceding June 2022. Comparatively, the overall U.S. inflation rate for June 2022 was 9.1%.



Jail Costs

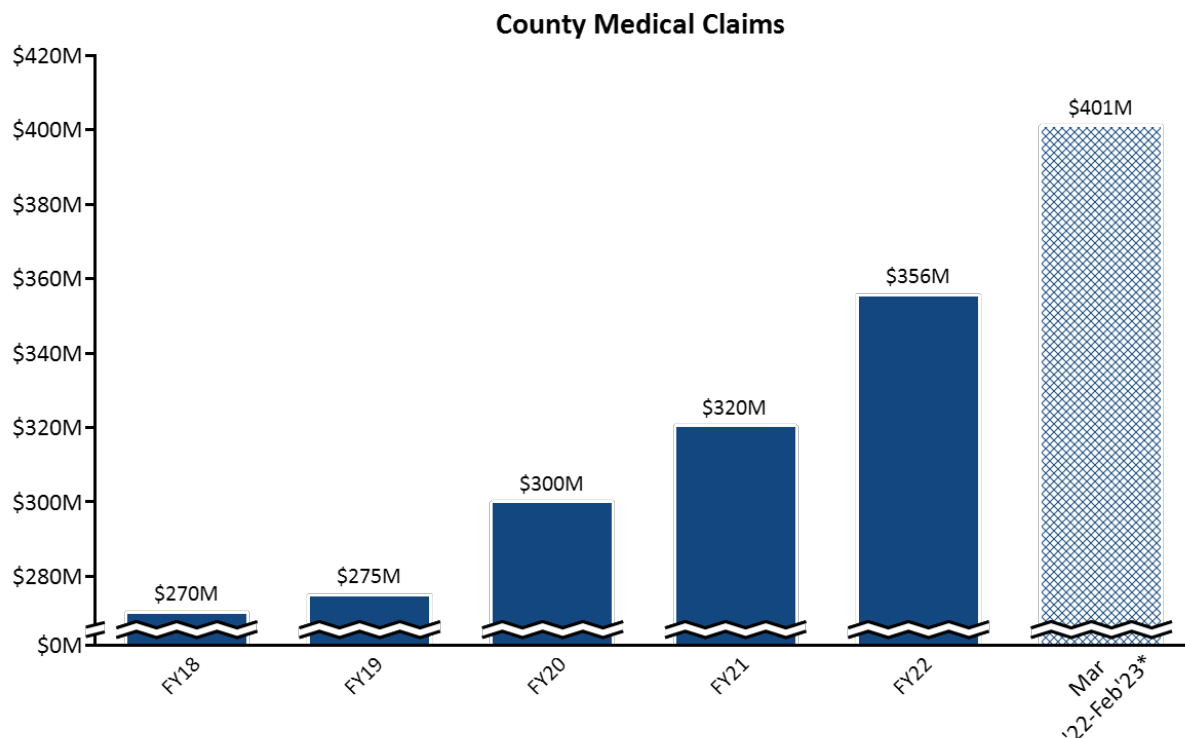
Despite the investments that we continue to make in the justice-related departments, the jail population growth has caused nearly \$50M in additional spending on the County's jail. To give more context, Pre-Harvey jail population averaged 8,700 inmates, at the peak of the COVID-19 pandemic the jail population averaged 8,000 inmates, and so far in 2022 jail population averages 9,500 inmates. This spike in population not only puts a strain on staff but other critical needs as well. In addition, to the surge in population, the proportion of inmates that are high-risk has increased since misdemeanor bail reform was implemented, necessitating additional staffing. Overtime for jail staff is currently averaging \$1.4M per pay period, as a result of this we made an investment to hire additional 100 Detention Officer (DO) positions and 20 DO Sergeant positions, at a cost of \$10M annually. In FY23 there will be an increase of \$1.2M due to inflation for food and hygiene products. Additionally, in response to the spike in population, we have been forced to outsource 600 inmates to LaSalle Correctional Center at a cost of \$7.6M in SFY22 and a cost of \$14M in FY23, funded through General Fund reserves. This Summer's surge of inmates necessitated the need to outsource an additional 600 inmates to Garza County at an expected cost of \$2.3M in SFY22 and \$23.3M in FY23, funded through ARPA.

Utilities

Rising utilities costs indicate that they are not immune to the general inflationary environment and account for \$8M in additional appropriation for FY23. The OMB team worked with subject matter experts throughout the County, as well as external entities, to put together forecasts on Countywide expenses for utilities. Most notably our projections indicate that our FY23 electricity costs are projected to increase by \$4M, Countywide fuel costs have grown by \$3M compared to FY22, and natural gas rates will increase by ~67% driven in part by the war in Ukraine. Moreover, there are known increases next year for facility maintenance and water/wastewater because of contract cost increases and announced rate hikes, respectively.

Health Care Costs

Last plan year, the County witnessed an extraordinary rise in health claims as costs were 14% higher than the prior year. For the benefit year (March 1, 2022 – February 28, 2023), the Cigna health claims forecast is \$401M, which represents a 10% increase from FY22 and nearly 50% increase from just five years ago. Cigna's forecast is based on claims experience through June 2022 and an annual trend of 8.1% for medical and 7.4% for prescription drugs. Harris County provides generous benefits to its employees and retirees and spends nearly 18% more on healthcare than our peer organizations.



The current state of the County's Healthcare fund will continue to be monitored closely. Our health management fund expenses are expected to exceed revenue by more than \$47M in FY23. There are many reasons behind these overruns, but delayed care in 2020 and 2021 as a result of COVID-19 caused non-emergency visits and elective procedures to be disrupted due to medical office closures and priority of care. Members have been getting caught up on their medical care, and many may be sicker than their pre-COVID selves due to lack of preventative care maintenance. Prescription claims (especially specialty drugs) and catastrophic claimants have been cost drivers as well. For example, 1% of employees accounted for 25% of the claims spend in FY22.

The adopted budget increases the County's healthcare contribution by \$13M, raising the cost per employee from \$16,390 to \$17,252, with the assumption that the department of Human Resources and Risk Management (HRRM) and their healthcare plan consultant will identify savings options to flatten the healthcare cost curve. Savings options may include a managed care option, pharmacy pre-certification

programs, and plan modifications such as changes to deductibles, copayments, out-of-pocket maximums, and employee and retiree premiums.

Texas County & District Retirement System (TCDRS)

A 20% return in 2021 on TCERS investments allows the County to reduce the Pension rate charged per employee, from 15.7% to 15.25% of current salary, resulting in \$5M in General Fund savings.

COVID-19

COVID-19 has drastically changed how Harris County operates, but hard-working County employees have continued to provide service to the public under difficult circumstances.

While departments have invested in new forms of service delivery, implemented innovative technological solutions, and modified business processes, maintaining a COVID-safe environment has made it difficult to conduct business at pre-COVID levels. To accommodate this fact, departments have had to revise their goals for caseload. In addition, the direct impact of the virus on employees, combined with a competitive job market, has led to staffing shortages and backlogs in essential work. Finally, non-tax revenue associated with County services decreased from FY21 to FY22, however, these revenues have begun the process of rebounding in SFY22.

Federal Aid and the American Rescue Plan

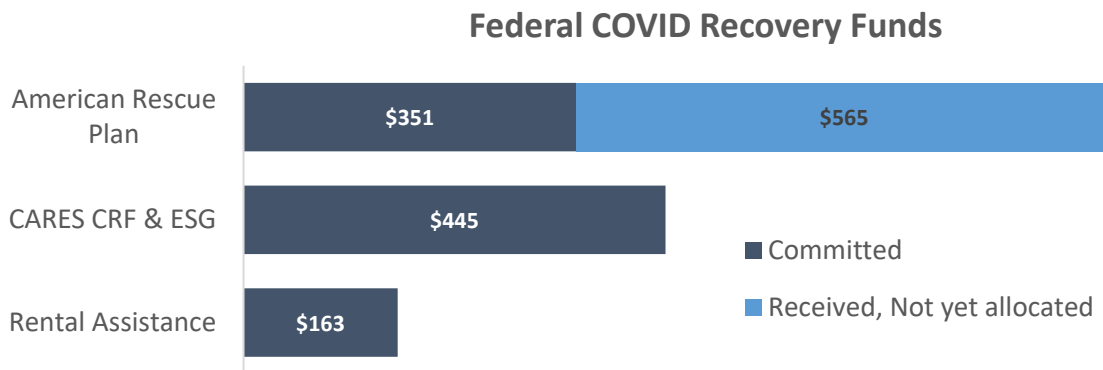
While the economic and health impacts of COVID-19 continue to be felt across Harris County, targeted investment of federal funding is accelerating the pandemic recovery.

The County made swift use of federal recovery dollars, fully allocating U.S. Treasury funding made available via the CARES Act and Consolidated Appropriations Act. The ARPA Coronavirus State and Local Fiscal Recovery Fund provided a direct grant of \$915.5M to Harris County, of which \$351.3M has been committed.

ARPA funds must be obligated by the end of 2024; the period of performance extends to 2026. Commissioners Court identified Health, Housing, Jobs & Education, and County Operations as investment priorities and established an equity framework to guide investments. Input from over 1,000 community members informed creation of 18 target focus areas:

Health	Housing	Jobs & Education	County Operations
Behavioral Health	Affordable Housing	Child Care	Justice and Safety: Court Backlog
Coordinated Care: ACCESS Harris	Homelessness	Family Financial Stability	Elections
Crime Prevention through Environmental Design	Re-entry / Re-integration Housing	Small Business Support	
Environmental Health: Lead	Water & Sewer Infrastructure	Workforce Development	
Healthcare Access & Coverage			
Food & Nutrition			
Violence Prevention			
COVID-19			

Details about the community engagement process and active programs, together with our annual Recovery Plan submitted to the U.S. Treasury, can be found at [HarrisCountyARPA.org](https://www.harriscountyarpa.org).



In earlier stages of the pandemic, investments focused on immediate relief efforts:

- Providing \$150M in Direct Assistance, offering flexible financial support to 115,000 households to mitigate the impact of job losses and reduced hours.
- Distributing over \$178M in Rental Assistance, helping 58,000 families remain stably housed and reducing local eviction rates while supporting over 11,000 local landlords.
- Issuing \$70M in Small Business Grants, supporting over 3,500 small businesses, helping doors remain open and keeping employees on business payrolls.
- Providing over \$50M in Broadband Services, expanding our Public Wi-Fi network across County community centers, libraries, and parks and helping students gain critical digital access to enable virtual education.
- Directly addressing COVID-19 via \$84M in emergency medical staffing and vaccination incentives.
- Investing \$107M in Justice and Safety initiatives such as expanded jury operations, law enforcement, efforts to decrease the court backlog, and additional capacity.

More recent investments have targeted long-term recovery, focusing on strategic initiatives designed to enhance overall resilience and produce more equitable outcomes for County residents. Examples include:

- Committing over \$50M to transformative Public Health efforts, such as blood lead level testing for children and lead abatement, new technology infrastructure enabling coordinated care for vulnerable populations, expanded neighborhood nuisance abatement, and innovative approaches to community-initiated behavioral health supports.
- Investing over \$50M in comprehensive approaches to Homelessness, including permanent supportive housing, rapid rehousing, homelessness diversion, mental health & domestic violence supports, innovative workforce development programs, and the new HAY Center campus supporting youth aging out of foster care.

- Issuing over \$10M in Early Childhood investments, promoting early childhood language and brain development, supporting children in foster care, expanding availability of home-based childcare, providing Summer programming for youth, and improving childcare subsidy processes.

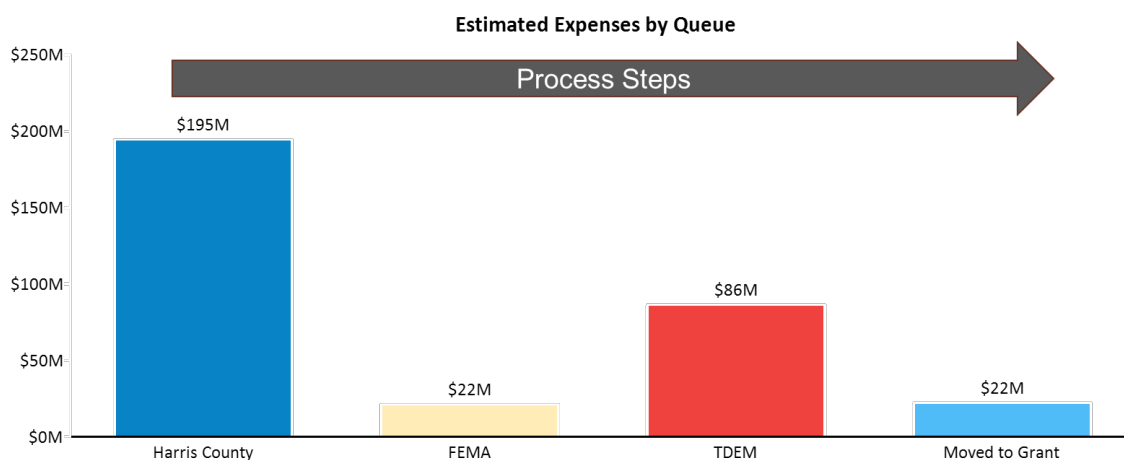
Our rental assistance program has received national attention, including a visit by Deputy Treasury Secretary Wally Adeyemo to highlight the program. Our equity framework has been featured in Treasury Department webinars, while the Employ 2 Empower workforce program for individuals experiencing homelessness piloted in Precinct 2 was highlighted in a recent White House panel on best practices in using ARPA funds for workforce development.

Looking forward, we expect to present additional transformative investments to Commissioners Court in FY23, particularly the results of competitive procurement processes for Behavioral Health, Food & Nutrition, and Workforce Development programs, investments in Water & Sewer Infrastructure, additional investments in Child Care, Affordable Housing and Healthcare Access projects, and others as may be recommended by our ARPA focus area teams and Steering Committee.

FEMA Public Assistance Program for COVID-19

Through July 2022, a total of 17 projects in the amount of \$114M have been obligated under FEMA's Public Assistance Program for COVID-19. The County will continue to work with FEMA and the Texas Department of Emergency Management to seek reimbursement for eligible expenses, and an additional \$211M is estimated to be obligated by the end of FY23. As demonstrated by prior events such as Hurricane Harvey, final resolution of outstanding projects and funding from FEMA takes time pending necessary audits, reviews, and appeals.

Near the end of July, \$195M in locally funded expenses have been incurred by Harris County and are being reviewed to confirm eligibility for submission to FEMA for reimbursement. \$86M in reimbursements have been approved by FEMA and are awaiting the Texas Department of Emergency Management (TDEM) review in order to be recognized by the County Auditor.



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BUDGET PLAN

Approved Revenues and Expenditures

The FY23 appropriation plan approved by Commissioner Court for Harris County's General Fund is \$2,128M, which includes \$2,140M in total revenue and an \$8M transfer in from the Fleet Fund. The difference in the County Auditor's total FEAR resources and planned expense budget is \$461M which will be budgeted under Department 202 as working capital. Approximately \$92M of the working capital is assumed to be non-spendable because the FEAR was based on a higher revenue assumption than the NNR rate.

The approved HCFCF appropriation is \$114M. The recommended HCTRA appropriation is \$558M and \$424M of total transfers to the Mobility Fund, Infrastructure Fund, and Roadway Flood Resilience Trust. Please see the All Other Funds section of the book for a detailed budget corresponding to the list of transfers out.

	General Fund	Flood Control District	HCTRA
Revenue	\$2,140M	\$114M	\$875M*
Expenditures	\$2,128M	\$114M	\$561M**
Transfers	-	-	\$424M Out
Total	-	-	\$110M from Surplus Rev

*Operating revenue + investment income

**Operating expenses + Debt Service + PAYGO

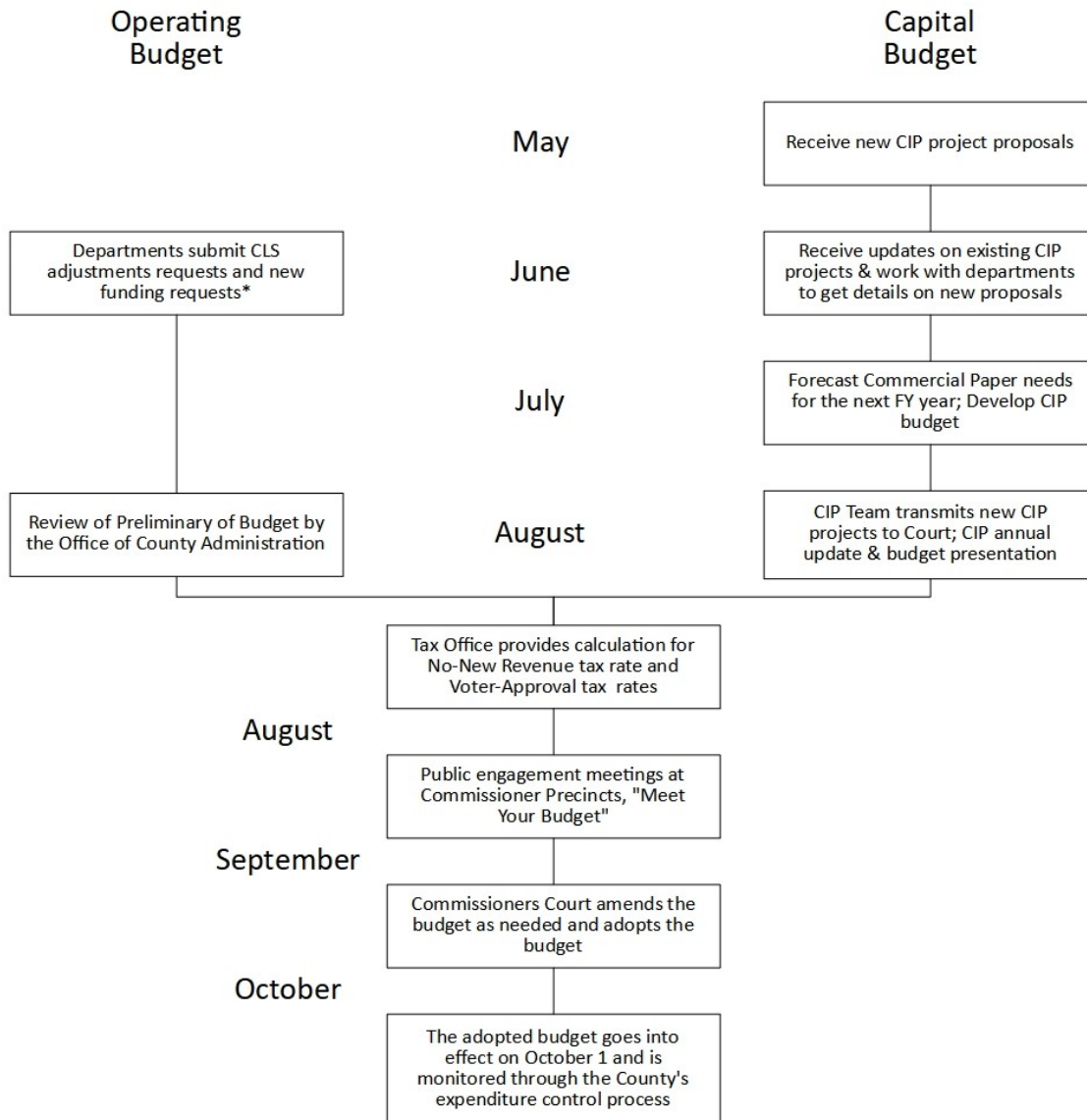


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BUDGET PROCESS AND POLICIES

Future Budget Process Timeline

As the County's new fiscal year begins, OMB has created a budget process timeline to help highlight key dates for the FY24 budget cycle, which will also include development of a capital budget. More key dates may be added or removed from this outline in the coming year, and OMB will communicate updates to departments on a regular basis.



Outcome Budgeting

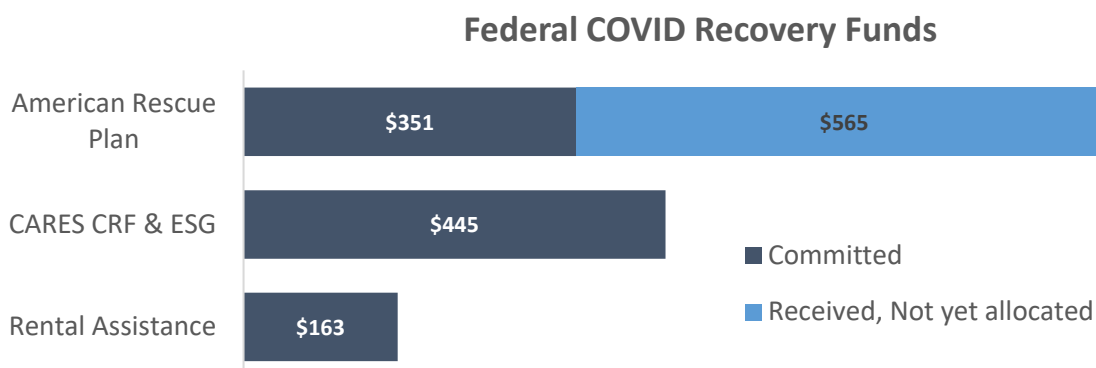
In late 2020, with support from Commissioners Court, OMB embarked on a redesign of the County's budget process. Previously, decision-makers looked at historical spending and focused on the topline allocation to a department or agency. This process emphasized past allocations over present performance and did not make clear the connection between funding choices and community outcomes.

The County's new approach, *outcome budgeting*, reorients the budget process around the actual programs and services provided. In outcome budgeting, decision-makers no longer need to rely on topline allocations as a proxy for real data about what the County is doing for its constituents. They can ask directly: "What is the community impact of our services? And at what level should they be funded?"

For the FY23 budget cycle, the County retained the overall structure of services and programs but did not include Results Teams because these teams already evaluated FY23 requests during the preparation of the planning budget, and so that OMB could spend additional time with departments to build baseline budgets and focus on position budgeting.

Priority Outcomes

Outcome budgeting, like all budget processes, is an exercise in prioritization. To guide this process, Commissioners Court has identified eight goal areas: Justice and Safety, Economic Opportunity, Housing, Public Health, Transportation, Flooding, Environment, and Governance and Customer Service. The budget will fund priorities in each of these areas, evaluating allocations according to a set of Court-approved Priority Outcomes, listed below.



Programs and Services

Harris County aims to improve Priority Outcomes through its programs and services. Historically, these activities have been difficult to evaluate: the County lacked a standardized catalogue of programs and services and did not track costs consistently at the program and service level. This year OMB worked with departments to create a standardized catalogue, defining services as an amenity or set of amenities that addresses a specific community or governmental problem. A service should have an identifiable

“customer” and a specific strategy to make them better off. Services bundle together to form a *program*, a collection of services that work together to provide a community benefit. Altogether, OMB has catalogued over 700 services and 300 programs, described further in Volume II – Department Detail. Illustrative example of programs and services below.

Program	Service
Administration and Support Services	Financial Services
	Human Resources
	IT
	Communications
	Case Management
Bail Hearing	Bail Hearing
Holistic Defense Services	Holistic Defense Services

Performance Measures

To better understand if a department is achieving its objectives, or if progress is being made towards Commissioners Court Priority Outcomes, departments have developed performance measures to track results at the service, program and department levels. The multi-level approach allows the County to evaluate operational performance, program objectives, as well as overall department performance.

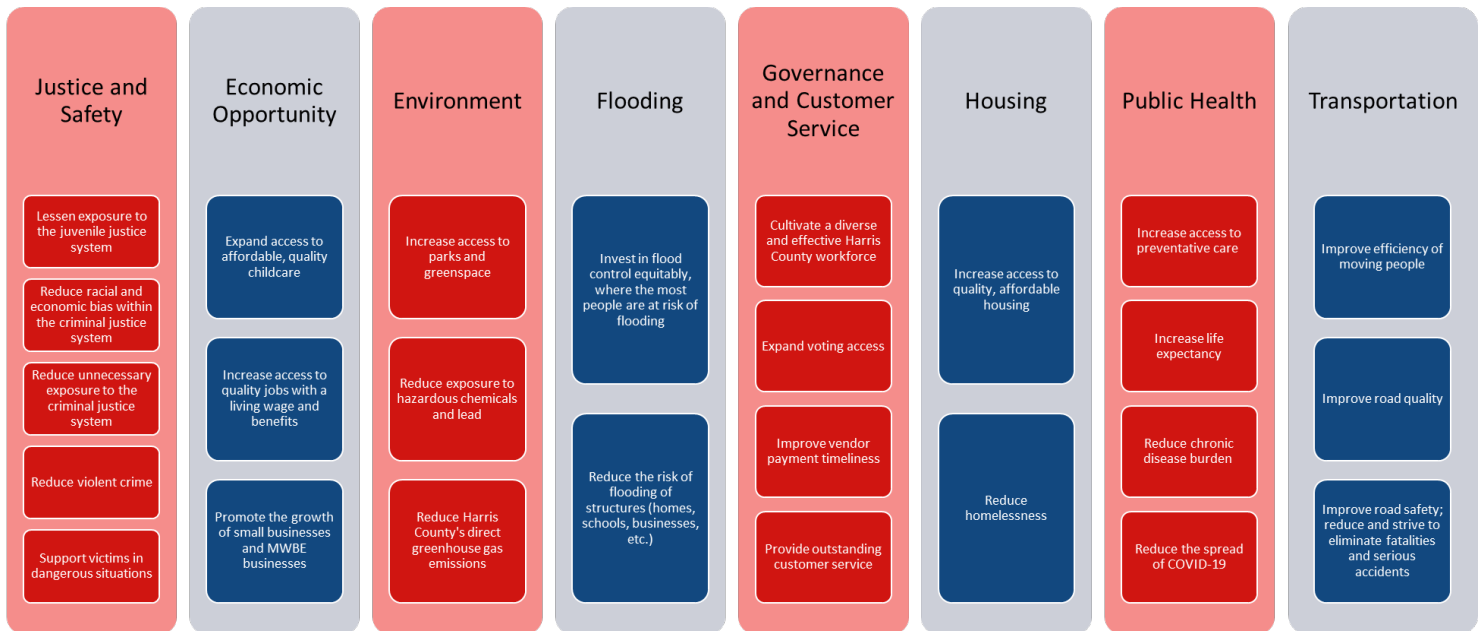
Each performance measure will fall into one of three categories:

- How much did we do? These measures typically capture the quantity of work received or performed.
- How well did we do it? These measures typically capture the quality of the work performed.
- Is anyone better off? These measures describe the net effect on the community and typically require the most thought.

While the County has made progress in data collection, there remains substantial work to regularly collect data and review results on performance metrics. The lack of available data is currently a limitation on outcome budgeting. Beginning in March 2022, OMB set up quarterly reviews of performance data with each department.

Putting It All Together

All of the improvements discussed above – Priority Outcomes, well-defined programs and services, service-level cost data, and performance measures – work together to form an integrated structure for performance management. For an example of how Commissioners Court’s Priority Outcome to reduce violent crime flows down to the department, program and service level, see the diagram below.



Ten-Year Financial Plan

In the upcoming year, OMB will issue an RFP to help create a 10-year financial plan for the County. The plan will help the County confront serious financial challenges over the next decade in the face of inflationary pressures and state mandated changes for revenue collection.

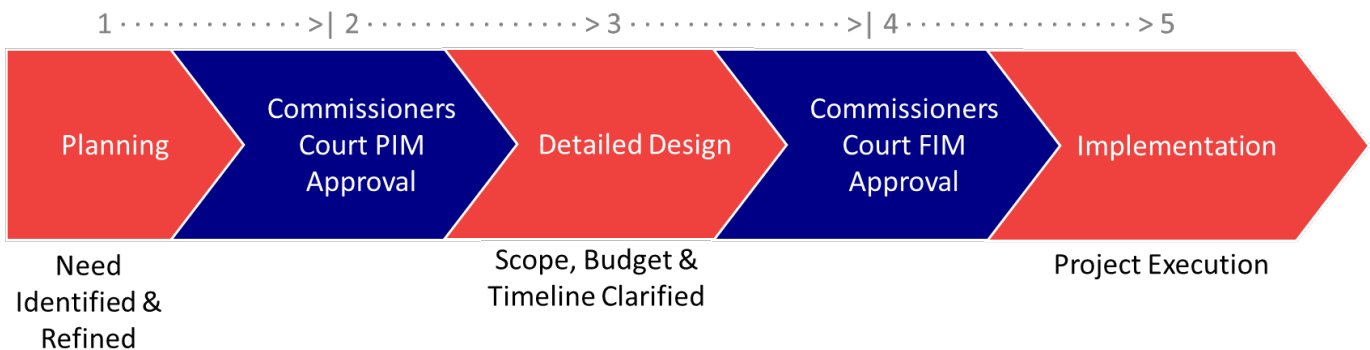
Capital Improvements Program (CIP)

As part of the annual budget process, the County reassesses its capital improvement plans for facilities, information technology, capital equipment purchases, flood risk reduction, transportation, and other areas. Some operating budget requests may also be included in this program, if OMB determines that they are better addressed through CIP projects. Precinct-led CIP projects, including precinct road and park projects, are not managed by OMB and are not reflected in the CIP section of the Budget Book.

Harris County capital projects principally fall into six goal areas:

1. Flooding - Projects to minimize the risk of flooding, including projects from the \$2.5 billion bond approved in 2018. Significant progress has been made this year to secure the funding needed to complete these projects.
2. Transportation - Projects for the Harris County Toll Road Authority, including the Ship Channel Bridge.
3. Governance and Customer Service - Projects with a direct impact on providing services to County citizens, including library renovations and voting machines.
4. Justice and Safety - Projects directly supporting Justice and Safety, including public safety and detention facility construction and improvements.
5. Housing and Economic Opportunity - Projects for affordable housing, including the HAY Center (Houston Alumni & Youth Center).
6. Health and Environment - Projects for pollution control, environmental remediation, and the Neuropsychiatric Center.

Commissioners Court approved a new, five-stage capital project development lifecycle in 2021. This framework aims to increase transparency and standardization, and to ensure that capital resources are allocated in alignment with County goals and objectives.



The plan shown in later sections includes use of mobility funds, debt service funds, grant funds and other capital project funds necessary to support projects over the next fiscal year. An update to the five-year CIP will be presented in September.

Basis of Budgeting

The County's accounting records for governmental fund types and agency funds are maintained on a modified accrual basis. Revenues are recorded when available and measurable, and expenditures are recorded when the services or goods are received, and the liabilities are incurred. Encumbrances are recorded during the year. Property tax revenues are susceptible to accrual and are considered available to the extent collected within 60 days after the end of the fiscal year. Proprietary/internal service funds are accounted for using the accrual basis of accounting. Revenues are recognized when earned, and expenses when incurred.

Harris County budgets are developed on a cash basis. Revenues are typically recognized only when collected and expenditures are recognized when paid. Under State law, the budget cannot be exceeded in any expenditure group. In addition, the total of the budgets for the General Fund and certain Special Revenue Funds cannot be increased once the budgets are adopted unless certified by the County Auditor and approved by Commissioners Court.

Appropriations in the Capital Improvements Program and Grant Funds are made on a project basis rather than on an annual basis and are normally carried forward until the projects are completed. On a case-by-case basis, other appropriations may be carried forward into a subsequent fiscal year: for example, for a one-time, multi-year program, or to cover an out-of-the-ordinary encumbrance related to the prior fiscal year.

Budget Controls

Under Texas statute, the County Auditor is responsible for assuring that the County complies with the limitations set forth in the budget. The primary level of budget control is the department. While the budget now contains figures at the program and service level, these more specific budgets will not be binding and may be slightly modified within a department as the Adopted Budget is uploaded into PeopleSoft. The County Auditor implements policies and procedures to assure that departments do not exceed their annual budget allocations. Departments cannot issue new purchase orders unless they have an unused budget sufficient to pay the purchase order. In addition, the Auditor's Office creates a payroll encumbrance equal to the projected payroll for the remainder of the fiscal year.

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REVENUE

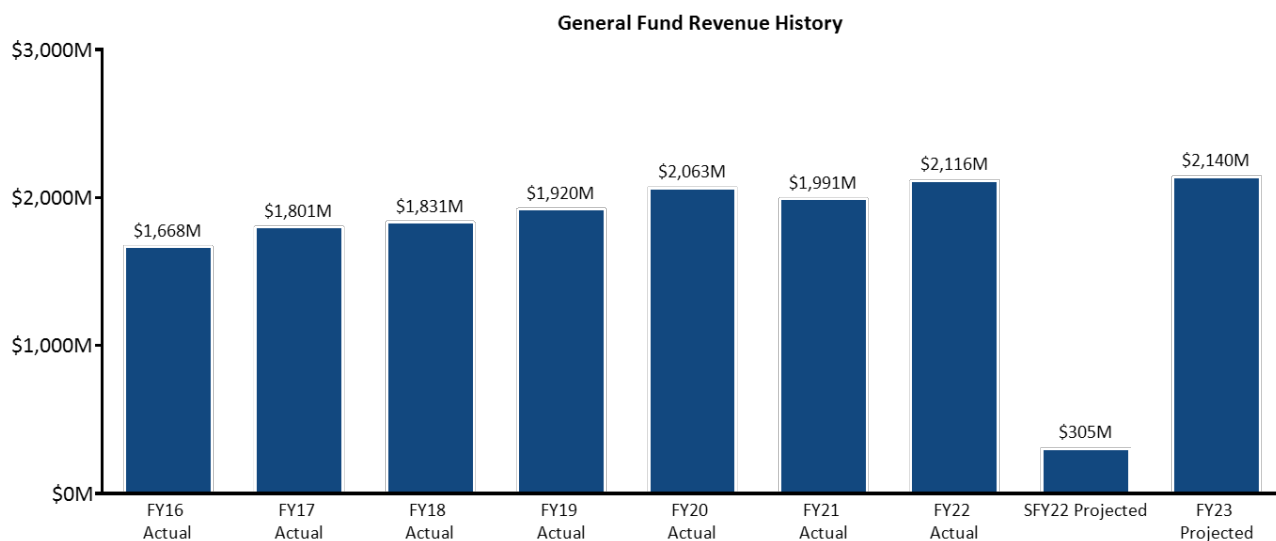
Introduction

General Fund revenue used to fund County operations is collected primarily from property taxes, fines and fees for County services.

80% of the General Fund revenue, or \$1,715M of the \$2,140M estimated total revenue, is from the Maintenance and Operation (M&O) property tax rate. Harris County Commissioners Court approves the M&O tax rate every fall. Using the Harris County Appraisal District (HCAD) assessment data as of January 1, the Harris County Tax Assessor-Collector's Office calculates both the No New Revenue rate (NNR), the rate at which existing properties pay the same amount of tax as they did in the prior year, and the state-allowed maximum rate called the Voter Approved Rate (VAR). A simple approximation for the VAR is: the prior year revenue grown by 3.5% plus additional taxes on the total value of new construction, divided by total taxable assessed values. Because home values in Harris County increased 21% in 2021, and increased significantly in 2020, and 2019, the VAR has been lower than the tax rate that was approved in the prior year.

The FY23 budget is based on the revenue generated from the No New Revenue rate.

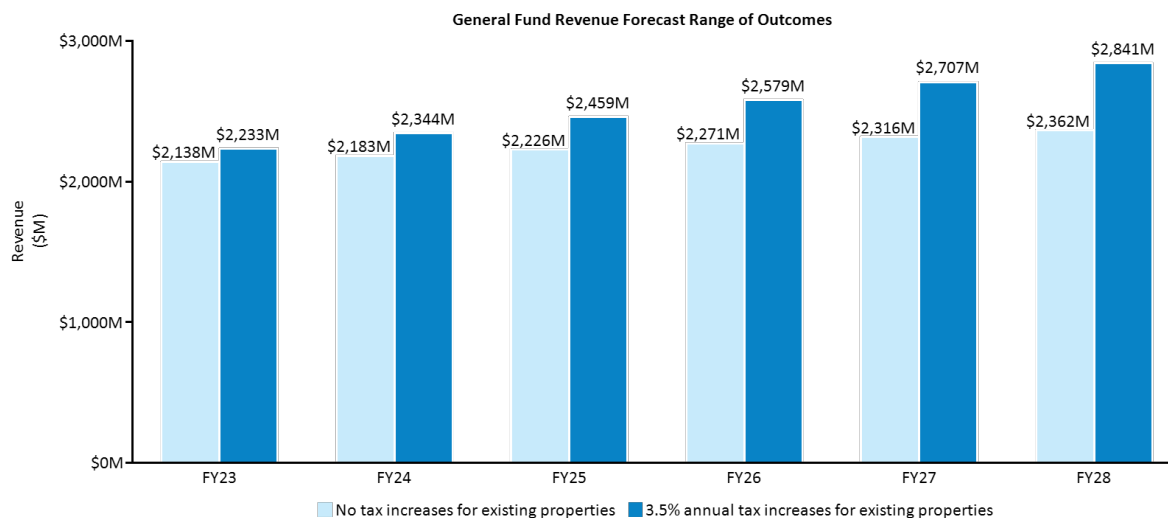
While County revenue has remained stable throughout the pandemic due to strong property values, the growth of General Fund revenue has slowed due to tax rate cuts in three consecutive years. Because most property tax revenue is received between December and February, there is a big drop in revenue for the short fiscal year which covers March through September 2022. This drop was expected and does not indicate a financial problem. The chart above shows historical General Fund revenue from FY15 – FY22, OMB's estimate for SFY22, and projected revenue for FY23 based on the assumption that tax rates will be set at the NNR rate for the 2022 tax year.



Tax Revenue

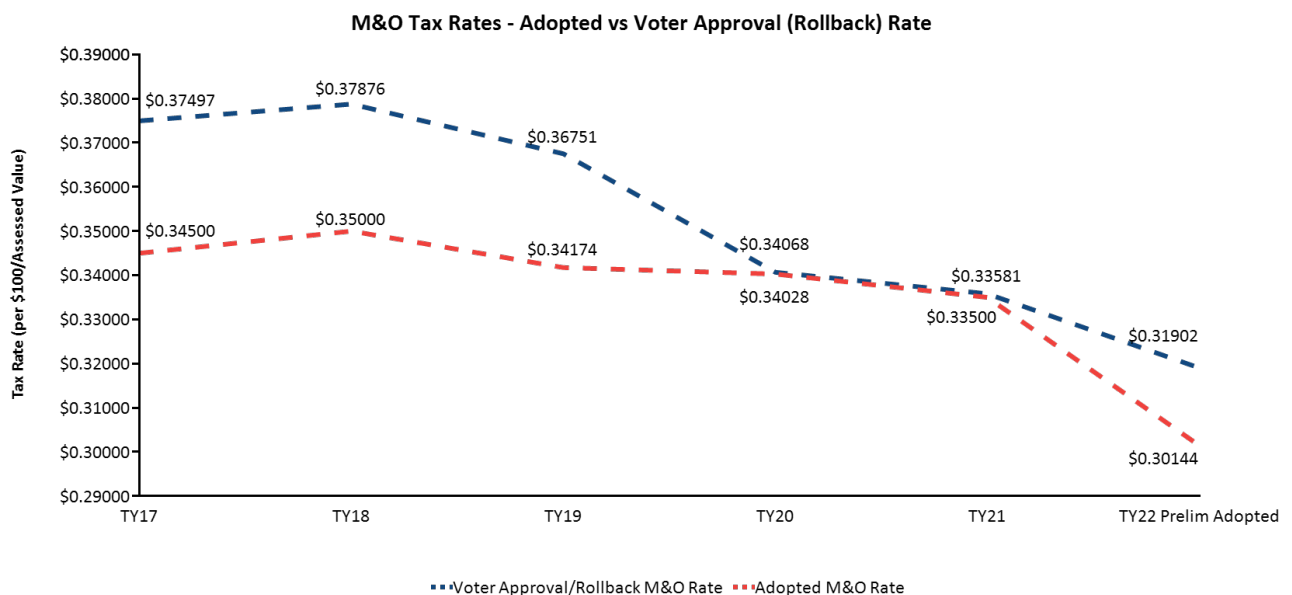
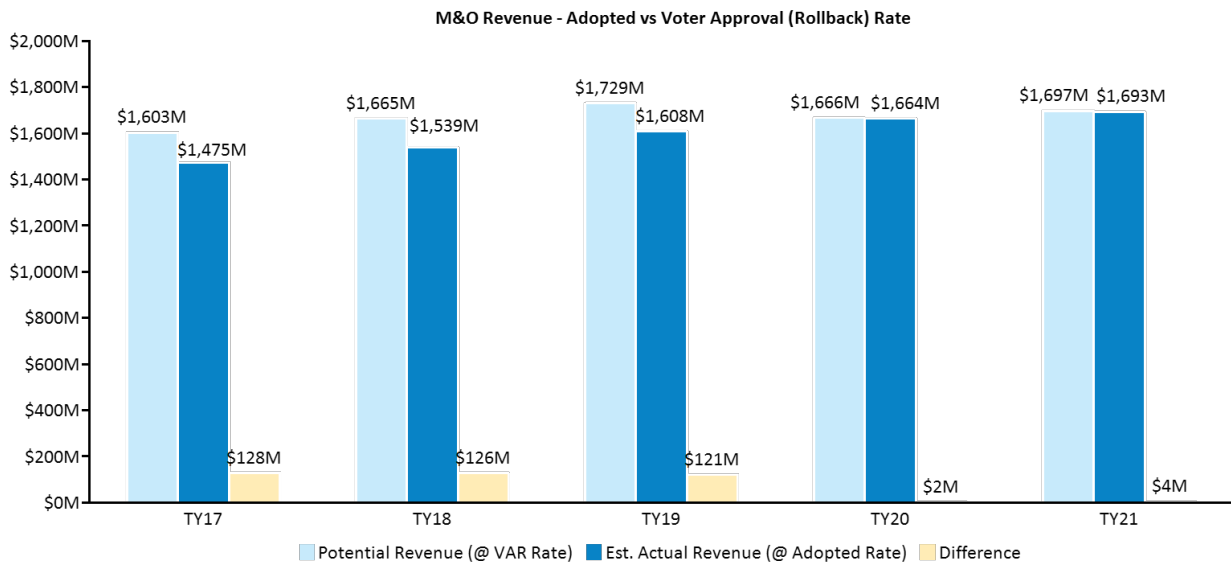
The FY23 budget is based on the revenue generated from the No New Revenue rate which assumes a \$0.30144 Maintenance and Operation (M&O) tax rate for tax year 2022 compared to \$0.33500 in 2021. This amounts to a 10% M&O tax rate cut for County residents and businesses, or an 8.7% overall county tax rate cut when considering the slightly higher tax rate for debt service. A home or business which did not go up in value would pay 8.7% less county tax than the prior year, although the average property will pay about the same total county tax given the assessed valuation increases for 2022. Overall, including the added revenue from new properties added to the tax roll, General Fund M&O revenue is expected to increase by about 0.8%, well below the pace of inflation.

A longer-term forecast shows the General Fund operating revenue under two different tax rate scenarios. Commissioners Court can, without a tax rate election, set the County's tax rate up to the VAR. The legislature's intent when it passed SB2 in 2019, was to cap average increases on existing properties at 3.5% annually, although the Truth in Taxation (TNT) calculation can result in actual maximum rates a little above or below this 3.5% target in any given year depending on factors such as increases/decreases to debt service, the amount of tax refunds paid to property owners for successful appeals in the prior year, and spending increases for indigent legal defense. The chart illustrates the revenue impact of choosing no increase for existing properties vs. increasing existing properties by 3.5% per year. As shown, a 3.5% annual increase compounds over time and by FY28 would generate approximately \$480M more per year than if taxes on existing properties are held flat.



The graphic below compares the maximum maintenance and operation (M&O) tax rate allowed by the TNT rules to the actual rates adopted by the County. For 2017-2019, Commissioners Court adopted M&O rates resulting in tax revenue between \$121M and \$128M less per year than would have been generated under the maximum rates allowed (called the Rollback rate until 2020 when it was changed to the Voter

Approval Rate), in 2020, the TNT rules changed and greatly reduced the amount of M&O tax revenue the County can generate.



Non-Tax Revenue

Non-tax revenue is projected at \$425M in FY23 and is estimated to grow based on a combination of growth and inflation. Relative to the most recent 12-month fiscal year (FY22), FY23 projections benefit from higher motor vehicle sales taxes (+\$11.6M), new patrol contracts and a rate increase effective 10/1/2022 (+\$7.6M), higher earnings on the County's cash balances (+\$7.5M), and higher mixed beverage tax revenue (+\$2.9M). These gains are partially offset by lower fees of office (-\$6.5M) and elections

reimbursement funds (-\$1.2M) due to the reclassification of certain General funds to restricted Special Revenue funds instead. Over the coming year, OMB will review fees and, where appropriate, will recommend fee updates for Court's consideration.

Flood Control District

The Harris County Flood Control District is a special purpose district created by the Texas Legislature in 1937 and governed by Harris County Commissioners Court. It was created in response to devastating floods that struck the region in 1929 and 1935. The Flood Control District is responsible for the creation, management, and creation of flood resilience infrastructure in Harris County. The Flood Control District's jurisdictional boundaries are set to coincide with Harris County. There are the 23 primary watersheds within Harris County's 1,777 square miles.

The Flood Control District's overall tax rate has increased since 2018 due to large debt service rate increases as the District has taken on debt to fund the 2018 Flood Bond Program. The M&O rate, on the other hand, has dropped substantially, most notably in 2022 assuming the No New Revenue rate will be used.

The FY23 HCFCFCD M&O budget assumes the No New Revenue M&O rate of \$.02047. This represents a 21% tax rate cut from FY22 and, after factoring in higher appraisal values, results in a 12% M&O revenue decrease, generating \$114M vs. \$130M in the prior tax year.

	TY18	TY19	TY20	TY21	TY22 at NNR
M&O	0.02738	0.02670	0.02649	0.02599	0.02047
Debt	0.00139	0.00122	0.00493	0.00750	0.01013
Adopted	0.02877	0.02792	0.03142	0.03349	0.03060

From FY15-19, the District's budget was held flat at \$120M, with half of the budget allocated for capital projects and half for M&O. Since then, the 2018 Bond Program has ramped up, new infrastructure has come online, and channel maintenance costs have increased at rates far greater than projections—30% in the last year alone. The \$120M budget is now allocated almost entirely to M&O, and has reached the point where that \$120M can no longer support the same level of service that was previously provided. To provide a consistent level of support for the Bond Program and maintain new and existing infrastructure, OMB recommended an increase in M&O funding to \$137.3M, with \$128.3M going towards operational needs this year and \$9M transferred to reserves. Because of the default to the NNR tax rate the District's M&O budget will go down to \$114M for FY23. FCD will be reducing maintenance of their infrastructure in order to reduce expenses to meet the reduced revenue.



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DEBT SERVICE

Overview

The County issues long-term debt instruments such as general obligation bonds, certificates of obligation, and revenue bonds to fund capital improvements such as infrastructure improvements, transportation system, machinery and equipment, vehicles, flood mitigation, and other capital needs. The County also issues short-term debt instruments, such as commercial paper, to provide interim financing for various long-capital projects and the financing of shorter-term assets that have depreciation schedules such as vehicles and technology.

Harris County is proud to have AAA rating from Moody's, S&P, and Fitch Rating agencies for our General Obligation (GO) credit. The County has been able to maintain the highest credit rating allowed by being able to demonstrate a low default risk. The Harris County Toll Road Revenue credit is the highest rated Toll Road in the United States, with ratings of AA/Aa1/Aa-. These ratings keep our bonds in high demand among investors, which in turn keeps our borrowing costs low. On July 13, 2022, Harris County priced Hotel Occupancy Taxes (HOT), Road and PIB bonds in the market and the total interest cost on those bonds priced at 2.57%, 2.03%, and 2.06%. For context, on August 5, 2022, the Federal Funds rate was 2.33%. GO debt is funded through the second component of the Harris County tax rate, the Interest and Sinking (I&S) rate.

The I&S tax rate is established by including all of the County's mandatory debt service payments for the upcoming fiscal year, as well as any commercial paper repayments that meets the amended definition of debt defined in HB 1869. The I&S rate is calculated by adjusting the debt service by (1) the unencumbered fund balance; (2) the amount paid from other resources; and (3) the collection rate. To calculate the I&S rate, the total amount of GO debt service is divided by the total property assessments, as calculated by HCAD.

The I&S rate is approved by Commissioners Court, but can be impacted by paying debt service out of other funds, such as the Mobility Fund, as the Court has authorized in FY22 and SFY22.

Types of Debt Instruments

Long-term debt instruments include:

General Obligation (GO) Bonds and Certificates of Obligation (CO) are direct obligations backed by the full faith and credit of the County and secured by the receipt of annual ad valorem taxes. The County issues both voter authorized, and non-voter GO bonds. The County currently issues the following GO bonds to finance capital assets:

- Road Bonds
- Permanent Improvement Bonds
- Flood Control Bonds
- Toll Road Tax & Subordinate Lien Bonds
- Tax & Subordinate Lien Revenue (HOT) Bonds

Revenue Bonds are generally payable from the pledged revenue generated by the respective activity for which the bonds are issued. The County issues the following revenue bonds:

- Toll Road Senior Lien Revenue Bonds
- Toll Road First Lien Revenue Bonds

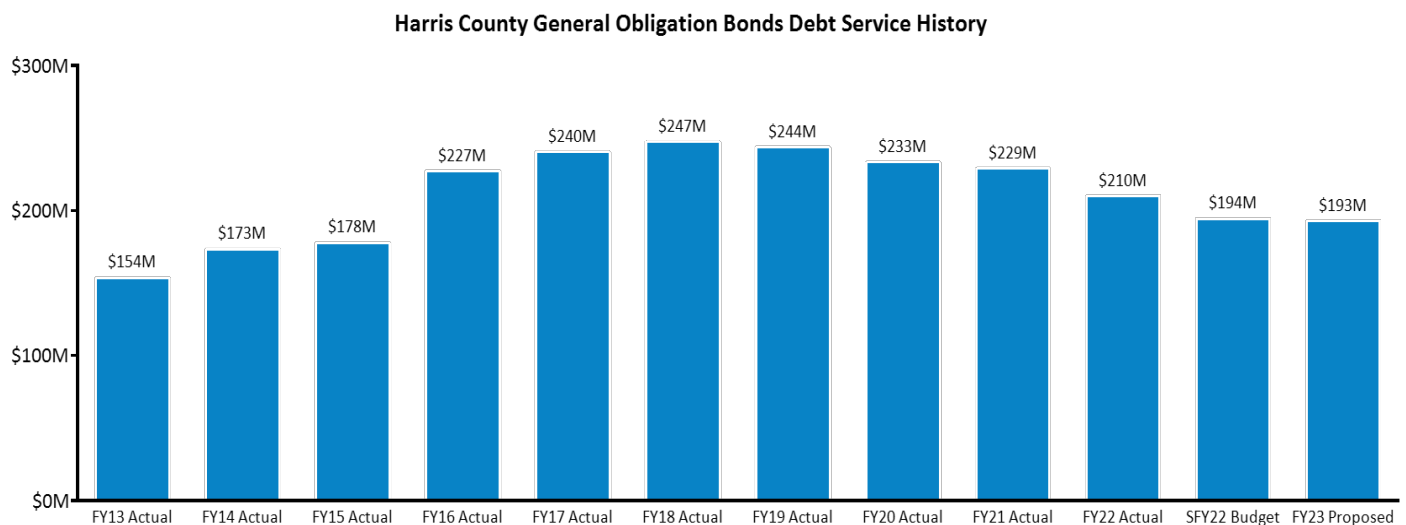
Short-term debt instruments include:

General Obligation (GO) Commercial Paper is a general obligation of the County secured by ad valorem taxes to provide interim financing for various short-term assets and long-term capital assets. There are currently nine GO commercial paper programs totaling \$1,775M in total authority.

Revenue Commercial Paper is payable from pledged revenue of the Harris County Toll Road Authority to provide interim financing of capital assets. There is one commercial paper program for Toll Road in the amount of \$200M.

Historical Debt Service

Historically, Harris County has leveraged its strong credit rating to issue debt to make investments into County infrastructure such as roads and parks. OMB has endeavored to balance the amount of debt service Harris County residents would be responsible for, with the need for new infrastructure as the County grew in population. As new debt is added or refunded the strategy is to fill in gaps in maturities that keeps the debt service stable. As seen in the chart below, Harris County will pay off approximately \$193M of its General Obligation debt in FY23. Also shown later in this section, HCFCD will pay off \$53M in FY23. As debt is paid off it will decrease the Interest and Sinking component of the tax rate.



The chart below shows historically that the I&S rate for the County's debt service has remained reasonably consistent over the years. However, the Flood Control's part of the rate will continue to increase as we issue debt from the 2018 voted authority. Even as we add new Flood Control debt, taxable assessed values continue to increase through assessments and new construction, and it has kept our overall I&S rate low and is steadily declining.

Historical Rates	TY12	TY13	TY14	TY15	TY16	TY17	TY18	TY19	TY20	TY21	Prelim TY22
Harris County											
Constitutional Debt Service	0.04468	0.05158	0.04802	0.05237	0.05111	0.05234	0.05084	0.04711	0.05088	0.04193	0.03086
Road Debt Service	0.02282	0.01750	0.02382	0.02139	0.02045	0.02067	0.01774	0.01828	0.00000	0.00000	0.01187
Harris County Total	0.06750	0.06908	0.07184	0.07376	0.07156	0.07301	0.06858	0.06539	0.05088	0.04193	0.04273
Flood Control District											
Debt Service	0.00287	0.00207	0.00116	0.00113	0.00084	0.00095	0.00139	0.00122	0.00493	0.00750	0.01013
Total Debt Service	0.07037	0.07115	0.07300	0.07489	0.07240	0.07396	0.06997	0.06661	0.05581	0.04943	0.05286

On November 8, 2022, the voters of Harris County approved future issuance of bonds up to \$100M for justice safety projects, \$200 million for parks, and \$900 million for roads. This adds \$1.2B to the County's overall voted authority for bonds. The County's tax rate for tax year 2023 was required to be set by October 28th, prior to the election. Since passage of the new authority was still uncertain at the time the tax rate was required to be set, the tax year 2023 tax rate could not incorporate any amounts related to the bond election authorization. For tax year 2024, the County will set the tax rate in the Fall of 2023 and receive most of the tax revenues by February 2024. The first tranche of the bonds related to the new bond authority could be issued in the Summer of 2023, with the first debt service payments on those bonds due in tax year 2024.

Harris County & Flood Control District Authorized / Unissued Bonds

	11/30/2022	
	(Amounts in Thousands)	
County Ad Valorem Tax Bonds	Original	Unissued
Limited Tax:	Authorization	Authorization
Civil Justice Center 1999	\$ 119,000	33,000
Parks 2015	60,000	34,437
Forensic Center 2007	80,000	5,180
Family Law Center 2007	70,000	70,000
Parks 2022	200,000	200,000
Public Safety 2022	100,000	100,000
<i>Total Limited Tax Bonds</i>	\$ 629,000	\$ 442,617
Unlimited Tax		
Road Bonds 2015	700,000	489,180
Road Bonds 2022	900,000	900,000
<i>Total Unlimited Tax Bonds</i>	\$ 1,600,000	\$ 1,389,180
Combination TR Unlimited Tax and Revenue:		
Toll Bonds 1983	\$ 900,000	\$ 15,148
<i>Total TR Unlimited Tax Bonds</i>	\$ 900,000	\$ 15,148
Harris County Flood Control District Limited Tax Bonds		
Flood Bonds 2018	2,500,000	1,716,775
<i>Total FC Limited Tax Bonds</i>	\$ 2,500,000	\$ 1,716,775
Total Harris County & Flood Control District Ad Valorem Tax	\$ 5,629,000	\$ 3,563,720

Road and Park Bonds

The Texas Constitution authorizes the County to levy, with voter approval, a tax, without legal limit as to rate, to pay debt service on County road bonds. Road bonds are issued to finance land acquisition, construction, development, maintenance and operation of County roads and bridges.

Parks are considered a permanent improvement. The Texas Constitution authorizes the County to levy a tax rate up to 0.80 tax rate limitation, to pay debt service on the permanent improvement bonds. The bonds are issued for the purpose of financing land acquisition, development, improvement, and maintenance of County parks.

Road and Park bonds require voted authority. The I&S rate assumes \$68.7M in debt payments for Road and Park bonds in FY23.

The County issues road bonds for the purpose and amount specified in the bond election. The County also uses Commercial Paper Notes, Series C and Series D-3 to fund road projects. The County uses Commercial Paper Notes, Series B and Series D to fund park projects. The notes issued are counted against voted authority and the outstanding notes will eventually roll into long term bonds to restore the commercial paper capacity.

The table represents road and parks authorized but unissued bonds as of July 31, 2022:

Bond Election	Authorized Amount	Issued	Unissued	Encumbrances	Remaining Budget
2007 Road bonds	190,000,000	190,000,000	-	-	-
2015 Road bonds	700,000,000	189,220,000	510,780,000	137,730,829	373,049,171
2015 Park bonds	60,000,000	21,903,000	38,097,000	4,071,951	34,025,049
Total	950,000,000	401,123,000	548,877,000	141,802,780	407,074,220

Public Improvement Bonds (PIB)

The Texas Constitution authorizes the County to levy a tax rate up to 0.80 tax rate limitation, to pay debt service on the permanent improvement bonds. Permanent Improvement Bonds are issued to finance construction, buildings, improvements, juvenile facilities and other public facilities, parks, vehicles, machinery and equipment and other capital needs. The bonds are a combination of voted and non-voted authority.

For voted projects, the County issues bonds and/or uses Commercial Paper Notes, Series A-1, Series D and Series D-2 for the purpose and amount specified in the voted authorization. Notes issued are counted against voted authority and will eventually roll into long term bonds.

Non-voted projects are funded by Commercial Paper Notes, Series A-1, Series D and Series D-2. Notes issued to finance capital assets with useful life of less than five years will be repaid from tax collections, while notes issued to finance capital assets with a longer useful life will be refunded with bonds.

The I&S rate assumes \$77.5M in debt payments for Public Improvement bonds in FY23.

The table represents authorized but unissued bonds as of July 31, 2022:

Bond Election	Authorized Amount	Issued	Unissued	Encumbrances	Remaining Budget
1999 Civil Justice Center	119,000,000	86,000,000	33,000,000	-	33,000,000
2007 Forensic Center	80,000,000	74,820,000	5,180,000	-	5,180,000
2007 Family Law Center	70,000,000	-	70,000,000	-	70,000,000
Total	269,000,000	160,820,000	108,180,000	-	108,180,000

Flood Contract Tax

The Flood Contract Tax Bonds are special obligations of the HCFCD, secured by a pledge on the County's payments to the HCFCD under the Flood Control Project Contract. The County and the District have entered into a contract, as amended and restated, to which the County has agreed to make payments to the District to enable the District to provide certain flood control projects for the benefit of the County. The County's payments to the District are secured by and payable from the County's \$0.80 tax rate limit.

The FY23 budget assumes \$46.6M in debt payments supported by Flood Contract Tax.

Flood Control District

The Flood Bonds are obligations of the HCFCF, secured by a pledge and payable from the District \$0.30 tax rate limit. Flood bonds require voters' approval. The bonds are issued to finance flood control projects including purchasing lands, easements, rights-of-way and structures, and for the acquisition and construction of improvements, including detention basins, channel modifications and other works suitable for use in connection with flood damage reduction.

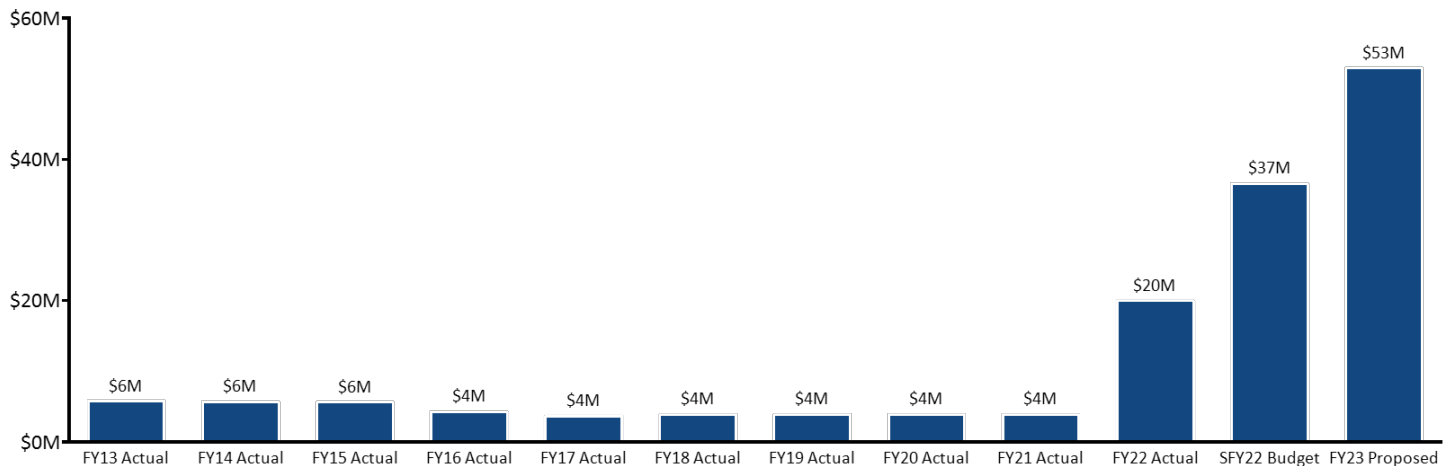
The District uses Commercial Paper Notes, Series H and Series H-2 or issues bonds to fund flood control projects. The issuance of notes are counted against voted authority and the outstanding notes will be refunded with bonds to restore the commercial paper capacity.

The table represents authorized but unissued bonds as of July 31, 2022:

Bond Election	Authorized Amount	Issued	Unissued	Encumbrances	Available Budget
2015 Flood Bonds	64,000,000	64,000,000	-	-	-
2018 Flood Bonds	2,500,000,000	548,000,000	1,952,000,000	96,804,322	1,855,195,678
Total	2,564,000,000	612,000,000	1,952,000,000	96,804,322	1,855,195,678

Flood Control bonds require voted authority. The HCFCF I&S rate assumes \$53M in debt payments for Flood bonds in FY23.

Flood Control District Debt Service History



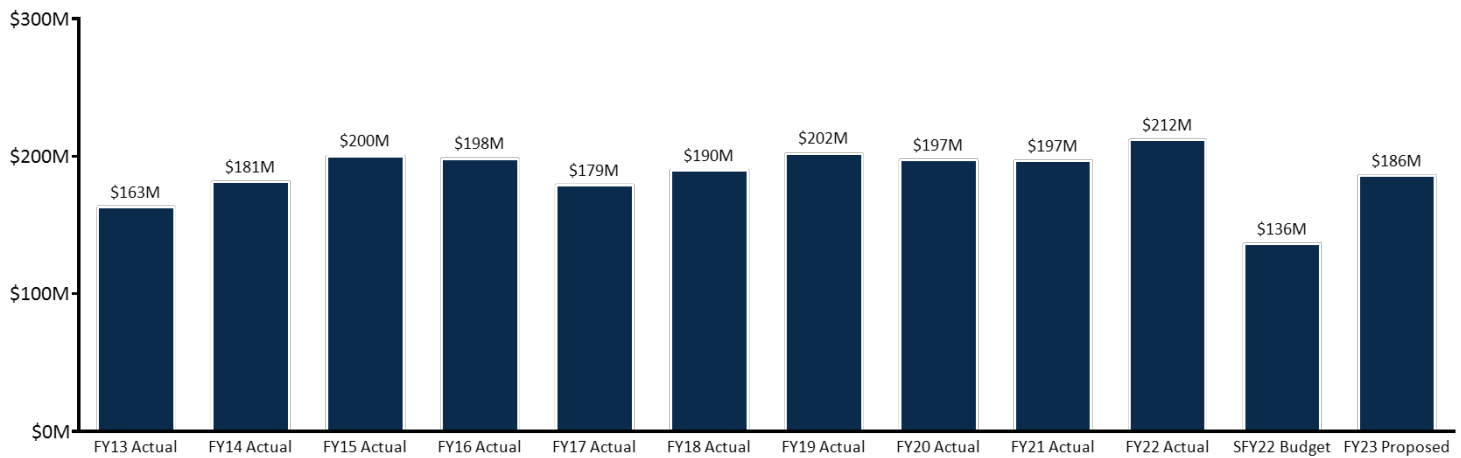
Harris County Toll Road Authority

The County is authorized to issue Toll Road Unlimited Tax and Subordinate Revenue Bonds, Toll Road Senior Lien Revenue Bonds and Toll Road First Lien Revenue Bonds pursuant to Chapters 1207 and 1371, Texas Government Code, as amended, Chapter 284, Texas Transportation Code. All Toll Road bonds are payable from toll revenues. The bonds are issued to finance construction, acquisition, improvement of the County's toll roads.

The County issues Toll Road bonds or uses Commercial Paper Notes, Series K, to finance toll road projects. Notes issued are eventually rolled into long term bonds to restore the commercial paper capacity.

The HCTRA Budget assumes \$185.8M in Toll Road bonds in FY23.

Harris County Toll Road Bonds Debt Service History

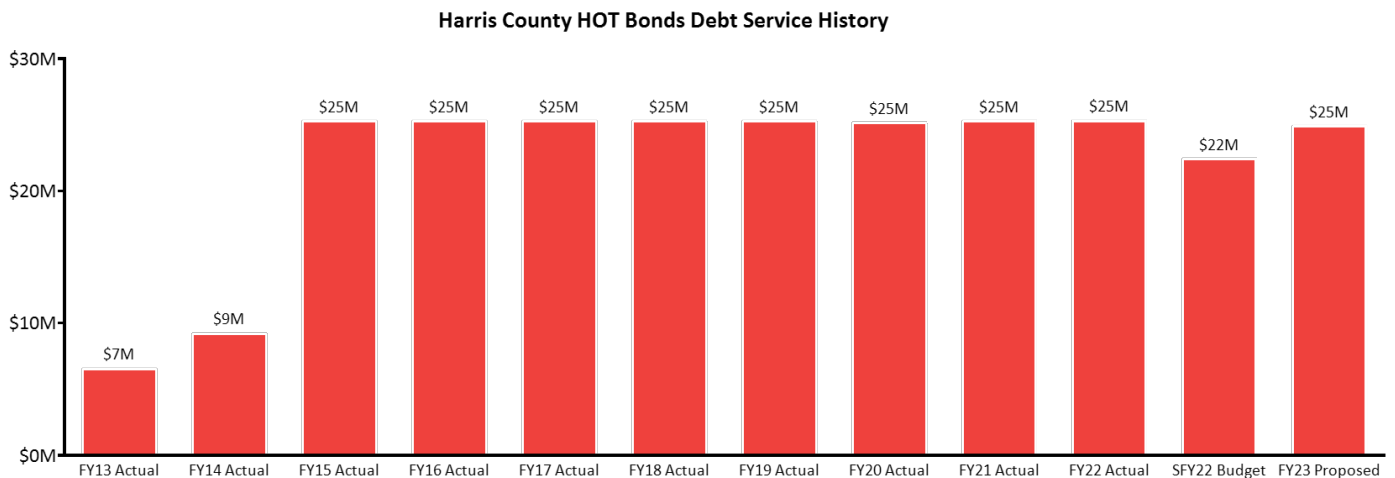


Hotel Occupancy Tax

The Tax and Subordinate Lien Revenue bonds are supported by the County's Hotel Occupancy Tax (HOT) are used for authorized County purposes including the construction of public works at NRG Park for the purposes of attracting visitors and promoting tourism. The County has pledged its \$0.80 ad valorem tax rate and the receipts of the hotel occupancy tax to the payment of the bonds. Although the County pledged its ad valorem taxes, HOT bonds debt service are paid from hotel occupancy tax revenues and no tax has been levied to pay on these bonds.

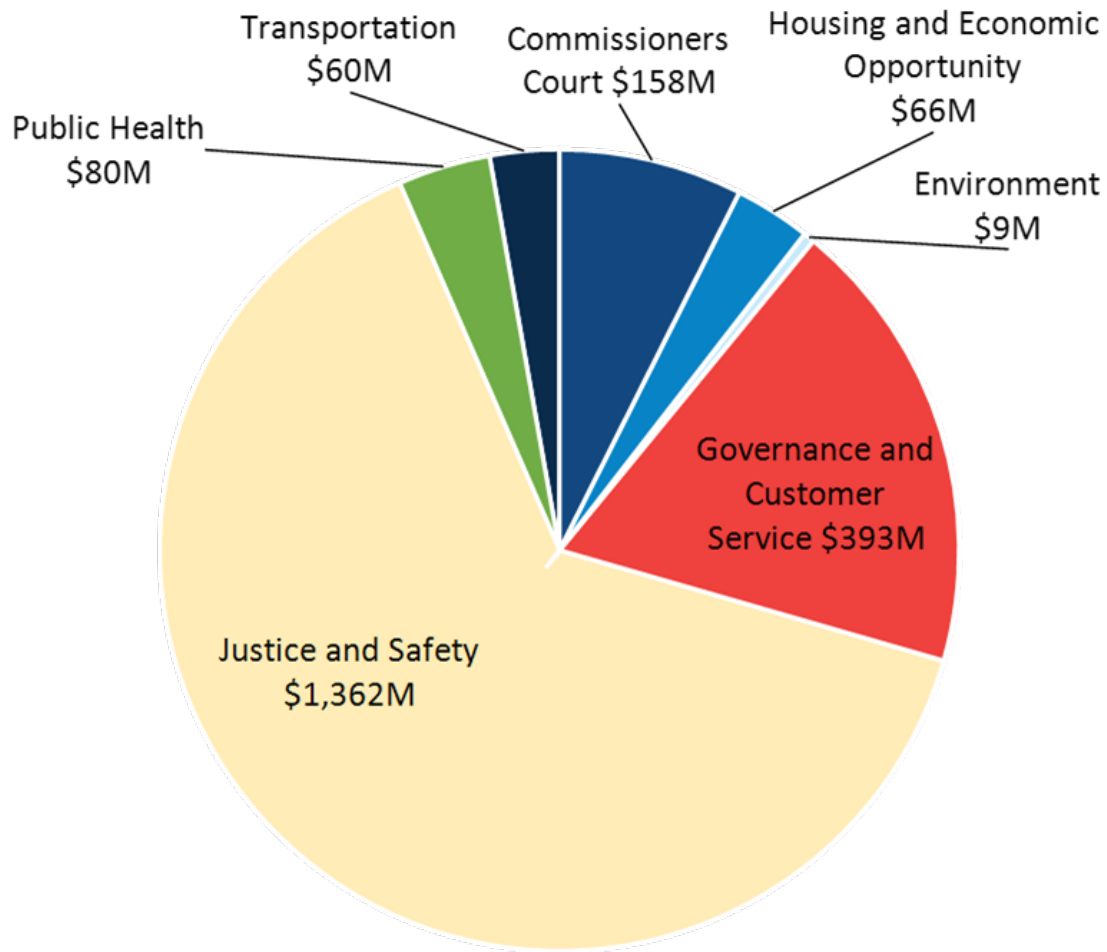
The County issues Certificates of Obligation bonds to fund HOT projects.

The HOT fund assumes \$24.9M in debt payments in FY23.



BUDGET RECOMMENDATIONS BY GOAL AREA

FY23 Proposed General Fund Budget by Goal Area



Of the \$2,128M of appropriations in the Adopted FY23 budget, \$2,051M was allocated to departments and \$77M was allocated to General Administration to cover certain non-departmental administrative costs like TIRZ payments, legal costs, property insurance, annual software maintenance costs, and countywide investments (see “Department 202 Budget Detail”). Further, \$15M was budgeted in General Administration reserves for unplanned expenses that arise during the year. These amounts exclude the County's unallocated fund balance and Commissioner Court offices' carryover funds. The Justice and Safety appropriation makes up 64% of the County's total budget, and 66% of departmental spending. This constitutes a 10.7% increase over FY22.

Justice and Safety

County Goal

Harris County will promote safe, healthy, thriving communities through restorative and evidence-based strategies that foster public trust, prevent violence and trauma, reduce racial and economic disparities, and minimize criminal justice system exposure where at all possible.

Priority Outcome: Reduce violent crime

Target: Harris County will reduce the number of violent (UCR Part I) crimes per 100,000 residents

Key budget decisions for this Priority Outcome include:

- Support improved jail staffing, safety, and supervision with \$11M for 100 additional Detention Officers and 20 Detention Sergeants, beginning in SFY22, offset by savings on overtime.
- The budget includes \$37.3M for outsourcing of prisoners to comply with state-mandated staffing ratios at the Harris County Jail. This includes \$14M in General Fund reserves funding to outsource prisoners to LaSalle and an additional \$23.3M to outsource 600 prisoners to Garza County in ARPA funding that will carry into FY23.
- Sustain \$5M in General Fund investment for the Community Violence Interruption and HART programs. The funds will be used for staffing, equipment, program evaluation, and other service delivery costs.
- Fund the Violent Persons Warrant Task Force (VIPER), a multi-agency task force led by the Sheriff's Office in collaboration with the Constables, to tackle the significant number of outstanding warrants. \$2.6M was allocated for the program which will tackle roughly 4,883 warrants for aggravated offenses and 703 for murder.

Priority Outcome: Reduce unnecessary exposure to the criminal justice system

Target: Reduce the average time to case disposition, reduce felony case backlog, increase the % of adult diversion (including mental health diversions)

Key budget decisions for this Priority Outcome include:

- Continue to fund \$3.7M for pretrial alcohol and electronic monitoring services as the County works through the criminal case backlog, initially funded in SFY22 and sustained in FY23.
- Fund \$500K for a large-scale study on case weights and staffing for all Courts in Harris County to understand the temporary and permanent needs of Courts to increase efficiency in judicial processing.
- Support reduced inmate processing times with \$348K for two Records Specialists and one Manager IV in the Jail's Records Division, initially funded in SFY22 and sustained in FY23.

- Due to changes from Senate Bill 41 the County Auditor has reclassified certain revenue from fees of office, collected by the District Clerk, to a dedicated Special Revenue fund. This budget reflects the transfer of the corresponding expense to this Special Revenue fund.

Priority Outcome: Support victims in dangerous situations

Key budget decisions for this Priority Outcome include:

- Sustain investment of \$1.2M in ARPA funding for 10 Harris County Sheriff's Office (HCSO) Deputies to serve in the Court Bailiff's and Security Unit. These bailiffs will provide security to the 482nd District Court, the SOBER Court Unit, the STAR Drug Court detail, to emergency dockets, and for new associate judges. They may also facilitate virtual court hearings and attorney consultations for inmates.
- Continue ARPA funding for additional Victim Assistance Coordinators for the 482nd Court and other Emergency Dockets who provide continuity to victims through the judicial process and keep them informed of their rights.

Priority Outcome: Lessen exposure to the juvenile justice system

Target: Increase the % of youth diversions (including mental health interventions)

Key budget decisions for this Priority Outcome include:

- Commitment of \$4M from Commissioners Court Forfeited Fund, over two years, for the Youth Justice Community Reinvestment Fund to provide grants to grassroots nonprofit organizations focused on helping youth.
- Investment of \$1.3M by the Harris County Juvenile Probation Department to provide community-based diversion programs and mental health services for youth and their families to minimize exposure to the juvenile justice system.

Priority Outcome: Reduce racial and economic bias within the criminal justice system

Target: Reduce disparity in incarceration rate by race/ethnicity

Key budget decisions for this Priority Outcome include:

- Allocation of \$210K by the Juvenile Probation Department for equity analysis.

Budget Overview

Below is an overview of the Adopted Budgets for FY22 - SFY22 and the FY23 Adopted Budget for each department within the Justice and Safety goal area.

Department Name	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
Justice and Safety				
14th Court of Appeals	92,000	53,118	23,927	38,881
1st Court of Appeals	92,000	53,668	23,927	38,881
Community Supervision	2,564,000	3,696,591	2,018,675	3,404,755
Constable, Pct 1	43,506,997	46,951,214	27,687,202	45,364,315
Constable, Pct 2	10,165,425	11,407,350	7,203,497	11,757,948
Constable, Pct 3	18,861,059	19,363,932	12,215,262	19,919,058
Constable, Pct 4	58,811,078	62,394,887	38,725,117	63,147,400
Constable, Pct 5	44,920,246	44,444,598	28,554,047	46,582,350
Constable, Pct 6	10,854,412	10,358,879	6,998,207	11,414,038
Constable, Pct 7	14,945,431	14,592,764	9,582,988	15,647,290
Constable, Pct 8	9,447,328	9,737,915	6,157,362	10,039,046
County Court Appointed Atty Fees	5,600,000	6,864,602	3,266,667	5,600,000
County Courts	20,344,155	18,767,719	12,624,271	20,684,959
Sheriff - Detention	244,906,152	251,688,977	155,813,351	254,470,133
Sheriff - Medical	80,205,814	80,869,641	52,655,461	90,266,505
Sheriff - Patrol & Administration	246,381,330	248,240,789	158,379,998	258,969,789
District Attorney	95,598,731	97,392,545	62,741,420	99,341,100
District Clerk	40,197,507	38,870,407	25,803,776	38,856,940
District Court Appointed Atty Fees	53,500,000	55,067,080	31,208,333	53,500,000
District Courts	32,742,202	30,836,147	19,850,484	32,536,078
Domestic Relations	3,945,413	5,106,800	4,494,008	7,323,367
Fire Marshal	10,253,323	10,151,288	7,033,358	11,528,383
Institute of Forensic Sciences	37,429,733	37,783,944	23,477,248	38,436,325
Justice Administration	4,645,319	3,843,819	3,853,473	6,202,753
Justice of the Peace, 1-1	2,394,560	2,330,243	1,506,651	2,455,754
Justice of the Peace, 1-2	2,537,810	2,302,473	1,597,877	2,603,808
Justice of the Peace, 2-1	1,146,088	1,087,665	722,411	1,175,455
Justice of the Peace, 2-2	1,091,726	935,233	685,710	1,116,350
Justice of the Peace, 3-1	1,914,768	1,779,101	1,202,877	1,961,367

Department Name	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
Justice of the Peace, 3-2	1,345,692	1,237,771	846,504	1,378,862
Justice of the Peace, 4-1	3,293,862	3,190,647	2,077,411	3,381,047
Justice of the Peace, 4-2	1,745,003	1,616,767	1,097,345	1,787,394
Justice of the Peace, 5-1	2,497,819	2,246,613	1,567,724	2,553,056
Justice of the Peace, 5-2	3,325,258	3,218,901	2,094,691	3,415,110
Justice of the Peace, 6-1	835,779	819,750	524,880	855,256
Justice of the Peace, 6-2	932,281	773,951	581,033	954,039
Justice of the Peace, 7-1	1,327,079	1,155,766	835,711	1,363,092
Justice of the Peace, 7-2	1,162,795	858,024	726,250	1,184,241
Justice of the Peace, 8-1	1,360,606	1,249,459	856,176	1,393,988
Justice of the Peace, 8-2	972,284	728,479	606,219	989,710
Juvenile Probation	87,612,963	86,015,380	54,073,495	88,858,966
Harris County Resources for Children and Adults	26,602,616	27,816,185	16,983,330	27,822,385
Office of Managed Assigned Counsel	122,528	163,325	867,010	2,229,000
Pretrial Services	17,873,782	22,252,980	15,893,297	25,439,125
Probate Court No. 1	1,629,205	1,601,718	1,084,197	1,768,863
Probate Court No. 2	1,627,373	1,529,744	1,016,284	1,657,523
Probate Court No. 3	5,778,447	5,386,689	3,495,091	5,840,740
Probate Court No. 4	1,628,831	1,607,244	1,042,028	1,702,431
Public Defender	29,289,419	27,093,174	19,858,259	32,521,150
TRIAD Program	1,630,296	-	-	-
Sheriff's Civil Service	300,455	278,551	187,014	306,264
Total	1,291,988,980	1,307,814,507	832,421,534	1,361,785,270

Governance and Customer Service

County Goal

Harris County will exemplify high-quality, transparent, and accountable government by using data and best practices to invest taxpayer dollars wisely; by continually reviewing and improving the effectiveness of our policies, programs, and services; by recruiting and retaining a talented and diverse workforce; and by engaging with and providing outstanding customer service to all of our communities.

Priority Outcome: Improve vendor payment timeliness

Target: Increase percentage of invoices paid in on-time window

Key budget decisions for this Priority Outcome include:

- Fund the Auditor's Office to hire consultants to help transition departments to Audit Invoice Review (AIR), a more modern accounts payable system.
- Fund the Office of County Administration (OCA) to complete the consulting contract previously approved in support of the Procure to Pay process improvement initiative for \$480K, by the end of FY23.

Priority Outcome: Expand voting access

Target: Increase the percentage of eligible voters registered to vote

Key budget decisions for this Priority Outcome include:

- Fund an additional \$668K for the Elections Administrator (EA) for eight additional technicians to facilitate, maintain, and train election workers on the new voting equipment.
- Provide \$1.5M in General funds for the EA to transition to a new voter registration technology system.
- Invest \$5M in ARPA funds to augment EA voter outreach activities, to increase community awareness for voting and voter registration.

Priority Outcome: Provide outstanding customer service

Target: Establish and improve customer effort score for key services

Key budget decisions for this Priority Outcome include:

- Due to changes from Senate Bill 41 the County Auditor has reclassified certain revenue from fees of office, collected by the County Clerk, to a dedicated Special Revenue fund. This budget reflects the transfer of the corresponding expense to this Special Revenue fund.
- Budget \$24M in short term debt to order over 400 vehicles for the Sheriff's Office, Constables, and other County departments.
- Capitalize \$8M in Engineering personnel salaries for vertical and horizontal construction.

Priority Outcome: Cultivate a diverse and effective Harris County workforce

Target: Increase the diversity of managers

Key budget decisions for this Priority Outcome include:

- Provide \$136K for a Talent Acquisition Manager and implement a County-wide employee recognition and engagement program to improve employee retention.
- Sustain \$1.2M investment for additional capacity in HRRM to improve County-wide recruitment, classification, and compensation.

Budget Overview

Below is an overview of the Adopted Budgets for FY22 - SFY22 and the FY23 Adopted Budget for each department within the Governance and Customer Service goal area.

Department Name	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
Governance and Customer Service				
Appraisal District	14,960,000	14,047,947	7,250,000	14,960,000
Commissioners Court's Analyst's Office	1,373,007	1,155,004	820,635	1,343,281
County Attorney	30,792,686	31,304,484	19,875,177	32,386,339
County Auditor	25,832,959	24,240,120	16,528,300	27,671,229
County Clerk	19,407,021	18,956,646	12,606,020	18,698,970
County Treasurer	1,287,689	1,109,070	802,425	1,314,899
Elections Administration	14,679,406	12,446,413	9,452,934	15,510,684
Elections Operations	13,360,850	11,813,655	7,793,829	13,360,850
General Administrative I	54,141,702	96,153,529	41,659,177	77,031,082
General Administrative - Reserves	-	-	10,000,000	15,000,000
General Administrative - Commissioner Rollover	33,100,000	-	31,200,000	-
HRRM	-	-	4,809,046	7,931,425
Intergovernmental & Global Affairs	1,648,599	1,570,449	1,193,425	1,820,938
Management & Budget	17,158,001	14,105,298	4,630,451	7,604,514
Office of County Administration	-	1,288,433	6,627,690	10,390,419
Purchasing Agent	9,636,416	9,241,435	6,336,245	10,320,325
Tax Assessor-Collector	30,410,866	30,641,149	19,407,398	31,679,145

Department Name	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
CE Shared Services	-	71,184	-	-
Universal Services	69,177,541	74,527,987	45,550,574	75,240,336
Universal Services Repair and Replacement	12,109,043	12,109,043	12,109,043	12,109,043
Utilities & Leases	19,000,000	18,165,614	11,083,333	19,000,000
Total	368,075,786	372,947,460	269,735,702	393,373,479

**This budget does not show the carry forward amounts, but the practice continues and will be reflected in the adopted budget*

***The Office of County Administration Budget includes \$4.5M for County security operations, to be paid to the entities providing service.*

Health and Environment

County Goal – Health

Harris County will improve overall health and quality of life by implementing preventative and responsive public health strategies, providing access to affordable and high-quality health care, and addressing the social determinants of health to eliminate disparities and achieve health equity.

Priority Outcome: Reduce the spread of COVID-19

Target: Move COVID-19 threat level to green

Key budget decisions for this Priority Outcome include:

- Continued funding for public vaccination and testing through federal grants.

Priority Outcome: Increase access to preventative care

Target: Reduce preventable hospitalization rate, increase participation in the Harris County Public Health (HCPH) Women, Infants, and Children (WIC) Program, increase access to healthcare coverage

Key budget decisions for this Priority Outcome include:

- Extend a total of \$1.7M in General Fund and \$14.2M in ARPA funds, to support implementation of ACCESS Harris. ACCESS Harris is a technology-driven, coordinated care model that provides holistic, comprehensive service delivery to target groups to improve health outcomes.
- Invest \$7.7M in ARPA funding for the four-year robust home-visiting and care coordination Maternal and Child Health Program, which includes intensive training for Community Health Workers, travel accommodations, subcontracting services, and salaries.
- Budget \$1.7M in start-up funding for expanded operations in response to the growing Monkeypox outbreak. Which includes 39 County and contractual staff allowing the Public Health Department to heighten support for the hotline, vaccinations, support services and necessary supplies.

County Goal – Environment

Harris County will combat the underlying causes and disproportionate impact of climate change on marginalized communities by making community-driven improvements to air, water, and soil quality, committing to the use of clean energy, improving flood resiliency with natural infrastructure practices, reducing harmful greenhouse gas emissions, and providing every resident access to quality green spaces.

Priority Outcome: Reduce Harris County’s direct greenhouse gas emissions

Target: Reduce direct greenhouse gas emissions from County vehicles and building energy usage

Key budget decisions for this Priority Outcome include:

- Invest \$1.3M in electric vehicles with new pilot programs in the Engineering and Toll Road Authority, following the initial batch of vehicles purchased for Pollution Control in 2020.
- Issue a Request for Proposals to transition the County to cost-effective renewable energy.
- Invest approximately \$34M in HOT bonds for new equipment and upgrades to the NRG Park energy efficiency projects, which will be offset by utility savings.

Priority Outcome- Reduce exposure to hazardous chemicals and lead

Target: Reduce based on the hazard index

Key budget decisions for this Priority Outcome include:

- Fund an additional \$1M in Pollution Control for labor requests for critical departmental functions and supplement the department’s needs for laboratory assistance, equipment, and training.
- Invest \$20M in ARPA funding for lead abatement and prevention.

Budget Overview

Below is an overview of the Adopted Budgets for FY22 - SFY22 and the FY23 Adopted Budget for each department within the Health and Environment goal area.

Department Name	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
Public Health				
Children's Assessment Center	8,882,880	9,376,996	5,587,109	9,108,585
Mental Health - THCMH	22,567,171	22,567,171	13,455,850	23,067,171
Public Health Services	40,152,655	40,016,127	28,377,219	46,581,022
Texas A&M AgriLife	851,382	878,102	606,922	990,977
Environment				
Pollution Control	8,276,596	7,445,814	5,878,883	9,449,305
Total	80,730,684	80,284,210	53,905,983	89,197,060

Housing and Economic Development

County Goal – Housing

Harris County will increase access to, incentivize, and invest in quality, affordable, and flood resilient housing that is widely accessible throughout the County, builds safe and healthy neighborhoods, facilitates economic opportunity, and provides access to recreational green spaces for all residents.

Priority Outcome: Reduce homelessness

Target: Harris County will reduce the number residents experiencing homelessness

Key budget decisions for this Priority Outcome include:

- Provide \$35M in ARPA funds for the COVID Community Housing Program (CCHP) 2.0, expanding supportive services to households receiving Emergency Housing Vouchers.
- Allocate \$488K in ARPA funds for an Assistant Director of Homelessness Strategy and Response position through 2024.
- Leverage CDBG-DR, ARPA, and private funds to build the new Houston Alumni Youth (HAY) Center, a \$39.3M project that will provide housing and supportive services to youth and young adults exiting foster care.

Priority Outcome: Increase access to quality, affordable housing

Target: Harris County will deliver target number of affordable housing units preserved and created, and reduce housing and transportation cost burden rates

Key budget decisions for this Priority Outcome include:

- Planned investment of up to \$210M in ARPA funds to increase access to affordable housing, primarily through the acquisition and rehabilitation of single and multi-family units.
- Fund five new positions, through ARPA and CDBG-DR funds, in the Community Services Department to support the successful implementation and monitoring of County affordable housing projects, through 2024, which will result in: the growth of the Harris County Community Land Trust, which provides a wide range of decent, safe, and affordable homeownership opportunities to low-income homebuyers.

County Goal – Economic Opportunity

Harris County will promote an inclusive and resilient local economy by working aggressively to remain competitive over time and expand opportunities for workers, small businesses, and community-driven investments, while addressing historical and current economic inequities in doing so.

Priority Outcome: Promote the growth of small businesses and M/WBE businesses

Target: Harris County will Increase revenues for small and micro businesses and increase % of County procurement dollars awarded to M/WBEs

Key budget decisions for this Priority Outcome include:

- Allocate \$2M in FLEX funds to the Disparity Fund, to provide grants to local community colleges and school districts to conduct disparity studies for the purpose of creating M/WBE programs.

Priority Outcome: Increase access to quality jobs with a living wage and benefits

Target: Harris County will increase a number of jobs at a living wage, with benefits, and decrease disparities in employment and wages by race/ethnicity and gender

Key budget decisions for this Priority Outcome include:

- Allocate \$990K in ARPA funds to hire a full-time Contract Monitor and a Program Evaluation consultant in DEEO to manage the M/WBE and Veteran-Owned Small Business programs.
- Invest up to \$32M in ARPA funds for participating organizations to implement the Hire Up Harris and the Apprenticeship Workforce programs.

Priority Outcome: Expand access to affordable, quality childcare

Target: Harris County will Increase number of affordable, quality childcare spots

Key budget decisions for this Priority Outcome include:

- Allocate \$7.9M in ARPA funds to the Early Childhood Impact Fund to support the Texas Children's Hospital UpWORDS Program, First3Years Safe Babies Program, and The Alliance Home-Based Child Care Program.
- Invest \$1.5M in ARPA funds to support County Connections to contract with 63 organizations across the County to provide Summer enrichment programs for school age children to address educational disparities throughout the county.
- Invest \$48M in ARPA funds to support the Child Care Capacity: Contracted Slots Pilot Program to contract with centers and serve 1,000 families.

Budget Overview

Below is an overview of the Adopted Budgets for FY22 - SFY22 and the FY23 Adopted Budget for each department within the Housing and Economic Development goal area.

Department Name	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
Housing and Economic Opportunity				
Community Services	21,876,698	16,322,672	12,696,716	21,155,243
Economic Equity & Opportunity	2,645,935	1,838,971	2,912,635	4,769,091
Library	37,513,372	38,033,620	23,158,516	38,217,345
Veterans Services	1,040,684	981,332	844,288	1,375,374
Total	63,076,689	57,176,595	39,612,155	65,517,053

Flooding*

County Goal

Harris County will reduce flood risk and strengthen resiliency through holistic, equitable, and effective prevention, mitigation, and response strategies.

Priority Outcome: Reduce the risk of flooding of structures (homes, schools, businesses, etc.)

Target: Harris County will deliver year-over-year reduction in number of structures susceptible to damage from a 1% ATLAS 14 event, and deliver year-over-year reduction in number of structures susceptible to flooding

Key budget decisions for this Priority Outcome include:

- Dedicate \$40M in HCTRA surplus revenue towards the Roadway Flood Resilience Trust, a component of the Flood Resilience Trust that invests in transportation-related flood mitigation projects.
- Allocate \$60M in 2015 Road and Bridge Bond authority and \$115M from HCTRA surplus revenue towards the Road and Bridge Subdivision Drainage Program.

Priority Outcome: Invest in flood control equitably, where the most people are at risk of flooding

Target: Harris County will increase alignment of flood control investment to areas of greatest need

Key budget decisions for this Priority Outcome include:

- Use the revised Prioritization Framework that emphasizes people, not structures, to prioritize Bond projects to receive funding from the Flood Resilience Trust.
- Voters approved \$200M in funding to improve neighborhood drainage, which will decrease flooding risk in neighborhoods, while improving the resiliency of the transportation network during disasters.

* The Flood Control District and the 2018 Flood Control Bond Program are funded through a separate Flood Control-specific tax rate.

Transportation

County Goal

Harris County will promote accessible, affordable, equitable, reliable, safe and sustainable transportation options and networks to facilitate efficient movement of people and goods throughout the region.

Priority Outcome: Improve road safety; reduce and strive to eliminate fatalities and serious accidents

Target: Harris County will reduce fatalities and accidents resulting in serious injuries occurring on County designed and/or maintained roadways

Key budget decisions for this Priority Outcome include:

- Voters approved \$50M of bond funding for Vision Zero programming to improve road safety.

Priority Outcome: Improve road quality

Target: Harris County will reduce miles of sub-standard roadway (miles with low Pavement Condition Index; eligible roadway to be defined based on usage and type)

Key budget decisions for this Priority Outcome include:

- Fund 11 additional project managers and inspectors for County road projects utilizing Road and Bridge Bond funding.
- Increase Precinct mobility transfers by 2% from SFY22, adjusted for a 12-month basis.
- Voters approved \$100M in bond funding to improve road quality where it is most needed.

Priority Outcome: Improve efficiency of moving people

Target: Harris County will increase number of people moved vs. vehicle miles traveled (VMT) based on County-developed projects, and increase use of multi-modal transportation

Key initiatives included in the budget for the Priority Outcome:

- In FY22, Commissioners Court approved the acceleration of the transformation of the County's existing 120+ lane-mile toll road system to an all-electronic roadway, and this re-development project continues today.
- In SFY22, Commissioners Court preliminarily approved \$53M for the Active Transportation Project, which includes the construction of trails to connect destinations for pedestrian and bicycle transportation system users and holding active transportation-focused "Open Streets" events.
- Including the drainage-, road quality- and safety-focused initiatives listed above, voters approved \$900M in transportation funding to improve transportation capacity and accessibility. OMB is working with the Engineering, Procurement, and other relevant County departments to develop plans and onboard staff necessary to make these investments.

Budget Overview

Below is an overview of the Adopted Budgets for FY22 - SFY22 and the FY23 Adopted Budget for each department within the Transportation goal area.

Department Name	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
Transportation				
Engineering	49,401,673	73,818,512	40,862,547	59,697,224
Facilities & Property Maintenance*	25,467,328	(1,170)	-	-
Total	74,869,001	73,817,342	40,862,547	59,697,224

**Beginning in SFY22 Facilities & Property Maintenance's budget is displayed within the Office of County Engineer*

Commissioners Court

Budget Overview

Below is an overview of the Adopted Budgets for FY22 - SFY22 and the FY23 Adopted Budget for each department within the Commissioners Court goal area. Note, the FY23 Adopted Budget only reflects new funding amounts, and Commissioners Court Carryover will be included in the adopted budget:

Department Name	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
Commissioners Court				
Commissioner, Pct 1	36,591,385	35,123,548	22,455,241	37,114,926
Commissioner, Pct 2	36,601,404	43,877,756	22,498,268	37,114,926
Commissioner, Pct 3	36,593,447	38,347,137	22,453,334	37,114,926
Commissioner, Pct 4	36,654,069	33,281,489	22,644,218	37,114,926
County Judge	9,588,628	10,214,409	5,969,292	9,771,834
Total	156,028,933	160,844,339	96,020,353	158,231,538

	75% of Estimated Opening Balance	FY23 New Budget	FY23 Total Adopted
Commissioners Court			
Commissioner, Pct 1	34,362,565	37,114,926	71,477,491
Commissioner, Pct 2	15,910,918	37,114,926	53,025,844
Commissioner, Pct 3	11,965,278	37,114,926	49,080,204
Commissioner, Pct 4	23,175,589	37,114,926	60,290,515
County Judge	-	9,771,834	9,771,834
Total	85,414,350	158,231,538	243,645,888

General Government - Department 202 Expenditure Budget Detail

Department 202 is a General Administration department in the budgeting and accounting system designed to capture expenditures that cannot be allocated to a specific department due to the county-wide nature of the costs. Capital Reserve is also budgeted in Department 202 but is not shown here.

Description	FY22 Actual	SFY22 Adopted	FY23 Adopted
Annual TIRZ Payments	15,540,075	15,126,700	15,656,134
Litigation Costs	5,220,501	6,500,000	11,000,000
Inmate Care - Memorial Hermann & St. Josephs	489,950	4,566,000	500,000
Cadence/Amex Service Charges	699,233	447,763	767,593
LIDAR Project Charges	973,372	274,195	470,049
Audit Fees/Studies	897,740	930,000	950,000
Annual Property Insurance	4,219,428	6,666,686	7,666,689
Hospital District Reimbursement	998,973	1,020,833	1,750,000
HR based Claims/Torts	-	280,000	400,000
Economic Development Programs*	707,458	417,000	-
Linebarger Court Collection	-	280,000	480,000
Annual Memberships	373,853	450,000	450,000
EPIC Annual Maintenance Costs (Jail and Harris Ctr.)	-	3,200,000	3,200,000
Misc Fees and Services	5,033,361	1,500,000	2,000,000
Unbudgeted Reserve	-	10,000,000	15,000,000
Cybersecurity Insurance	-	-	1,000,000
Cybersecurity Investment	-	-	5,200,000
Final Benefits	-	-	3,307,803
Compensation Study/Pay Equity Implementation	-	-	5,000,000
Additional Patrol Contracts	-	-	4,436,000
Utilities Inflation	-	-	5,332,541
Fleet Inflation	-	-	1,469,904
IT Inflation	-	-	1,632,395
Fuel Inflation	-	-	2,661,974
Project Access	-	-	1,700,000
Total	35,153,944	51,659,177	92,031,082

**Economic development programs have been transferred to the baseline budgets of DEEO*

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CAPITAL PROGRAM RECOMMENDATIONS

Harris County's Capital Improvement Plan (CIP) includes projects that involve investment in County assets. These assets can be tangible, like a building or specialized equipment, or intangible, like custom software. These projects are typically funded by County debt and are paid back through ad valorem taxes, HCTRA revenue, and partner funding such as grants. Projects can be divided into 3 stages: Planning, Detailed Design, and Implementation. This section discusses the County's capital program with a focus on FY23.

FY23 Capital Program

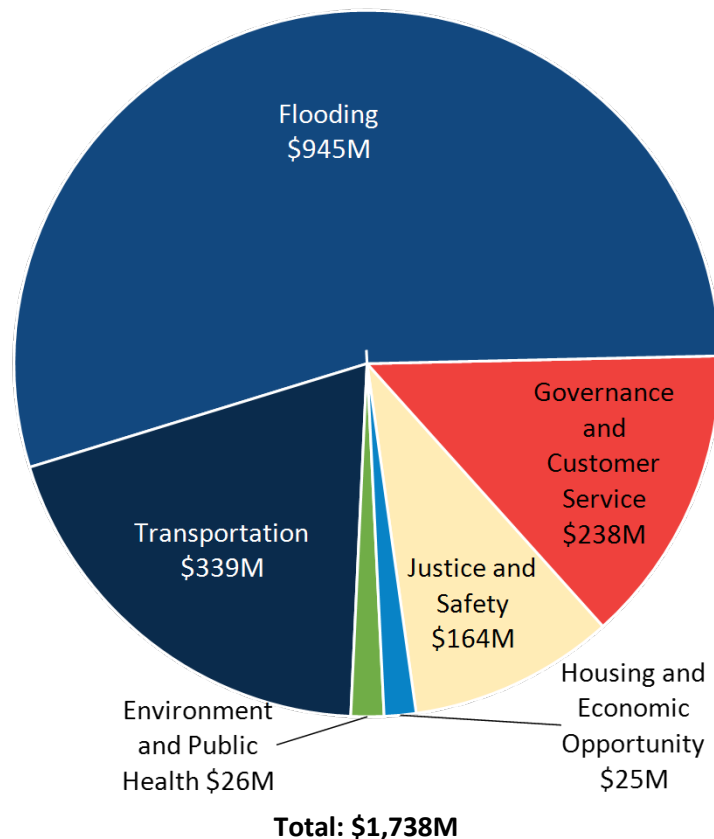
Harris County will continue to make significant capital investments, with the largest share of investment going to flooding and Toll Road transportation projects.

The data shown for FY23 are planned program needs. As projects become further defined, costs or scope and timelines may change and not all projects may go forward. Furthermore, additional needs may be identified through the year. The data below presents a plan, not necessarily a formal budget.

Projected FY23 Capital Program Needs

Overall, it is estimated that the Harris County capital program will need approximately \$1,740M in resources in the next capital year. This most significantly includes investments in flood mitigation, with a

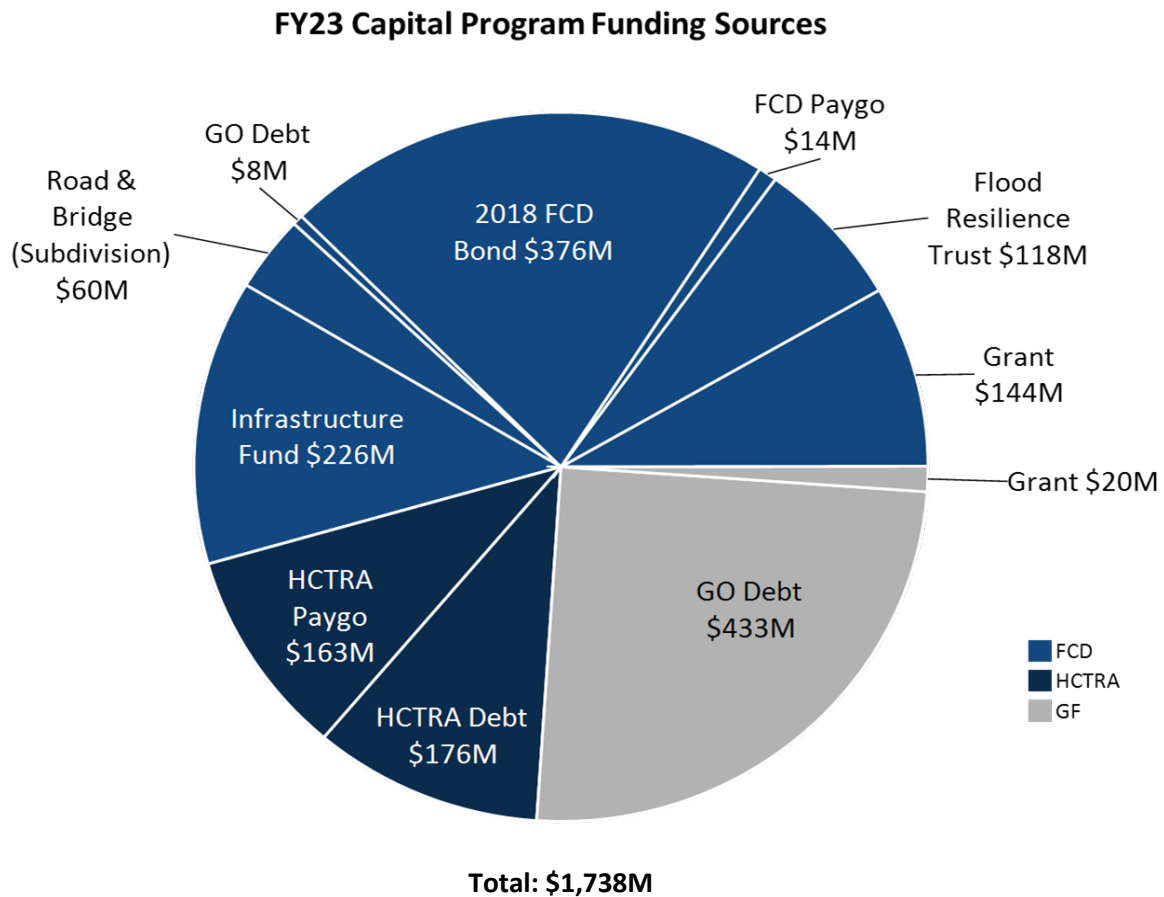
FY23 Capital Program Needs



need of nearly \$950M, primarily for the 2018 Bond Program, including over \$300M for the Road and Bridge Subdivision Program and over \$600M for other 2018 Flood Control Bond projects.

Projected FY23 Capital Program Funding Sources

The projected sources for these funds are presented in the chart below.



FY23 Capital Projects

Approved Projects in Progress

Some of the notable projects underway include:

- 2018 Flood Control Bond Program – significant initial investment in “worst-first” projects to achieve equitable flood mitigation.
- Ship Channel Bridge – largest single CIP investment in County history to replace the outdated bridge and improve safety for drivers and Ship Channel users.
- HAY Center – provides wraparound services and homes for transitional age (14-25 years old) foster youth to provide better outcomes.
- eCitation – implementation of an electronic citation system to improve operational efficiency and frees up law enforcement officer time from paperwork for more productive safety uses.
- 1111 Fannin Purchase and Renovation – improves efficiency of County departments at a lower office cost.
- Active Transportation Project – provides alternative transportation options (e.g., bike/hike lanes) and stages landmark active transportation events (e.g., closing down a section of a Toll Road highway for a day for bicycles) to improve citizen safety and promote healthy activities.

Additionally, there are 26 continuous (formerly called “ongoing”) projects for items like capital maintenance and equipment that represent a significant investment in County infrastructure. These projects were authorized for \$63.1M in SFY22, and we expect a request for a total authorization of \$97.6M for FY23.

FY23 Proposed Potential Projects

In preparing the FY23-27 CIP Plan, OMB has gathered proposals for potential new CIP projects from County departments. OMB has received 29 new requests*, which include projects in multiple Goal Areas.

Public Safety Bond CIP Projects

Large projects under the Justice and Safety Goal Area would be a good fit for a potential voter-approved Public Safety Bond. This year, Harris County Sheriff’s Office proposed 5 projects that could enhance public safety in Harris County. Given the large size of the proposals and early stage of investigations into possible solutions, OMB and Engineering are not able to provide budget estimates for each individual proposed project. As proposals are further defined and we gain more certainty around a public safety bond, the County will be in a better position to develop estimates.

- Swift Water Training Facility Addition: Harris County leads Texas in the number of annual flood/drowning deaths. A swift-water training facility in Harris County will house year-round first

* Not all projects will start in FY23, and not all projects may ultimately go forward due to project feasibility/desirability, but OMB wants to provide a full inventory of department requests. Any projects will go through the standard Investment Memo process for Commissioners Court approval before launch.

responder training in flood and swift water rescue operations for ALL County first responders in flood rescue techniques at a more economical cost.

- District 6 Substation Addition: The increase in population has resulted in inequities in both call volume and response times across the five patrol districts. The project will add a substation as a result of a redrawn district map to better balance the HCSO workload across the County.
- Academy Drivers Training Facility Addition: The Sheriff's Office would like to build an Academy Drivers Training Facility to train deputies on various driving techniques for a multitude of scenarios. The new facility would include a track to simulate highway driving and test road speed curves under wet and dry conditions. There would be a road skid test section as well as simulated urban street driving and a prop precision driving track.
- District Substation Replacements: The District Substation Replacement project would replace the 5 current substations to house additional deputies to serve the growing population. The new substations would be designed to include and foster community relationships by placing them in historically underserved communities that have been plagued with poverty and high crime rates.
- Active Attack Training Facility Addition: A new Active Attack Training Facility would replace both the unsafe, original HCSO facility and an off-site shared facility. With its own facility, the Sheriff's Office will be able to continuously train deputies on best practices in active shooting and rapid response scenarios in a timely manner. A dedicated Active Attack Training Facility will also free up classrooms in the Academy's Firearms range, taking the burden off the heavily used area.

New Continuous Project Proposals

There are \$17.6M in estimated funding needs for continuous projects (formerly called "ongoing projects") have no specific end date or target, but still represent significant capital investments in County facilities, property, or intangible assets, like software. These are commonly used for specialized equipment purchases and capital facility & IT maintenance projects. This year, County departments have proposed two new continuous CIP projects. This year, the Engineering department proposed 2 new ongoing projects.

- Adult Detention Facilities Capital Maintenance: Project for renovations and repairs of detention facilities' mechanical, electrical, and plumbing (MEP) systems. These renovations and repairs are necessary to keep adult detention facilities functional and to meet State standards.
- Outfalls: Project for repair and upkeep of outfalls from County facilities. This project has previously been funded with mobility funding, but it is appropriate to capitalize this work.

Countywide New CIP Project Proposals

There is \$11M-\$14M in requested CIP funding for Harris County departments for 29 new standard CIP projects across 3 Goal Areas:

- Governance and Customer Service (\$4-5M+): 3 projects were proposed from various departments to improve Harris County's ability to provide excellent Governance and Customer Service to Harris County citizens. These includes:
 - Purchasing and replacing Election Management Systems
 - Establishing satellite locations for permit offices
 - Studying ADA compliance for vertical County structures
- Housing and Economic Opportunity (~\$750K): Public Library has identified 4 library branches that could benefit from new equipment, such as reference desks and/or shelving and/or additional renovation: Aldine, Fairbanks, Maud Marks, Northwest Library.
- Justice and Safety (\$6.5-8M+): 15 Projects were proposed from various Justice and Safety departments. These projects are smaller scale compared to those mentioned in the Public Safety Bond and would be more appropriately paid out of Commercial Paper.
 - The District Clerk's Office proposed 8 facility renovation projects across County to increase office's safety and comfort.
 - The Institute of Forensic Sciences proposed 2 new projects to replace cooler refrigeration equipment of the morgue & toxicology division and also to replace morgue cooler body racks and trays.
 - The DAO's proposed 3 new projects to replace fleet, increase computer storage and needs for the IT department and also install entry security devices for the new facility at Criminal Justice Center.
 - The Sheriff's Office would like to install generators for 5 substations and renovate the detention facility's kitchen.



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ALL OTHER FUNDS

The following funds include revenue from special sources or funds that are allocated to specific needs due to legal, operational, or other considerations. Residual resources in these other special funds carry over from year to year. As such, the Adopted Budget will be based not only on new revenue, but also available resources at the end of SFY22. The Adopted Budget for these funds is based on the Final Estimate of Available Resources.

Contingency Fund, R&R Fund

Most of the allocations from the Contingency Fund are for specific, one-time expenses that respond to COVID or other unexpected events. For the purposes of allocating the Contingency Fund, OMB proposes to allocate the current remaining balances and make specific adjustments where funds are no longer needed. During November 2022, OMB will conduct an additional review of Contingency Fund balances and will likely recommend additional transfers from departments back to Department 202 – Unallocated.

The County has used the Contingency Fund to pay for COVID-related expenses that may be FEMA-reimbursable. The COVID Response and Recovery Fund is in the process of being closed/consolidated into the Public Improvement Contingency Fund.

Department	Public Contingency Fund (1020)			
	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
035-Engineering	21,254,866	18,643,770	7,129,533	18,321,615
100-County Judge	-	38,187	111,813	83,860
101-Commissioner Precinct 1	5,539,425	5,323,058	679,966	509,975
102-Commissioner Precinct 2	-	-	2,200,000	1,650,000
202-General Admin	63,618,323	28,749,739	9,185,325	133,422,019
208-Engineering	1,155,163	797,219	236,742	159,921
213-Fire Marshall	37,588	282,762	57,215	-
272-Pollution Control	22,738	-	-	-
275-Public Health	37,088,996	74,158,724	16,926,965	5,658,370
285-Library	-	175,616	282,477	164,942
289-Community Services	3,223,884	2,414,285	2,466,903	1,594,317
292-Universal Services	43,174	5,596	35,699	26,774
293-Universal Services R&R	384,448	226,216	151,212	113,409
301-Constable 1	65,116	3,880,717	2,200,000	176,675
516-Election Services	1,204,056	4,090,414	796,372	258,067
541-Sheriff Detention	2,472,282	3,178,349	2,472,973	1,137,334
542-Sheriff Medical	3,675,388	6,733,665	4,376,454	802,775
545-District Attorney	1,379,684	2,161,382	-	-
550-District Clerk	92,294	-	62,000	-
615-Purchasing	-	-	-	-
Total	141,257,425	150,859,699	49,371,649	164,080,053

COVID Response and Recovery Fund (1030)				
Department	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
101-Commissioner Precinct 1	-	426,091	3,807,804	2,000,000
201-Office of Mgt & Budget	-	60,788	26,861	-
202-General Admin	81,400,000	70,341,965	50,038,286	13,408,728
275-Public Health	-	2,583,962	11,642,762	702,207
289-Community Services	-	138,956	893,544	216,424
292-Universal Services	-	246,316	1,452,746	580,028
540-Sheriff Patrol	-	1,747,647	543,640	-
541-Sheriff Detention	-	-	-	1,642,848
542-Sheriff Medical	-	-	494,000	370,500
Total	81,400,000	75,545,724	68,899,643	18,920,735

Hurricane Harvey Response Fund (1010)				
Department	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
035-Engineering	404,024	718,048	-	-
202-General Admin	12,859,196	10,046,161	6,750,347	718
208-Engineering	948,053	-	-	-
510-County Attorney	-	104,028	-	-
615-Purchasing	-	275,000	-	-
Total	14,211,273	11,143,237	6,750,347	718

Mobility Fund

The Mobility Fund consists of transfers of surplus revenue from the HCTRA which fund transportation projects throughout the County. In FY23, \$168M in Mobility Funds will be transferred to Commissioner Precincts. Engineering will receive \$45.7M for M&O (\$25.7M) and County Transportation Plan (\$20M). County Transportation Plan funding will primarily support the County's traffic signal program, including new signals and traffic signal maintenance. It will also support transportation studies and some other transportation expenses.

Department	Mobility Fund (1070)		
	Estimated Beginning @ 10/1/22	New Revenue FY23	FY23 Adopted
035-Engineering	25,786,471	20,000,000	45,786,471
101-Commissioner Pct 1	90,721,815	42,150,000	132,871,815
102-Commissioner Pct 2	71,185,834	42,150,000	113,335,834
103-Commissioner Pct 3	48,080,338	42,150,000	90,230,338
104-Commissioner Pct 4	63,652,621	42,150,000	105,802,621
202-General Admin	26,832,322	599,727	27,432,049
202-General Admin (est. hold-back)	7,886,026	-	7,886,026
208-Engineering	11,668,094	25,700,000	37,368,094
510-County Attorney	162,266	-	162,266
Total	345,975,787	214,899,727	560,875,514

Roadway Flood Resilience Trust Fund

The first \$40M annual transfer from the HCTRA to the Flood Resilience Trust is planned to be made in FY23 based on Commissioners Court approval. This transfer will be made to Fund 3503, the Roadway Flood Resilience Trust Fund, a new and one component of the overall Flood Resilience Trust. These funds will be used for mobility-nexus flood mitigation projects to be approved by Commissioners Court.

Roadway Flood Resilience Trust Mobility Fund 3503

Department	New Revenue FY23
090-Flood Control	40,000,000

Infrastructure Fund

The Infrastructure Fund was created in FY21 following a one-time transfer of \$300M of surplus toll road revenue from the HCTRA, of which \$230M was allocated to the County's Road and Bridge Subdivision Drainage Program (Subdivision Program). Commissioners Court has approved a one-time transfer of \$115 million in surplus Toll Road revenue to Engineering for use in the Subdivision Program during FY23, subject to HCTRA liquidity. Infrastructure Fund monies are restricted by Section 284.0031 of the Texas Transportation Code for the study, design, construction, maintenance, repair, or operation of roads, streets, highways, or other related facilities.

Department	Infrastructure Fund (1080)			
	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
202-General Admin	231,635,000	28,880,953	118,160,740	-
208-Engineering	-	25,053,083	65,142,478	243,474,698
Total	231,635,000	53,934,036	183,303,218	243,474,698

American Rescue Plan

The following programs have been approved. Additional programs across the priority areas of Health, Housing, Jobs & Education, and County Operations are in development and may be approved by Commissioners Court throughout the coming fiscal years.

Focus Area	Pre-FY23	FY23	Post-FY23	Total Obligated
Health	87.2M	22.1M	28.9M	138.2M
COVID-19	84.0M	-	-	84.0M
Environmental Health	-	5.0M	15.0M	20.0M
Coordinated Care	2.3M	10.6M	1.3M	14.2M
Behavioral Health	0.4M	3.5M	5.9M	9.8M
Healthcare Access & Coverage	-	2.0M	5.7M	7.7M
Crime Prevention through Environmental Design	0.5M	1.0M	1.0M	2.5M
Housing	6.1M	15.9M	22.9M	44.9M
Homelessness	5.7M	15.4M	21.6M	42.7M
Housing Stability	-	0.5M	1.3M	1.8M
Water & Wastewater	0.4M	-	-	0.4M
Jobs & Education	100.4M	2.3M	4.7M	107.4M
Family Financial Stability	65.9M	-	-	65.9M
Small Business	32.1M	-	-	32.1M
Child Care	2.4M	2.3M	4.7M	9.4M
County Operations	18.0M	40.2M	2.6M	60.8M
Justice and Safety	10.3M	36.0M	1.0M	47.3M
Administration	7.7M	4.2M	1.6M	13.5M
Total	211.7M	80.5M	59.1M	351.3M

Flex Fund

The Flex Fund was established by Commissioners Court in June 2022 to support projects aligned with ARPA priority outcomes for which General funds are more appropriate than federal funds. General funds offer additional flexibility in the use of locally procured vendors, reduced compliance burden, different eligibility considerations, and the ability to execute some projects more quickly.

Flex Fund budget is made available by reclassing ARPA-eligible expenses originally budgeted in General Fund 1000 to ARPA Fund 2651. To date, FLEX Fund use has been approved for four projects:

- Child Care Subsidy Process Improvement (enabling use of locally procured vendor)
- Disparity Studies Fund (eliminating uncertainty around ARPA eligibility)
- Neighborhood Nuisance Abatement (enabling use of locally procured vendors)
- Voter Education & Outreach (media campaign to educate registered voters)

Required budget for approved projects, for which corresponding ARPA-eligible expenses have been shifted to the ARPA Fund, is shown below. If additional projects are approved by Commissioners Court for Flex Fund use, additional expenses will be transferred to ARPA Fund 2651 and associated budget transferred from General Fund 1000 to the Flex Fund 1040.

FLEX Fund (1040)					
Department	Project(s)	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
200-Office of County Admin	Child Care Subsidy Process Improvement	-	-	-	146,900
202-General Admin	Unallocated	-	-	-	239
205-Economic Equity & Opportunity	Disparity Studies Fund	-	-	-	1,853,100
275-Public Health	Neighborhood Nuisance Abatement	-	-	-	500,000
520-Elections Administration	Voter Education & Outreach	-	-	-	1,179,087
Total		-	-	-	3,679,326

Debt Service and Capital Funds

Used to account for the County's capital fund resources allocated for construction of capital projects. Capital Funds can be raised by issuing debt and can be paid back over a period by making scheduled debt service payments. Debt Service funds account for the funds reserved for the required scheduled payments of principal and interest on long-term debt obligations of the County. The budgeted debt service payments will fluctuate if the County refunds outstanding bonds or issues new debt.

Fiscal Year 2022-23					
Various Fund Level Appropriations					
PS	HARRIS COUNTY (HC) DEBT SERVICE FUNDS	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
4105	Road Refunding 2010A Debt Service	71,795,013	72,074	-	-
4106	Road Refunding 2011A Debt Service	12,779,689	26,688,772	-	-
4107	Road Refunding 2012A Debt Service	18,336,097	3,321,250	15,056,393	13,440,466
4108	Road Refunding 2012B Debt Service	9,959,571	637,400	9,310,718	12,890,894
4109	Road Refunding 2014A Debt Service	24,497,978	17,427,000	7,041,234	10,295,786
4110	Road Refunding 2015A Debt Service	20,300,661	10,054,500	10,252,420	15,265,815
4111	Road Refunding 2017 Debt Service	8,229,728	1,746,450	6,482,506	11,631,710
4112	Road Refunding 2019 Debt Service	33,139,640	18,633,000	14,487,746	17,653,393
4113	Road Refunding 2021 Debt Service	-	68,014,404	6,283,933	10,866,185
4114	Road Refunding 2022A Debt Service	-	-	-	31,621,181
4370	Road Refunding Bond Series 2019A	1,859	-	-	-
4371	COI Road Refunding 2021	-	-	7,749	-
4372	HC COI Road REF 2022A	-	-	-	465,271
4601	HC/FC Agreement 2008A Refunding	32,609,779	32,605,000	-	-
4603	HC/FC Agreement 2014A	5,204,329	2,915,000	3,142,325	2,946,637
4604	HC/FC Agreement 2014B	1,239,345	716,000	1,242,033	897,529
4605	HC/FC Agreement 2015B Refunding	2,529,357	1,406,000	1,492,402	1,419,973
4606	HC/FC Agreement 2017A	13,695,054	7,677,000	8,019,225	7,766,771
4608	HC/FC Agreement 2019A D1	35,426,249	3,502,000	33,900,332	34,568,136
4701	Commercial Paper Series A-1 - Technology	39,170,525	70,333,925	30,657,975	47,904,177
4702	Commercial Paper Series B - Parks	430,926	139,822	240,733	225,628
4703	Commercial Paper Series C - Roads & Bridge	2,583,419	50,824,439	1,925,017	884,770
4704	Commercial Paper Series D/2002 - PIB	72,982,854	107,936,888	57,345,314	1,330,600
4705	Flood Control Agreement Commercial Paper Program	5	-	-	-
4706	Commercial Paper Series D2	2,401,474	106,623,122	906,790	875,416
4707	Commercial Paper Series D3	1,631,986	486,997	723,015	953,394
4708	DS Commercial Paper J1 2020	6,669,741	4,360,525	4,480,695	526,367
4805	HC PIB Refunding Bond 2009A Debt Service	89,662	-	-	-
4809	HC PIB Refunding Bond 2011A Debt Service	5,765,057	9,130,348	-	-
4810	HC PIB Refunding Bond 2012A Debt Service	8,693,315	4,450,250	4,649,801	2,970,963
4811	HC Tax PIB Ref 2012B Debt Service	11,151,618	6,264,219	6,606,755	12,691,406
4812	HC Tax PIB Ref Series 2015A Debt Service	26,275,016	7,155,788	19,012,796	29,535,083
4813	HC Tax PIB Ref Series 2015B Debt Service	5,306,308	2,954,250	4,980,817	3,280,535
4814	PIB Refunding 2017A Debt Service	26,042,242	11,150,450	17,664,525	31,384,398
4815	PIB Refunding Series 2019	784,743	390,500	512,008	2,072,238
4816	PIB Refunding Series 2019	1,526	-	-	-

Fiscal Year 2022-23					
Various Fund Level Appropriations					
PS	HARRIS COUNTY (HC) DEBT SERVICE FUNDS	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
4817	HC PIB REF SER 2020A DS	73,407,328	63,400,343	29,512,131	42,529,841
4818	HC PIB REF SER 2021 DS	-	34,060,244	2,500,904	3,432,165
4819	HC PIB REF SER 2021A DS	-	120,694,024	3,310,533	8,635,930
4820	HC PIB REF SER 2022A DS	-	-	-	8,430,666
4850	HC PIB REF SER 2020A COI	477,912	42,478	-	-
4851	HC PIB REF SER 2021 COI	-	105,856	5,620	-
4852	HC PIB REF SER 2021A COI	-	43,164	355,495	10
4853	HC PIB REF COI 22A	-	-	-	180,409
4902	HC Tax & Sub Lien Rev Ref 2012A Debt Service	39,420,149	21,929,875	31,817,770	1,044
4903	HC Tax & Sub Lien Hot B	6,418,032	3,359,125	6,567,405	3,446,552
4904	HC Tax & Sub Lien Hot Bond	4,486	-	-	-
4905	HC HOT REV REF SER 2022A DS	-	-	-	5,219,550
4906	HC HOT REV REF SER 2022A COI	-	-	-	217,496
4921	Revenue Refunding Bonds, Series 2002	213,679	-	213,390	16,424,084
Total		619,666,352	821,252,482	340,708,505	394,882,469

Special Revenue Funds

Used to account for the proceeds of specific revenue sources that are statutorily/legally restricted or committed to expenditures for specified purposes other than capital projects or debt service. Special Revenue funds for Harris County are numerous and include the Flood Control District, Sports & Convention Corporation, and Hotel Occupancy Tax Revenue.

Fiscal Year 2022-23					
Various Fund Level Appropriations					
PS	HC SPECIAL REVENUE FUNDS	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
2101	Hotel Occupancy Tax Revenue	30,182,907	30,770,974	33,951,890	66,273,770
2106	District Court Records Archive	1,937,084	1,304,733	1,414,579	120,899
2111	Port Security Program	546,108	736,859	671,795	1,239,231
2116	DSRIP (Delivery Sys Reform Incent Pymt) Prog.-PHS	10,246,431	3,365,885	9,667,704	17,245,231
2121	Deed Restriction Enforcement	23,530	-	23,759	23,642
2126	Concession Fee	5,380,778	518,048	6,256,974	7,364,556
2131	Care for Elders-CSD	15,662	-	15,662	15,662
2136	Hay Center Youth Program	942,057	-	716,469	863,687
2141	Prep For Adult Living (PAL)	68,450	-	101,179	108,531
2146	Child Support Enforcement	295,604	-	294,699	293,202
2151	Family Protection	432,445	103,699	313,785	222,586
2156	Utility Bill Assistance Program-CSD	103,480	289,253	55,881	175,559
2161	Probate Court Support	2,473,015	555,964	2,278,682	2,178,693
2166	Appellate Judicial System	832,040	638,610	514,594	524,403

Fiscal Year 2022-23 Various Fund Level Appropriations					
PS	HC SPECIAL REVENUE FUNDS	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
2171	County Attorney Admin Toll Road Fund	3,065,264	1,386,704	6,333,735	10,485,573
2181	Courthouse Security Justice Court	2,088,226	-	2,207,706	2,295,400
2186	County Clerk Records Management	8,610,743	4,061,032	8,783,239	10,705,992
2187	District Clerk Records Management	669,816	420,108	730,953	3,544,660
2188	General Admin Records Management	367,333	47,427	407,097	293,560
2189	County Clerk Court Technology	714,597	519,118	259,311	205,726
2190	County Clerk Records Archive	9,698,563	961,225	13,089,146	16,641,897
2191	CTS Records Management	506,034	414,259	213,991	37
2192	District Clerk Court Technology	907,208	778,448	307,177	100,841
2193	County-Wide Records Mgt-Criminal Courts	1,283,571	991,206	416,428	44,383
2194	County Clerk Records Mgt - SB41	-	-	-	896,712
2201	Donation Fund	1,748,358	795,238	2,022,974	2,110,753
2202	Juror Donation Programs	87,656	-	82,985	79,682
2203	Library Donation	845,993	161,368	761,351	856,457
2210	Court Facility Fee Fund	-	-	-	2,765,702
2211	County Clerk of the Court Fund	-	-	-	3,440,333
2212	District Clerk of the Court Fund	-	-	-	5,691,724
2213	Language Access Fund	-	-	-	881,188
2214	Judicial Education & Support Fund	-	-	-	93,111
2215	Justice Court Support Fund	-	-	-	5,352,479
2216	Justice Court Technology	4,687,686	1,133,645	3,387,958	2,916,503
2221	Child Abuse Prevention	133,894	-	138,359	147,958
2226	Bail Bond Board	120,726	24,046	125,420	129,100
2231	DA First Chance Inter Program	195,420	-	195,311	194,318
2236	Juvenile Case Manager Fee	4,212,375	550,970	4,023,858	4,287,976
2241	Tax Office - Chapter 19	801,256	413,440	700,230	1,200,230
2246	Star Drug Court Program	2,613,012	191,438	2,489,396	2,494,681
2251	County and District Technology	674,233	41,774	660,691	663,122
2256	Stormwater Management	14,689	-	14,683	14,610
2261	DA Divert Program	1,579,355	628,026	1,933,240	2,894,769
2266	Gulf of Mexico Energy Sec Act	8,390,134	-	11,055,093	13,725,841
2271	Veterinary Public Health	1,734,133	711,739	1,824,003	2,559,067
2276	Pollution Control DPT Mitigation	328,053	217,208	70,677	3,478
2278	San Jacinto Wetlands Project	50,106	50,106	-	-
2279	Household Hazardous Waste Center	20,861	-	11,585	11,527
2280	Supplemental Environmental Program	179	178	-	-
2296	Environmental Enforcement	156,930	29,824	151,830	154,333
2301	Community Development Financial Sureties	2,576,932	62,515	2,650,324	2,747,601
2306	Election Services	1,033,379	3,858,225	378,347	1,518,847
2311	Criminal Courts Audio-Visual Equipment	63,629	-	63,593	63,270
2316	Medicaid Admin Claim Reimburse	1,733,923	746,817	2,684,817	4,066,676
2321	Dispute Resolution	1,450,351	811,224	1,565,242	2,942,063
2326	Fire Code Fee	9,211,342	7,306,737	7,466,515	12,682,242
2327	Boarding Home Fines & Fees	-	-	7,883	207,490

Fiscal Year 2022-23 Various Fund Level Appropriations					
PS	HC SPECIAL REVENUE FUNDS	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
2331	LEOSE Law Enforcement	676,191	458,017	628,473	345,386
2336	Juvenile Probation Fee	564,203	1,485	532,317	562,415
2341	Food Permit Fees	4,371,419	3,541,453	2,957,596	5,968,323
2346	Court Reporter Service	5,855,543	1,841,296	6,994,251	6,063,100
2351	Juvenile Delinquency Prevention Fee	134	-	134	-
2356	Supplemental Guardianship	1,359,059	-	1,461,855	1,880,923
2361	Courthouse Security Fee	1,487,659	1,487,659	1,309,065	2,734,654
2376	FPM Property Maintenance	8	8	68,597	68,426
2381	IFS Training	27,448	10,804	26,135	27,448
2386	County Law Library	3,226,833	1,568,873	3,759,246	5,596,639
2391	Environmental Settlements	7,357,717	1,068,744	5,308,647	5,418,875
2401	TIRZ Affordable - Non-Interest	2	-	2	2
2402	TIRZ Affordable Housing - Interest Bearing	548,527	-	238,433	438,473
2403	CSD (Community Svcs Dept) Non-Grant Restricted Fund	4,643,745	1,331,579	4,760,754	4,523,188
2404	CSD Transit Restricted Fund	594,960	404,635	147,701	892,983
2411	Pool Permit Fees	175,709	30,291	145,283	247,735
2420	County Jury Fund SB346	6,368	-	48,215	398,882
2421	Time Payment Fund SB346	174,735	-	265,488	353,780
2701	CAD/RMS Project	1,145,057	-	1,144,399	1,138,585
2704	El Franco Lee	313,344	-	311,656	310,070
2705	HC Partnership Fund	-	-	500,250	849,610
Total		158,384,211	77,342,914	164,101,297	256,581,061

PS	HC FLOOD CONTROL DISTRICT OPERATIONS	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
2890	FCD - General/Operations/Maintenance/Construct ion	187,699,762	97,220,822	118,993,914	214,761,328
3501	Regional Flood Control Projects	9,237,367	1,526,953	8,659,150	9,062,311
3502	Flood Control Capital Projects (Budgeted)	121,632,952	43,901,008	131,213,779	130,196,164
3503	FC Flood Resilience Trust Mobility	-	-	-	40,000,000
3601	FCD - Bonds 2004A - Construction	189,848	189,903	188,794	-
3602	FC Improvement Bonds 2007 Projects	435,521	429,254	435,630	-
3609	Commercial Paper - Series F, Capital Projects	786,982	709,438	388,436	174,721
3619	Commercial Paper 2017 Series H, Capital Projects	480,107,893	173,877,553	617,900,501	515,048,001
3629	Commercial Paper 2017 Series H2, Capital Projects	-	-	-	179,775,808
Total		800,090,325	317,854,931	877,780,204	1,089,018,333

PS	HC FLOOD CONTROL DEBT SERVICE FUNDS	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
2810	FC Contract Tax Ref 2019A, COI	4,592	-	-	-
4302	FC COI CONT TAX REF 2020A	104,548	42,000	2,797	2,797
4303	FC COI IMP REF 2021A	-	-	279,174	7,377
4402	Ref Impr Ref Bd 2014 Debt Service	3,270,758	1,810,000	2,922,042	2,794,929
4403	FC Impr Ref Bd 2015A Debt Service	3,900,880	2,110,050	2,445,024	3,276,177
4404	FC IMPR REF SER 2020A DS	31,050,480	16,050,726	19,287,076	27,483,916
4405	FC IMPR REF SER 2021A DS	-	-	19,477,782	26,390,364
4406	FC IMPR REF SER 2022A DS	-	-	-	32,782,336
4450	C/P 2017 Series H Debt Service	6,683,479	341,781,340	3,804,395	2,949,894
4451	FC CP Series H2 Debt Service	-	-	-	712,942
4501	FC Contract Tax Refunding 2008A Debt Service	32,610,473	32,610,392	-	-
4503	FC Contract Tax Bond 2014A Debt Service	2,912,577	2,911,250	2,916,272	4,368,341
4504	FC Tax Bond 2014B Debt Service	712,712	712,039	720,614	1,073,828
4505	FC Contract Tax Bond 2015B Debt Service	1,402,816	1,402,150	1,406,639	2,104,705
4506	FC Contract Tax Refunding 2017A Debt Service	7,676,247	7,674,800	7,678,302	11,513,386
4508	FC Contract Tax Refunding 2019A Debt Service	3,503,880	3,502,750	33,942,762	66,124,178
Total		93,833,442	410,607,497	94,882,879	181,565,170

PS	HC FLOOD CONTROL GRANT FUNDS - ROLLOVER	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
2601	Federal Grants	497,039,171	112,414,266	622,887,921	591,407,327
2602	State Grants	-	-	49,770	49,770
2603	Local Grants	37,951,132	-	37,951,132	37,951,132
2699	Grant Match	213,927,977	11,926,446	237,634,207	233,148,308
Total		748,918,280	124,340,712	898,523,030	862,556,537

Proprietary Funds

Used to account for operations that are financed similar to those in the private sector, where the determination of net income is appropriate for sound financial administration. Proprietary funds are either enterprise or internal service. Proprietary funds for Harris County include the HCTRA, vehicle maintenance, radio operations, inmate industries, health insurance and risk management services.

Fiscal Year 2022-23					
Various Fund Level Appropriations					
PS	HC PROPRIETARY FUNDS - Internal Service Funds	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
5101	Central Service - Vehicle Maintenance	82,326,188	37,599,145	73,612,308	76,638,856
5102	Public Safety Technology Services	13,709,052	8,341,790	12,517,435	22,336,827
5103	Inmate Industries	1,334,000	1,141,169	1,308,878	226,874
5104	Health Insurance Trust Management	456,177,669	387,386,794	328,506,335	490,161,906
5121	Workers' Compensation	55,480,567	27,505,648	49,041,128	50,441,865
5122	Risk Management	3,551,030	113,447	3,964,215	3,661,346
5123	Unemployment Insurance	4,464,511	1,164,404	6,940,932	6,961,238
Total		617,043,017	463,252,397	475,891,231	650,428,912

PS	HC PROPRIETARY FUNDS - Enterprise Funds	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
5201	Parking Facilities	30,056,213	5,983,647	25,019,465	27,905,218
Total		30,056,213	5,983,647	25,019,465	27,905,218

PS	HC PROPRIETARY FUNDS-Toll Road Authority Operations	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
5301	TRA Revenue Collections	1,556,079,706	908,749,321	994,389,710	1,337,134,571
	Transfers-out Revenues	1,556,079,706	908,749,321	994,389,710	1,337,134,571
5302	TRA Operation and Maintenance	269,290,633	225,337,330	158,767,252	292,500,000
5310	TRA Tunnel/Ferry Operations & Maintenance	11,837,799	5,934,269	6,333,162	10,800,000
5315	Flood Resilience Trust Reserve	-	-	200,000,000	235,000,000
	Operations and Maintenance	281,128,432	231,271,599	365,100,414	538,300,000
5321	TRA Renewal/Replacement	268,736,267	10,719,467	271,849,439	242,377,091
5501	Toll Road Construction	648,618,924	64,257,659	319,286,727	469,984,393
5510	TRA Tunnel Ferry Rev PL Construction	-	125,970	13,490,156	40,660,345
5520	TRA Ser 02 Tax/Rev Construction	529,120	127,820	450,697	415,403
5523	TRA 2008B Construction	4,595,781	900,747	4,246,526	3,972,246
5524	TRA 2009A Construction	277,447	17,605	500,430	501,184
5525	TRA 2009C Construction	4,000,609	376,807	4,114,903	4,635,746
5529	TRA CP 2017 Ser E1 Construction	227,703,650	28,258,990	202,771,985	9,588,324
5539	TRA CP 2017 Ser E2 Construction	300,666,423	46,694,729	53,048,849	32,815,603
5540	TRA 2018A Construction	35,834,638	51,725,136	25,610,173	21,038,661
5541	TRA REV REF 1ST LN SER 21 Construction	-	8,552,302	95,505,600	55,749,146
5549	TRA Commercial Paper Series 2022K	-	-	-	170,761,240
	Construction/Renewal/Replacement	1,490,962,859	211,757,232	990,875,485	1,052,499,382

PS	HC TOLL ROAD AUTHORITY DEBT SERVICE	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
5344	HCTRA 2019A SR Lien Rev COI	7,088	-	-	-
5345	TRA REV REF 1ST LN SER 21 COI	-	476,962	-	-
5346	TRA Rev Ref 1st Lien Series 2022A COI	-	-	-	585,309
5729	TRA C/P 2017 Series E1 Debt Service	155,313	-	96,254	181,252
5731	TRA Rev Ref Ser 2004A Debt Service Reserve	19,639,898	-	10,943,034	-
5732	TRA Ser 2005A Debt Service Reserve	24,523,553	-	14,540,274	9,424,066
5733	TRA - 2006A Debt Service Reserve	11,753,449	-	4,644,642	4,570,098
5734	TRA - 2008B Revenue Reserve	23,214,340	-	16,451,793	15,809,596
5735	HCTRA 2009A Revenue Reserve	29,200,471	-	28,327,053	28,361,353
5736	TRA 2009C Sr Lien Revenue Reserve	22,871,912	-	22,684,501	22,435,733
5737	TRA - 2018A Sr Lien Debt Service Reserve	26,299,497	-	26,431,265	26,222,759
5738	TRA Rev Ref 1STLn Ser 2021 RSV	-	-	24,964,474	35,432,630
5739	TRA C/P 2017 Series E2 Debt Service	106,061	-	86,014	-
5749	2022 Commercial Paper Series K	-	-	-	53,953
5802	TRA - 2007B Revenue Debt Service	15,248,384	6,402,170	15,219,312	12,037,460
5806	TRA Refunding 2010D Sr Lien Debt Service	947,955	-	-	-
5808	TRA 2012B Sr Lien Revenue Debt Service	98,022,861	320,529	6,243	-
5809	TRA 2012C Sr Lien Rev Debt Service	22,433,918	8,315,848	21,587,608	4,159,880
5811	TRA 2015B Sr Lien Rev Debt Service	24,185,761	5,170,397	28,410,020	30,996,339
5812	TRA 2016A Sr Lien Revenue B	76,164,788	16,972,592	95,216,900	92,288,247

PS	HC TOLL ROAD AUTHORITY DEBT SERVICE	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
5813	TRA - 2018A Sr Lien Rev Debt Service	80,263,809	19,386,550	71,704,335	72,710,617
5816	HCTRA 2019A SR Lien Rev DS	4,940,200	2,287,043	3,588,843	3,596,367
5820	Toll Road Revenue Series 2021	25,132,078	10,764,469	40,404,037	40,423,019
5821	Toll Road Revenue Series 2022A	-	-	-	11,716,500
5851	TRA 1997 Tax Ref Debt Service	2,670,932	1,338,691	18,449,287	18,479,032
5852	HCTRA - 2007C Tax Road Debt Service	56,162,440	7,293,933	35,495,155	34,921,322
Total		563,944,708	78,729,184	479,251,044	464,405,532

PS	HC CAPITAL PROJECT FUNDS - BUDGETED	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
3002	Metro Designated Projects	115,592,926	37,185,600	114,484,681	120,055,531
3021	Road Capital Projects	38,771,161	5,650,630	40,676,586	44,213,721
3201	Building/Park/Library Capital Project	1,524,425	621,225	4,253,517	9,191,888
Total		155,888,512	43,457,455	159,414,784	173,461,140

PS	HC CAPITAL PROJECT FUNDS - ROLLOVER	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
3001	Metro Street Improvement Project	1,716,677	391,960	1,259,706	1,245,660
3102	Road Refunding 2004 B Construction	290,869	109,845	194,733	110,073
3103	Roads 2006B Construction	5,947,919	213,010	5,684,055	5,521,136
3109	Comm Paper Ser C - Road & Bridge	136,686,860	11,836,290	175,146,811	307,587,276
3229	Comm Paper Ser A-1, Technology	71,080,844	43,115,449	94,443,978	92,220,208
3239	Comm Paper Ser B - Parks/Libraries	30,672,418	286,380	30,400,004	30,298,019
3249	Comm Paper PIB Ser D/2002	175,298,322	97,333,454	152,072,080	194,118,877
3259	Comm Paper Series D2	134,941,404	58,246,408	186,618,056	176,733,264
3269	Comm Paper Series D3	200,000,011	5,482,821	197,648,797	202,676,742
3279	Comm Paper Series J1	374,743,521	14	74,743,492	78,740,020
Total		1,131,378,845	217,015,631	918,211,712	1,089,251,275

PS	HC OTHER FUNDS	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
5211	Commissary-Sheriff (Memo Only)	9,211,331	6,268,224	10,312,892	17,464,250
5212	Payroll Commissary-Sheriff (Memo Only)	102,707	94,472	129,616	-
Total		9,314,038	6,362,696	10,442,508	17,464,250

PS	HC GRANT FUNDS - ROLLOVER	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
2601	Federal Grants	1,145,003,159	409,836,664	1,044,172,522	932,898,882
2602	State Grants	58,617,001	38,656,950	30,465,144	68,836,817
2603	Local Grants	12,700,988	2,995,988	5,663,643	3,867,605
2604	Other Grant Funds	12,809,187	7,501,386	7,372,106	10,421,939
2650	CARES Act Fund	66,529,598	34,656,890	4,727,782	1,660,344
2651	ARPA	-	145,969,176	329,970,312	732,412,464
2688	Grant Program Income	687,907	421,824	2,788,981	3,154,924
2699	Grant Match	53,777,896	18,481,000	29,413,421	25,451,238
Total		1,350,125,735	658,519,878	1,454,573,911	1,778,704,213

Other Funds

The Adopted Budget is based on the Final Estimate of Available Resources.

Seized Assets Appropriations Funds/Departments		FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
HARRIS COUNTY SEIZED ASSET FUNDS - MEMO ONLY*					
<u>2053 CONSTABLE PCT. 2 CHAPTER 18 STATE FORFEITURE</u>					
302	Constable Pct. 2				
Total		120,605	34,081	79,606	98,295
<u>2014 CONSTABLE PCT. 2 FED FORFEITURE ASSETS-USJ</u>					
302	Constable Pct. 2				
Total		63	-	22,738	1,812
<u>2071 CONSTABLE PCT. 2 STATE FORFEITURE ASSETS</u>					
302	Constable Pct. 2				
Total		87,979	30,126	61,952	66,315
<u>2035 CONSTABLE PCT. 2 FED FORFEITURE ASSETS-UST</u>					
302	Constable Pct. 2				
Total		11	-	11	11
<u>2054 DA SPECIAL INVESTIGATION FUND</u>					
545	District Attorney				
Total		2,149,304	821,038	1,516,556	1,372,284
<u>2176 DA HOT CHECK DEPOSITORY FUND</u>					
202	General Administration		-		
545	District Attorney	16,162	-	33,116	43,879
Total		16,162	-	33,116	43,879
<u>2015 CONSTABLE PCT. 3 FED FORFEITURE ASSETS</u>					
303	Constable Pct. 3				
Total		1	-	1	1

Seized Assets Appropriations Funds/Departments		FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
HARRIS COUNTY SEIZED ASSET FUNDS - MEMO ONLY*					
<u>2072 CONSTABLE PCT. 3 STATE FORFEITURE ASSETS</u>					
303	Constable Pct. 3				
	Total	51,761	25,176	22,718	102,342
<u>2016 CONSTABLE PCT. 4 FED FORFEITURE ASSETS-USJ</u>					
304	Constable Pct. 4				
	Total	64,131	-	64,130	64,280
<u>2073 CONSTABLE Pct. 4 STATE FORFEITURE ASSETS</u>					
304	Constable Pct. 4				
	Total	296,794	18,352	422,570	539,547
<u>2036 CONSTABLE PCT. 4 FED FORFEITURE ASSETS-UST</u>					
304	Constable Pct. 4				
	Total	4,772	3,500	1,273	1,278
<u>2033 DISTRICT ATTORNEY SEIZED ASSETS -TREASURER</u>					
545	District Attorney				
	Total	91,129	-	91,114	91,333
<u>2011 DISTRICT ATTORNEY SEIZED ASSETS - JUSTICE</u>					
202	General Administration		-		
545	District Attorney	686,796	-	690,721	741,783
	Total	686,796	-	690,721	741,783
<u>2031 CONSTABLE SEIZED ASSETS - TREASURY</u>					
301	Constable Pct. 1				
	Total	261	-	261	260
<u>2012 CONSTABLE SEIZED ASSETS - JUSTICE</u>					
301	Constable Pct. 1				
	Total	54,563	1,558	83,839	62,869
<u>2017 CONSTABLE PCT. 5 FED FORFEITURE ASSETS-USJ</u>					
305	Constable Pct. 5				
	Total	79,325	-	84,016	120,463
<u>2074 CONSTABLE PCT. 5 STATE FORFEITURE ASSETS</u>					
305	Constable Pct. 5				
	Total	248,742	1,115	538,672	739,500
<u>2037 CONSTABLE PCT. 5 FED FORFEITURE ASSETS-UST</u>					
305	Constable Pct. 5				
	Total	991	-	7,692	9,756
<u>2090 SHERIFF STATE FORFEITURE ASSETS - CH47</u>					
540	Sheriff's Department				
	Total	73,515	32,663	90,843	90,843

HARRIS COUNTY SEIZED ASSET FUNDS - MEMO ONLY*		Seized Assets Appropriations Funds/Departments FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
<u>2078 CONSTABLE PCT. 6 STATE FORFEITURE ASSETS</u>					
306	Constable Pct. 6				
	Total	28,088	-	49,210	38,764
<u>2079 CONSTABLE PCT. 7 STATE FORFEITURE ASSETS</u>					
307	Constable Pct. 7				
	Total	18,361	-	30,829	88,470
<u>2080 CONSTABLE PCT. 8 STATE FORFEITURE ASSETS</u>					
308	Constable Pct. 8				
	Total	102,780	89,841	135,150	73,388
<u>2032 SHERIFFS SEIZED ASSETS - TREASURY</u>					
540	Sheriff's Department				
	Total	646,766	88,705	837,715	665,890
<u>2013 SHERIFFS SEIZED ASSETS - JUSTICE</u>					
540	Sheriff's Department				
	Total	681,593	512,976	13,717	673,119
<u>2075 SHERIFFS SEIZED ASSETS - STATE</u>					
540	Sheriff's Department				
	Total	1,349,955	1,396,924	639,789	775,124
<u>2076 DISTRICT ATTORNEY SEIZED ASSETS - STATE</u>					
545	District Attorney				
	Total	11,483,136	3,316,676	10,291,509	9,393,232
<u>2077 CONSTABLE SEIZED ASSETS - STATE</u>					
301	Constable Pct. 1				
	Total	90,194	19,023	46,032	57,360
<u>2091 SEIZED ASSETS - COMMISSIONERS COURT</u>					
202	General Administration				
	Total	2,973,762	232,149	2,902,156	2,881,537
<u>2092 SEIZED ASSETS - FIRE MARSHAL</u>					
213	Fire Marshal				
	Total	2,281	-	2,281	2,290
<u>2034 CA FORFEITED ASSETS US TREASURY SP PROSEC</u>					
510	County Attorney				
	Total	483,107	130,960	759,540	620,120
<u>2051 CH 18 STATE FORFEITED ASSETS - SHERIFF</u>					
540	Sheriff				
	Total	276,382	-	418,582	324,130

Seized Assets Appropriations Funds/Departments				
HARRIS COUNTY SEIZED ASSET FUNDS - MEMO ONLY*	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
<u>2052 CH 18 STATE FORFEITED ASSETS - CONSTABLE 4</u>				
202 General Administration**	-	-	-	-
301 Constable Precinct 1**	-	-	-	-
303 Constable Precinct 3**	-	-	-	-
304 Constable Precinct 4	684,921	(5,701)	792,829	839,357
305 Constable Precinct 5**	-	-	-	-
Total	684,921	(5,701)	792,829	839,357
<u>2056 CH 18 STATE FORFEITED ASSETS - CONSTABLE 1</u>				
301 Constable Precinct 1				
Total	357,804	402,414	141,507	609,546
<u>2057 CH 18 STATE FORFEITED ASSETS - CONSTABLE 3</u>				
303 Constable Precinct 3				
Total	65,897	41,887	40,634	3,097
<u>2058 CH 18 STATE FORFEITED ASSETS - CONSTABLE 5</u>				
305 Constable Precinct 5				
Total	187,316	-	254,847	291,834
<u>2059 CH 18 STATE FORFEITED ASSETS - CONSTABLE 6</u>				
306 Constable Precinct 6				
Total	8,336	-	8,338	8,364
<u>2055 CH 18 FORFEITED ASSETS FIRE MARSHAL</u>				
213 Fire Marshal				
Total	45,460	37,394	50,622	23,178
<u>2081 CA FORFEITED ASSETS STATE SP UNIT</u>				
510 County Attorney				
Total	124,226	41,773	109,764	191,761
Total	23,637,270	7,272,630	21,336,880	21,707,412

* This is presented for information purposes only.

**Amounts were separated into individual funds in FY22.

APPENDIX A – DEPARTMENT BUDGETS

Dept	Department Name	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
35	CE Shared Services	-	71,184	-	-
91	Appraisal District	14,960,000	14,047,947	7,250,000	14,960,000
100	County Judge	9,588,628	10,214,409	5,969,292	9,771,834
101	Commissioner, Pct 1	36,591,385	35,123,548	22,455,241	37,114,926
102	Commissioner, Pct 2	36,601,404	43,877,756	22,498,268	37,114,926
103	Commissioner, Pct 3	36,593,447	38,347,137	22,453,334	37,114,926
104	Commissioner, Pct 4	36,654,069	33,281,489	22,644,218	37,114,926
112	Commissioners Court's Analyst's Office	1,373,007	1,155,004	820,635	1,343,281
200	Office of County Administration	-	1,288,433	6,627,690	10,390,419
201	Management & Budget	17,158,001	14,105,298	4,630,451	7,604,514
202	General Administrative I	54,141,702	96,153,529	41,659,177	77,031,082
202	General Administrative - Commissioner Rollover	33,100,000	-	31,200,000	-
202	General Administrative - Reserves	-	-	10,000,000	15,000,000
204	Intergovernmental & Global Affairs	1,648,599	1,570,449	1,193,425	1,820,938
205	Economic Equity & Opportunity	2,645,935	1,838,971	2,912,635	4,769,091
207	Justice Administration	4,645,319	3,843,819	3,853,473	6,202,753
208	Engineering	49,401,673	73,818,512	40,862,547	59,697,224
212	HRRM	-	-	4,809,046	7,931,425
213	Fire Marshal	10,253,323	10,151,288	7,033,358	11,528,383
270	Institute of Forensic Sciences	37,429,733	37,783,944	23,477,248	38,436,325
272	Pollution Control	8,276,596	7,445,814	5,878,883	9,449,305
275	Public Health Services	40,152,655	40,016,127	28,377,219	46,581,022
283	Veterans Services	1,040,684	981,332	844,288	1,375,374
285	Library	37,513,372	38,033,620	23,158,516	38,217,345
286	Domestic Relations	3,945,413	5,106,800	4,494,008	7,323,367
289	Community Services	21,876,698	16,322,672	12,696,716	21,155,243
292	Universal Services	69,177,541	74,527,987	45,550,574	75,240,336
293	Universal Services Repair and Replacement	12,109,043	12,109,043	12,109,043	12,109,043
296	Mental Health - THCMH	22,567,171	22,567,171	13,455,850	23,067,171
297	FPM Repairs and Replacement	25,467,328	(1,170)	-	-
298	Utilities & Leases	19,000,000	18,165,614	11,083,333	19,000,000
301	Constable, Pct 1	43,506,997	46,951,214	27,687,202	45,364,315
302	Constable, Pct 2	10,165,425	11,407,350	7,203,497	11,757,948

Dept	Department Name	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
303	Constable, Pct 3	18,861,059	19,363,932	12,215,262	19,919,058
304	Constable, Pct 4	58,811,078	62,394,887	38,725,117	63,147,400
305	Constable, Pct 5	44,920,246	44,444,598	28,554,047	46,582,350
306	Constable, Pct 6	10,854,412	10,358,879	6,998,207	11,414,038
307	Constable, Pct 7	14,945,431	14,592,764	9,582,988	15,647,290
308	Constable, Pct 8	9,447,328	9,737,915	6,157,362	10,039,046
311	Justice of the Peace, 1-1	2,394,560	2,330,243	1,506,651	2,455,754
312	Justice of the Peace, 1-2	2,537,810	2,302,473	1,597,877	2,603,808
321	Justice of the Peace, 2-1	1,146,088	1,087,665	722,411	1,175,455
322	Justice of the Peace, 2-2	1,091,726	935,233	685,710	1,116,350
331	Justice of the Peace, 3-1	1,914,768	1,779,101	1,202,877	1,961,367
332	Justice of the Peace, 3-2	1,345,692	1,237,771	846,504	1,378,862
341	Justice of the Peace, 4-1	3,293,862	3,190,647	2,077,411	3,381,047
342	Justice of the Peace, 4-2	1,745,003	1,616,767	1,097,345	1,787,394
351	Justice of the Peace, 5-1	2,497,819	2,246,613	1,567,724	2,553,056
352	Justice of the Peace, 5-2	3,325,258	3,218,901	2,094,691	3,415,110
361	Justice of the Peace, 6-1	835,779	819,750	524,880	855,256
362	Justice of the Peace, 6-2	932,281	773,951	581,033	954,039
371	Justice of the Peace, 7-1	1,327,079	1,155,766	835,711	1,363,092
372	Justice of the Peace, 7-2	1,162,795	858,024	726,250	1,184,241
381	Justice of the Peace, 8-1	1,360,606	1,249,459	856,176	1,393,988
382	Justice of the Peace, 8-2	972,284	728,479	606,219	989,710
510	County Attorney	30,792,686	31,304,484	19,875,177	32,386,339
515	County Clerk	19,407,021	18,956,646	12,606,020	18,698,970
516	Elections Operations	13,360,850	11,813,655	7,793,829	13,360,850
517	County Treasurer	1,287,689	1,109,070	802,425	1,314,899
520	Elections Administration	14,679,406	12,446,413	9,452,934	15,510,684
530	Tax Assessor-Collector	30,410,866	30,641,149	19,407,398	31,679,145
540	Sheriff - Patrol & Administration	246,381,330	248,240,789	158,379,998	258,969,789
541	Sheriff - Detention	244,906,152	251,688,977	155,813,351	254,470,133
542	Sheriff - Medical	80,205,814	80,869,641	52,655,461	90,266,505
545	District Attorney	95,598,731	97,392,545	62,741,420	99,341,100
550	District Clerk	40,197,507	38,870,407	25,803,776	38,856,940
560	Public Defender	29,289,419	27,093,174	19,858,259	32,521,150
601	Community Supervision	2,564,000	3,696,591	2,018,675	3,404,755
605	Pretrial Services	17,873,782	22,252,980	15,893,297	25,439,125
610	County Auditor	25,832,959	24,240,120	16,528,300	27,671,229
615	Purchasing Agent	9,636,416	9,241,435	6,336,245	10,320,325
700	District Courts	32,742,202	30,836,147	19,850,484	32,536,078
701	District Court Appointed Atty Fees	53,500,000	55,067,080	31,208,333	53,500,000
821	Texas A&M AgriLife	851,382	878,102	606,922	990,977
840	Juvenile Probation	87,612,963	86,015,380	54,073,495	88,858,966

Dept	Department Name	FY22 Adopted	FY22 Actuals	SFY22 Adopted	FY23 Adopted
842	TRIAD Program	1,630,296	-	-	-
845	Sheriff's Civil Service	300,455	278,551	187,014	306,264
880	Harris County Resources for Children and Adults	26,602,616	27,816,185	16,983,330	27,822,385
885	Children's Assessment Center	8,882,880	9,376,996	5,587,109	9,108,585
930	1st Court of Appeals	92,000	53,668	23,927	38,881
931	14th Court of Appeals	92,000	53,118	23,927	38,881
940	County Courts	20,344,155	18,767,719	12,624,271	20,684,959
941	County Court Appointed Atty Fees	5,600,000	6,864,602	3,266,667	5,600,000
945	Office of Managed Assigned Counsel	122,528	163,325	867,010	2,229,000
991	Probate Court No. 1	1,629,205	1,601,718	1,084,197	1,768,863
992	Probate Court No. 2	1,627,373	1,529,744	1,016,284	1,657,523
993	Probate Court No. 3	5,778,447	5,386,689	3,495,091	5,840,740
994	Probate Court No. 4	1,628,831	1,607,244	1,042,028	1,702,431
Sub-Total		2,034,770,073	2,052,813,269	1,332,558,274	2,127,801,622
Working Capital		1,303,512,053	-	448,107,710	461,112,401
Total Budget		3,338,282,127	-	1,780,665,984	2,588,914,023

APPENDIX B – GLOSSARY OF TERMS

Term	Description
Accrual	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).
Ad Valorem Tax	Is a tax whose amount is based on the value of a transaction or of property.
Allocation	An amount or portion of a resource assigned to a particular Department.
Appraisal	An assessment or estimate of the value of property.
Appropriation	The legislative authority to spend and obligate a specified amount from a designated fund account for a specific purpose.
ARPA	The American Rescue Plan Act (ARPA) is a \$1.9 trillion economic stimulus package passed by the U.S. Congress and signed into law in March 2021. ARPA includes State and Local Fiscal Recovery Funds (SLFRF), which provides direct aid to state, local, and Tribal governments to support the response to and recovery from the COVID-19 public health emergency.
Bond	A debt instrument that organizations can sell and agree to repay the face amount of the bond by a designated date, called the “maturity date.”
Capital Funds	Funds set aside for purpose of funding a long-lived asset that depreciates over time.
Capital Improvement Plan (CIP)	A list of capital projects and funding sources for the next 5-10 years.
Capital Improvement Project	An investment in a County asset. The asset can be tangible or intangible. Examples include streets and drainage facility construction, major reconstruction or repair of buildings, and development of custom software.
Capital Reserve	A fund or account set aside for major long-term investment projects or other anticipated expenses.
Carryover	Balances in each fund at the end of the fiscal year that will be the beginning fund balances of the next fiscal year.
Carry-Forward	Prior year appropriation that is brought into the current fiscal year to pay for encumbered expenses that have not been paid.
Community Development Block Grant (CDBG)	Federal block grant through the Housing and Urban Development Department (HUD) designed to support community development activities to build stronger and more resilient communities.

Term	Description
Community Development Block Grant-Disaster Recovery (CDBG-DR)	Federal block grant through the Housing and Urban Development Department (HUD) designed to support/help cities, counties, and states to recover from Presidentially declared disasters.
Certificates of Obligation (CO)	A instrument of public debt that can be issued without voter approval and are backed by tax and/or fee revenue. COs can be issued for the purchase of major capital outlay, building demolition, and infrastructure improvements.
Current Level of Service (CLS)	The annual OMB pre-decisional projection of the County's costs in the next fiscal year.
Cost of Living Adjustments (COLA)	Salary increases designed to maintain purchasing power for employee compensation with inflation.
Commercial Paper	An interim funding tool for capital expenditures. A promissory note secured by pledged revenues and a revolving credit agreement. Maturities range from 1 to 270 days. Commercial paper liabilities are typically paid off directly or rolled into longer-term debt, like bonds.
Consumer Price Index (CPI)	A measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services.
Contingency	A budgetary reserve usually set aside for emergencies or unforeseen expenditures not otherwise budgeted. A contingency may also be set for a program or service for which the exact costs are not determined.
Debt Service	Principal and interest payments on outstanding bonds. The series of payments of interest and principal required on a debt over a given period of time to repay an outstanding debt on an obligation resulting from the issuance of bonds, certificates of obligation notes or other debt.
Deficit	The amount that expenditures exceed projected revenue.
Encumbrance	Obligations in the form of purchase orders, contracts, or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is released.
Enterprise Fund	A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services, which are entirely or predominantly self-supporting by user charges. This type of fund uses the accrual basis of accounting.

Term	Description
Expenditure	Costs of goods received, or services rendered that are recorded in the accounting system. Accounts are kept on an accrual or modified accrual basis and expenditures are recognized whether or not cash payments have been made. When accounts are kept on a cash basis, they are recognized only when cash payments have been made.
FEAR	Final Estimate of Available Resources prepared by the County Auditor.
Federal Grants	Grant awards received either directly from the Federal Government or funded by the Federal Government that flow thru the State prior to being awarded to the County.
Fiscal Year (FY)	A twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations.
Fitch Rating	Internationally recognized credit rating agency.
Flex Fund	Special Fund created to support projects aligned with ARPA priority outcomes, funded from budget made available by transferring ARPA-eligible expenses to Fund 2651. Fund 1040 will be part of the General Fund Group.
Flood Contract Tax Bonds	Bonds issued by the County to fund Flood Control projects. They are payable from payments received from the county pursuant to a flood control projects contract. The County's obligation to make the payments is backed by a pledge of its tax levy, limited to \$0.80 per \$100 assessed value.
Flood Control Bonds	Bonds issued by the Flood Control to fund Flood Control projects. They are paid from the annual property tax levy limited to \$0.30 per \$100 assessed value for operations and debt service.
Flood Resilience Trust	A collection of funds, established by Commissioners Court in 2021, for completing current and future flood risk reduction projects. The Flood Resilience Trust may be used for projects where a partner funding gap exists, or partner funding is unlikely to materialize.
Forfeited Fund	Seized funds awarded to law enforcement entities by federal and state courts.
Full-Time Equivalent (FTE)	Total estimated annual person-hours for all employees expected to fill positions within an organization for all or a portion of a year divided by 2,088. The annual paid hours for a fulltime employee working 26.1 pay periods are 2,088, including holidays, vacation, and sick leave.

Term	Description
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying out specific activities or attaining certain objectives.
General Fund	The largest fund within the County. It was established to finance and account for the general receipts and expenditures and is operated under a modified accrual basis. This fund may be used for any legitimate municipal purpose. The sources of revenues for this fund include property and sales taxes, licenses and permits, fines, fees, and others. This fund is used for most basic operating services such as public safety, human and cultural services, parks and recreation, public works, and general government administration.
General Obligation (GO)	A municipal bond backed by the credit and "taxing power" of the issuing jurisdiction rather than the revenue from a given project. They are paid back from the County's limited \$0.80 tax levy. They are issued pursuant to voter authorization.
Grant	Contribution by one government unit of funding source to another. The contribution is usually made to aid in the support of a specified function, i.e., library materials, drug enforcement, etc.
Healthcare Fund	The county maintains a separate fund to account for employee healthcare expenses and sources of revenue, including county contributions and employee premiums.
Hotel Occupancy Tax (HOT)	A tax levied on hotel stays. In Houston there is 6 percent state tax, 7 percent Houston tax, 2 percent Harris County tax and 2 percent Harris County - Houston Sports Authority tax.
I&S Rate	Interest and Sinking is the tax rate needed to generate enough funds to cover all debt service and commercial paper repayments for the year.
Infrastructure Fund	Special Fund created to track Road & Bridge Subdivision Drainage Program costs.
M/WBEs	Minority and Women Owned Business Enterprises.
Maintenance and Operation Rate (M&O)	Maintenance and Operation rate is the portion of the County's tax rate supporting the county's operational spending. The County also sets a debt service rate which is used to pay the county's debt obligations.
Maturity	The date on which the principal or stated value of investments or debt obligations is due and may be reclaimed.

Term	Description
Mobility Fund	Special Fund to track road and bridge related projects that are part of the county-wide transportation plan linked to the Toll Road network.
Mobility-nexus	Having relation to road, street, or highway projects, as defined in Section 284.0031 of the Texas Transportation Code.
Moody's	Internationally recognized credit rating agency.
Operating Budget	Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and services delivery activities of the County are controlled, and is required by state law.
Outcome Budgeting	Outcome Budgeting is a budget process that aligns resources with results. The budget is organized at the service level around the County's Priority Outcomes.
PEAR	Preliminary Estimate of Available Resources (prepared by the County Auditor).
Permanent Improvement Bonds (PIB)	General Obligation debt that is issued to fund construction of public works, purchase of automobiles, equipment and machinery, improvements of lands and buildings and professional services related to any of these projects.
Portfolio	A collection of departments that an OMB Portfolio Manager works closely with to identify budgetary needs.
Precinct	A defined area for each Harris County Commissioner.
Priority Outcomes	Desirable outcomes identified by Commissioners Court throughout the eight County goal areas: Justice & Safety, Economic Opportunity, Housing, Public Health, Transportation, Flooding, Environment, and Governance & Customer Service. The budget funds priorities in each of these areas.
Proprietary Funds	Special business type funds created to track revenue and expenses of the business type functions (ex. Parking Fund, Radio Fund, etc.). These funds are also known as Enterprise funds.
Public Improvement Contingency Fund (PIC)	Emergency Fund created to be used in case of County-wide emergencies, many costs of which are expected to be reimbursed by FEMA (hurricanes, COVID-19, etc.).
COVID R&R Fund	Special Fund created to track COVID-related costs that are not expected to be reimbursed by FEMA.
Revenue Bonds	Bonds whose debt service is paid through a non-General Fund dedicated revenue stream such as tolls or hotel tax.

Term	Description
Request for Proposals (RFP) Process	Process in which requests for proposals are obtained from vendors interested in conducting business with the County. It is required for purchases over a certain limit.
Road Bonds	General Obligation debts used to fund road projects.
Roadway Flood Resilience Trust Fund	Fund 3503. A component of the Flood Resilience Trust that consists of surplus revenue transferred from the Harris County Toll Road or other mobility sources for use on mobility-nexus flood mitigation projects.
Rollover	The prior Harris County practice of departments carrying forward their total budget surplus into the new Fiscal Year. Discontinued for all County Departments, except for Commissioners' Court precincts, in FY22.
Standard & Poors (S&P)	Internationally recognized credit rating firm.
SB2	Senate Bill 2 was a property tax reform bill that went into effect on January 1, 2020. A primary aspect of this bill was to reduce the amount of property tax the County can collect from existing properties without an election from 8% to 3.5% per year.
SB6	Senate Bill 6 banned the release of people accused of violent crimes on personal bonds, requiring instead that they be able to post the amount of cash set by the court, or pay a percentage to a bail bonds company. It also disallowed cashless release for those arrested on any felony charge if they were already out of jail on bond in a violent criminal case.
Senior Lien	The first security interest placed upon property at a time before other liens.
SFY22	Short Fiscal Year 2022 (March 2022 - September 2022).
Special Revenue Fund	Non-General funds that are supported by something other than property taxes (i.e. special taxes, tolls, fees for service).
Subordinate Lien Revenue Bonds	Bonds issued to fund capital projects and facilities related to the revenue stream, i.e. Toll Road revenue. Subordinate Lien bonds are issued when there are existing Senior Lien bonds outstanding due to certain bond restrictions.
Surplus	The amount that revenues or appropriation exceed actual spending.
Tax & Subordinate Lien Revenue (HOT) Bonds	Hotel Occupancy Tax bonds can be issued to fund projects that promote tourism and the convention/hotel industry. The County pledges it's \$0.80 tax pledge to back the bonds, but ultimately, they are paid back with revenue collected from HOT taxes.

Term	Description
Tax Increment Reinvestment Zones (TIRZ)	An economic development tool used by cities and the county to attract developers to invest in projects on vacant land or run-down properties.
Transfer	Movement of budget/items between different departments within the same fund or between funds.
Truth in Taxation (TNT)	Truth-in-taxation is a concept embodied in the Texas Constitution that requires local taxing units to make taxpayers aware of tax rate proposals and to afford taxpayers the opportunity to limit tax increases.

APPENDIX C – PERFORMANCE MEASURES

This appendix section describes the performance measures that departments within Harris County are working to achieve. Each performance measure is identified by a number of categorizations, including:

- **Level**
 - 1) Dept – The measure pertains to the entire department’s performance
 - 2) Program – The measure pertains to a program’s performance within a department
 - 3) Service – The measure pertains to a service provided by a departmental program
- **Measure Type**
 - 1) How Much – The measure reflects on the quantity of work received or performed
 - 2) How Well – The measure reflects the quality of work performed
 - 3) Better Off – The measure describes the net effect on the community
- **Reporting Frequency**
 - 1) Annual – The measure is reported on a 12-month, calendar year (CY) basis
 - 2) Biannual – The measure is reported twice a CY during different halves (H1/H2)
 - 3) Quarterly – The measure is reported four times a CY during different quarters
 - 4) Monthly – The measure is reported monthly

Each performance measure also has a “**Target Value**” that defines whether the measure is being successfully met. These could be targets that a department wants to increase towards, decrease towards, or maintain towards the “**Actual Values**” of their performance measures.

Lastly, the “**Data As Of**” column identifies the last period a performance measure’s value was or could have been reported.

- If a performance measure value has been reported in the past, the most recently reported value is included in this section, with the reporting period identified in the “**Data As Of**” column.
- If data has not been captured on a performance measure, the latest reporting period that data could have captured is indicated in the “**Data As Of**” column.

Performance Measures

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Children's Assessment Center	Children's Assessment Center	Dept	Better Off	Child feels safe - % agree	Quarterly	85%	88.30%	CY22-Q2
	Children's Assessment Center	Dept	Better Off	Provided support resources - % agree	Quarterly	95%	96.10%	CY22-Q2
	Wellness and Recovery Services	Program	Better Off	% of clients graduating from therapy, psychological and psychiatric services	Quarterly	19%	13.40%	CY22-Q2
	Mental Health Services	Service	Better Off	# of clients graduating from therapy, psychological and psychiatric services	Quarterly	150	64	CY22-Q2
Commissioners Court's Analyst's Office	Comm. Court Analyst Office	Dept	How Well	Number of policy analysis projects on which Court took action	Annual	5	Data Not Captured	CY21
Community Services	Community Services	Program	Better Off	Homelessness Recidivism	Biannual	30%	9%	CY22-H1
	Disaster Recovery	Program	How Well	% of funding utilized under all programs	Quarterly	35%	13%	CY22-Q2
	Disaster Recovery	Program	Better Off	# persons benefiting from infrastructure resiliency projects	Quarterly	16345	0	CY22-Q2
	Housing and Community Investment	Program	How Well	% defaults within affordability period all homeownership programs	Annual	<1%	0%	CY21

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Community Supervision	Community Supervision	Dept	Better Off	% of clients successfully completing Felony Mental Health Court	Monthly	0.7	0% graduation did not occur	CY22-Jun
	Community Supervision	Dept	Better Off	% of clients successfully completing Dual Diagnosis Residential Program	Monthly	0.9	92%	CY22-Jun
	Community Supervision	Dept	Better Off	% of clients successfully completing STAR Drug Court	Monthly	0.65	79%	CY22-Jun
Constable, Pct 1	Emergency Response and Patrol	Program	How Well	Case Acceptance Rate	Annual	200	Data Not Captured	CY21
	Emergency Response and Patrol	Program	Better Off	Priority 1 Call Response Times	Monthly	3.00	2.35	CY22-Jun
	Investigations	Program	How Well	Case Closure Speed	Annual	Data Not Captured	Data Not Captured	CY21
	Traffic Safety	Program	Better Off	DWI Accidents	Annual	5	7	CY21
Constable, Pct 2	Emergency Response and Patrol	Program	How Well	Case Acceptance Rate	Annual	0	Data Not Captured	CY21
	Emergency Response and Patrol	Program	Better Off	Priority 1 Call Response Times	Annual	3.00	7.29	CY21
	Operational Support	Program	Better Off	Sustained Use of Force Allegations	Annual	0	0	CY21
	Traffic Safety	Program	Better Off	DWI Accidents	Annual	0	2	CY21
	Internal Investigations	Service	How Well	Case Closure Speed	Annual	30	Data Not Captured	CY21
	Toll Road Patrol	Service	Better Off	Major Accident Rate	Annual	Data Not Captured	0.55	CY21
Constable, Pct 3	Emergency Response and Patrol	Program	Better Off	Priority 1 Call Response Times	Monthly	Data Not Captured	4.42	CY22-Jun
	Investigations	Program	How Well	Case Closure Speed	Annual	7	10	CY21
	Operational Support	Program	Better Off	Sustained Use of Force Allegations	Annual	0	1	CY21
	Traffic Safety	Program	Better Off	DWI Accidents	Monthly	3	0	CY22-Jun

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Constable, Pct 4	Emergency Response and Patrol	Program	How Well	Case Acceptance Rate	Annual	1	Data Not Captured	CY21
	Emergency Response and Patrol	Program	Better Off	Priority 1 Call Response Times	Monthly	4.00	7.39	CY22-Jun
	Investigations	Program	How Well	Case Closure Speed	Annual	90	Data Not Captured	CY21
	Operational Support	Program	Better Off	Sustained Use of Force Allegations	Annual	0	0	CY21
	Traffic Safety	Program	Better Off	DWI Accidents	Annual	100	236	CY21
Constable, Pct 5	Emergency Response and Patrol	Program	How Well	Case Acceptance Rate	Annual	300	Data Not Captured	CY21
	Emergency Response and Patrol	Program	Better Off	Priority 1 Call Response Times	Annual	2.08	1.10	CY21
	Investigations	Program	How Well	Case Closure Speed	Annual	18	2.75	CY21
	Operational Support	Program	Better Off	Sustained Use of Force Allegations	Annual	0	0	CY21
	Traffic Safety	Program	Better Off	DWI Accidents	Annual	120	164	CY21
Constable, Pct 6	Emergency Response and Patrol	Program	How Well	Case Acceptance Rate	Annual	Data Not Captured	Data Not Captured	CY21
	Emergency Response and Patrol	Program	Better Off	Priority 1 Call Response Times	Monthly	2.00	6.15	CY22-Jun
	Operational Support	Program	Better Off	Sustained Use of Force Allegations	Quarterly	Data Not Captured	0	CY22-Q2
	Traffic Safety	Program	Better Off	DWI Accidents	Annual	23	23	CY21
Constable, Pct 7	Emergency Response and Patrol	Program	How Well	Case Acceptance Rate	Annual	Data Not Captured	Data Not Captured	CY21
	Emergency Response and Patrol	Program	Better Off	Priority 1 Call Response Times	Monthly	2.20	9.32	CY22-Jun
	Operational Support	Program	Better Off	Sustained Use of Force Allegations	Annual	0	Data Not Captured	CY21
	Traffic Safety	Program	Better Off	DWI Accidents	Annual	5	Data Not Captured	CY21
	Internal Investigations	Service	How Well	Case Closure Speed	Annual	Data Not Captured	Data Not Captured	CY21

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Constable, Pct 8	Emergency Response and Patrol	Program	How Well	Case Acceptance Rate	Annual	<25	60	CY21
	Emergency Response and Patrol	Program	Better Off	Priority 1 Call Response Times	Annual	<5.00	3.23	CY21
	Investigations	Program	How Well	Case Closure Speed	Annual	<21	23	CY21
	Operational Support	Program	Better Off	Sustained Use of Force Allegations	Annual	0	0	CY21
	Traffic Safety	Program	Better Off	DWI Accidents	Annual	<20	45	CY21
County Attorney	County Attorney	Dept	Better Off	Assist commissioners and County Judge in operating commissioners court meetings	Annual	3	Data Not Captured	CY21
	County Attorney	Dept	Better Off	Provide excellent legal advice to County government departments and elected officials	Annual	3	Data Not Captured	CY21
	County Attorney	Dept	Better Off	Provide excellent representation to DFPS in family court proceedings	Annual	3	Data Not Captured	CY21
County Clerk	Personal Records	Service	How Well	Quality control of PR images	Monthly	300000	14,653	CY22-Jun
	Public Records Copies	Service	How Well	Copy order processing time (hrs)	Monthly	<3	19.37	CY22-Jun
County Courts	Case Management Support	Program	How Much	Criminal: Trial Activity	Monthly	> 36	11	CY22-Jun
	Case Management Support	Program	How Well	Criminal: Cases Disposed / Clearance Rate	Monthly	>100%	139.16%	CY22-Jun
	Case Management Support	Service	How Well	Civil: Cases Disposed / Clearance Rate	Monthly	1	139.16%	CY22-Jun
	Case Management Support	Service	How Much	Civil: Jury trials	Monthly	>8	1	CY22-Jun

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
County Treasurer	County Treasurer	Dept	How Well	Timely/Accurate Processing of transactions	Quarterly	Data Not Captured	98%	CY22-Q2
District Attorney	Felony	Service	How Well	Number of cases disposed	Annual	Data Not Captured	44635	CY21
	Police Intake	Service	How Well	Number of cases declined	Annual	Data Not Captured	89599	CY21
	Police Intake	Service	How Much	Number of cases filed	Annual	Data Not Captured	9826	CY21
	Police Intake	Service	Better Off	Number of cases diverted	Annual	Data Not Captured	2,215	CY21
District Clerk	Jury Services	Service	How Much	Minority participation rate amongst jurors	Monthly	Data Not Captured	Data Not Captured	CY22-Jun
	Jury Services	Service	How Much	Juror utilization rate	Monthly	Data Not Captured	0.5013	CY22-Jun
District Courts	District Courts	Dept	Better Off	Successful Program Completion	Annual	Data Not Captured	Data Not Captured	CY21
	District Courts	Dept	How Much	Cases Disposed	Monthly	Data Not Captured	13,711	CY22-Jun
	District Courts	Dept	How Well	Time to Case Disposition	Monthly	Data Not Captured	1,539	CY22-Jun
Domestic Relations	Domestic Relations	Dept	Better Off	Increased parenting time	Annual	65%	Data Not Captured	CY21
	Domestic Relations	Dept	Better Off	Resolution Rate	Monthly	83%	68%	CY22-Jun
	Domestic Relations	Dept	Better Off	Child support collected	Monthly	174,000,000	14,368,943	CY22-Jun
	Domestic Relations	Dept	Better Off	Diversion from incarceration	Monthly	80	6	CY22-Jun
Economic Equity & Opportunity	Economic Equity & Opportunity	Dept	Better Off	% of contract dollars awarded to MWBEs	Biannual	30%	Data Not Captured	CY22-H1
Elections Administration	Elections Administration	Dept	How Much	Expand Access to Voter Registration	Biannual	Data Not Captured	15	CY22-H1
	Elections Administration	Dept	How Much	Polling Location Optimization	Biannual	Data Not Captured	99%	CY22-H1
	Elections Administration	Dept	How Much	Wait times	Biannual	% of voters waiting 5 minutes or less	74%	CY22-H1

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Engineering	Facility & Property Maintenance (FPM)	Program	How Well	Cost per sq. ft. of Total Facilities	Annual	4	Data Not Captured	CY21
	Household Hazardous Waste	Program	Better Off	Total Pounds of HHW Successfully Diverted from a Landfill	Annual	410000	Data Not Captured	CY21
	Road & Bridge Program	Program	How Well	Percent of Traffic Signal Service Request Completed within estimated timeframe	Annual	1	Data Not Captured	CY21
	Permitting Services	Service	How Well	Average Time to Issue Commercial Permit	Annual	14	Data Not Captured	CY21
	Road & Bridge Construction	Service	How Well	Percent of R&B Construction Projects Complete	Annual	0.6	Data Not Captured	CY21
Fire Marshal	Emergency Operations	Program	Better Off	Respond to 100% of HazMat/WMD Incidents within 5 minutes	Monthly	100%	100%	CY22-Jun
	Investigations & Prevention	Program	How Well	Case Disposition	Annual	> 12.7%	11%	CY21
	Investigations & Prevention	Program	How Well	Average time to complete application approval	Monthly	<30	27	CY22-Jun

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Flood Control	Flood Control	Dept	Better Off	2018 Harris County Flood Control District Bond Program Schedule performance index	Annual	1	0.97	CY21
	Infrastructure Maintenance Program	Program	How Well	Service request responsiveness	Monthly	70%	82%	CY22-Jun
	Communication & Public Outreach	Service	How Much	Bond Project Community Engagement Meetings	Annual	24	Data Not Captured	CY21
	Vegetation Management	Service	How Much	Right-of-way (channels and detention basins) mowed (est.52,000 acres/ year)	Annual	52000	Data Not Captured	CY21
Harris County Resources for Children and Adults	Harris County Resources for Children and Adults	Dept	Better Off	Percentage of clients who were revictimized	Annual	0.05	Data Not Captured	CY21
	Harris County Resources for Children and Adults	Dept	Better Off	Percentage of students showing improvement	Annual	80	Data Not Captured	CY21
	Harris County Resources for Children and Adults	Dept	Better Off	Percentage of youth exiting into permanency	Annual	0.01	93%	CY21
	Harris County Resources for Children and Adults	Dept	Better Off	Number of housing services referrals leading to stable housing of at least 6 months	Biannual	65	49	CY22-H1
	Senior Justice Assessment Services	Service	Better Off	Percentage of criminal convictions	Annual	25	Data Not Captured	CY21

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
HRRM	Human Resources & Risk Management	Dept	How Well	Diverse employee population	Annual	5% increase for white and asian women	-31% - hispanic male skilled craft	CY21
	Human Resources & Risk Management	Dept	How Well	Turnover/Quit rate	Monthly	9%	17%	CY22-Jun
	Workers Compensation	Service	How Well	Workers comp. closing ratio	Annual	100	92%	CY21
Institute of Forensic Sciences	Crime Laboratory Services	Program	How Well	Lab Caseload Increase	Annual	0	Increasing	CY21
	Medical Examiner Services	Program	How Well	Turnaround Time Progress	Annual	0	Maintaining	CY21
Intergovern- mental & Global Affairs	Intergovern- mental & Global Affairs	Dept	Better Off	Engagement with Stakeholders	Annual	90%	Data Not Captured	CY21
Justice Administration	Project Management, Research & Data Analytics	Program	How Well	Recommendations implemented	Annual	9	Data Not Captured	CY21
Justice of the Peace, 1-1	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	Data Not Captured	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	8,151	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	2,285	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	1,808	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	1,628	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	1,322	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	100%	90%	CY22-Jun

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Justice of the Peace, 1-2	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	18,279	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	981	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	744	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	742	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	677	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	408	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	1	119	CY22-May
Justice of the Peace, 2-1	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	3,416	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	547	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	545	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	411	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	389	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	331	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	80%	90	CY22-Jun
Justice of the Peace, 2-2	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	9,449	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	622	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	454	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	454	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	417	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	357	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	100%	49	CY22-Jun

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Justice of the Peace, 3-1	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	1	90	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	25,334	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	2,276	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	2,089	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	1,942	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	1,539	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	1026	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	1	76	CY22-Jun
Justice of the Peace, 3-2	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	2,237	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	228	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	209	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	173	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	150	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	129	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	11,230	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	9,264	CY22-Jun
Justice of the Peace, 4-1	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	6,852	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	6,200	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	5,636	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	5,574	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	70%	98	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	70%	98	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	70%	98	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	70%	98	CY22-Jun

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Justice of the Peace, 4-2	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	3,288	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	3,260	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	2,702	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	2,414	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	2,088	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	2,083	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	23774	0.85	CY22-Jun
Justice of the Peace, 5-1	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	26,809	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	3,313	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	2,691	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	2,686	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	2,313	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	2,174	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	1	56	CY22-Jun
Justice of the Peace, 5-2	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	Data Not Captured	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	Data Not Captured	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	Data Not Captured	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	Data Not Captured	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	Data Not Captured	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	Data Not Captured	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	34910	13	CY22-Jun

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Justice of the Peace, 6-1	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	828	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	215	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	210	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	181	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	172	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	158	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	1	0	CY22-Jun
Justice of the Peace, 6-2	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	5,010	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	199	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	176	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	105	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	102	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	57	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	100%	33	CY22-May
Justice of the Peace, 7-1	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	22,136	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	803	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	665	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	620	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	563	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	354	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	1	0.91	CY22-Jun

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Justice of the Peace, 7-2	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	5,425	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	524	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	370	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	284	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	1	190	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	179	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	153	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	2,285	CY22-Jun
Justice of the Peace, 8-1	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	1,322	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	1,048	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	789	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	714	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	613	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	0.9799	81	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured	3,286	CY22-Jun
	Criminal Proceedings	Program	How Well	Cases Disposed/ Clearance Rate	Monthly	100%	681	CY22-Jun
Justice of the Peace, 8-2	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured	681	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured	600	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 61-90 days old	Monthly	Data Not Captured	545	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 31-60 days old	Monthly	Data Not Captured	447	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases 91-120 days old	Monthly	Data Not Captured	421	CY22-Jun
	Criminal Proceedings	Program	How Much	Number of Cases >180 days old	Monthly	Data Not Captured		
	Criminal Proceedings	Program	How Much	Number of Cases <=30 days old	Monthly	Data Not Captured		
	Criminal Proceedings	Program	How Much	Number of Cases 121-180 days old	Monthly	Data Not Captured		

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Juvenile Probation	Juvenile Probation	Dept	How Well	Detention population from an equity lens for Black youth	Annual	20%	1438 (75%)	CY21
	Juvenile Probation	Dept	How Well	Detention population from an equity lens for Hispanic youth	Annual	43%	1118 (92%)	CY21
	Juvenile Probation	Dept	Better Off	Successful Diversion	Annual	95%	44%	CY21
	Juvenile Probation	Dept	Better Off	Overall Recidivism	Annual	20%	14%	CY21
Library	Library	Dept	How Well	Broadband Access per capita	Annual	50	Data Not Captured	CY21
	Library	Dept	How Well	Circulation per capita (includes digital)	Monthly	9,000,000	1,192,034	CY22-Jun
	Library	Dept	How Well	Door Counts	Monthly	80,000	213,358	CY22-Jun
Management & Budget	Budget Management	Dept	Better Off	Percent of departments and agencies submitting service-level budgets	Annual	100%	Data Not Captured	CY21
	Budget Management	Dept	Better Off	Percent variance between actual and projected revenues	Annual	1%	Data Not Captured	CY21
Mental Health - THCMH	Mental Health - THCMH	Dept	How Much	Reduce the cost of care as measured by the OPTUM project	Annual	0.1	Data Not Captured	CY21
	Mental Health - THCMH	Dept	How Much	Increase overall patient satisfaction	Monthly	89%	89.27%	CY22-May
	Mental Health - THCMH	Dept	How Much	Decrease 30 day readmission rates to HCPC/SMHFs	Monthly	10.25%	7.25%	CY22-Jun

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Office of County Administration	Office of County Administration	Dept	How Well	Progress of Priority Outcomes	Annual	Data Not Captured	Data Not Captured	CY21
	American Rescue Plan Project Management	Service	How Well	% of ARPA Funds Distributed	Quarterly	Data Not Captured	Data Not Captured	CY22-Q2
	Board & Commission Coordination	Service	How Much	Boards & Commissions Seat Vacancy	NULL	Data Not Captured	Data Not Captured	Data Not Captured
	Climate Action, Sustainability, and Resiliency	Service	How Much	Annual GHG Emission Inventory	NULL	Data Not Captured	Data Not Captured	Data Not Captured
	Early Childhood	Service	Better Off	Child care slots created	Quarterly	Data Not Captured	Data Not Captured	CY22-Q2
	Operational Excellence	Service	How Well	Procure to Pay effort & satisfaction score	Quarterly	Data Not Captured	Data Not Captured	CY22-Q2
Office of Managed Assigned Counsel	Office of Managed Assigned Counsel	Dept	Better Off	% of holistic services utilized through the MAC	Annual	Investigation Filled Requests: 185 (0.89%) Immigration Advisals: 65(0.31%) Social Services Referrals: 169 (0.81%)	Investigati- gation Filled Requests: 6 (0.06%) Immigration Advisals: 13 (0.13%) Social Services Referrals: 9 (0.09%)	CY21
	Office of Managed Assigned Counsel	Dept	Better Off	# of legal misdemeanor representation referrals to the MAC from the Criminal Courts at law	Annual	20,762	2015	CY21
	Office of Managed Assigned Counsel	Dept	Better Off	% trial and training services utilized through the MAC	Annual	Total CLEs Offered: 27 Total CLE Hours: 84.5	Total CLEs Offered: 3 Total CLE Hours: 3	CY21

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Pollution Control	Pollution Control	Dept	How Well	Time (days) from inception to completion of compliance actions - (inspection date to closure of investigations not requiring litigation)	Monthly	65	18.79	CY22-Jun
	Pollution Control	Dept	How Much	Percent of waste water quality inspections achieving compliance within permit	Monthly	90%	85%	CY22-Jun
Pretrial Services	Pretrial Services	Dept	Better Off	Success Rate: Percentage of HCPS defendants who make all scheduled court appearances and have no cases filed against them pretrial	Quarterly	90	Data Not Captured	CY22-Q2
	Pretrial Services	Dept	Better Off	Release Rate: Percentage of defendants securing nonfinancial release	Quarterly	60	52.74	CY22-Q2
Probate Court No. 1	Estate Proceedings & Compliance	Program	How Well	% of cases closed/ completed	Annual	15%	2079	CY21
	Guardianship Proceedings & Compliance	Program	How Well	% of cases closed/ completed	Annual	3%	241	CY21
Probate Court No. 2	Estate Proceedings & Compliance	Program	How Well	% of cases closed/ completed	Annual	56%	2697	CY21
	Guardianship Proceedings & Compliance	Program	How Well	% of cases closed/ completed	Annual	0.67	157	CY21
Probate Court No. 3	Estate Proceedings & Compliance	Program	How Well	% of cases closed/ completed	Annual	Data Not Captured	Data Not Captured	CY21
	Guardianship Proceedings & Compliance	Program	How Well	% of cases closed/ completed	Annual	Data Not Captured	Data Not Captured	CY21

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Probate Court No. 4	Estate Proceedings & Compliance	Program	How Well	% of cases closed/ completed	Annual	2124	483	CY21
	Guardianship Proceedings & Compliance	Program	How Well	% of cases closed/ completed	Annual	285	140	CY21
Public Defender	Public Defender	Dept	Better Off	Percentage of clients with successful outcomes	Annual	35%	2020	CY21
Public Health Services	Disease Control and Clinical Prevention	Program	How Well	% of individuals in DCCP's network of care who receive blood pressure screening and counseling at their initial medical visit	Annual	90%	99%	CY21
	Veterinary Public Health	Program	Better Off	Live release rate	Annual	90%	99%	CY21
	Epidemiological and Community Surveillance Services	Service	How Well	% of high priority epidemiology cases are initiated within 1 day	Annual	0.95	Data Not Captured	CY21
	Vector Surveillance	Service	Better Off	Minimum infection rate: # of positive pools/ total specimens collected x 1000	Annual	1	Data Not Captured	CY21
Purchasing Agent	Purchasing Agent	Dept	How Well	Average Customer Satisfaction Level	Annual	85%	0%	CY21
	Contract Administration and Solicitation	Service	How Well	Average procurement cycle time	Annual	120 days	Data Not Captured	CY21
Sheriff - Detention	Detention	Dept	Better Off	Percent of inmates (unduplicated) that participated in any recidivism reduction program	Quarterly	20%	282	CY22-Q2
	Detention	Dept	How Well	ADP per on-duty correctional officer	Quarterly	45	5.83	CY22-Q2

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Sheriff - Medical	Medical	Dept	How Well	Number of inmate patient encounters in a shift	Monthly	15	17	CY22-Jun
	Administration and Support Services	Program	How Well	Average healthcare cost per prisoner per day	Quarterly	10,500	22.93	CY22-Q2
	Inmate Mental Health Care	Service	How Much	Number of inmates seen by the mental health division	Monthly	30	3,424	CY22-Jun
Sheriff - Patrol & Administration	Patrol & Administration	Dept	How Well	Agency rating among those reporting annually to the FBI UCR/ NIBRS	Annual	50	Data Not Captured	CY21
	Behavioral Health and Vulnerable Population Services	Program	Better Off	Number of jail diversions achieved	Monthly	1200	21	CY22-Jun
	Emergency Response and Patrol	Program	Better Off	Average response time for service calls	Monthly	6.30	15.50	CY22-May
	Investigations	Program	Better Off	Case clearance rate - all UCR Part I and Part II crimes	Monthly	44800	14,677	CY22-Jun
	Investigations	Program	Better Off	Case clearance rate - all investigations	Monthly	1	101	CY22-Jun
	Investigations	Program	How Well	Percent of warrants successfully executed (all types)	Monthly	0.03	2.8	CY22-Jun
	Operational Support	Program	Better Off	Percent of high risk (likely to experience failure due to age, mileage, or repairs needed) vehicles operating in fleet	Monthly	0	0.8	CY22-Jun
	Hearings and Promotional Testing	Program	How Well	% of appeals completed within 12 months	Annual	0.44	Data Not Captured	CY21

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Tax Assessor-Collector	Property Tax Invoicing and Collecting	Program	Better Off	Customer Feedback Survey Card	Quarterly	90% Positive Experience	0	CY22-Q2
	Financial Services	Service	How Well	Average # of days to pay invoice from invoice date	Quarterly	<30	25	CY22-Q2
Texas A&M Agrilife	Texas A&M Agrilife	Dept	Better Off	% of residents completing courses	Annual	75%	Data Not Captured	CY21
	Education Services	Program	How Well	Resident education	Monthly	Data Not Captured	1,378	CY22-Jun
	Education Services	Program	Better Off	Resident education	Quarterly	70%	82%	CY22-Q2
Toll Road	Incident Management	Program	How Well	Roadway incidents and hazards response time	Monthly	9.00	7.80	CY22-Jun
	Call Center	Service	How Well	Customer Support respond time	Monthly	4.00	4.3	CY22-Jun
	Financial Services	Service	How Much	EZ TAG Revenues	Monthly	475,000,000	45,000,000	CY22-Jun
	Image Review, Image Review Audit and Validation	Service	How Well	Image Review Processing	Monthly	260,000,000	16	CY22-Jun
Universal Services	Application Development & Support	Service	How Well	Average age of unresolved tickets (days)	Monthly	20	11	CY22-Jun
	Cybersecurity	Service	Better Off	Mean Time to Resolve (MTTR) cybersecurity incidents (Total hours of incident duration divided by total number of incidents)	Annual	<50	117.36	CY21
	Desk Support	Service	How Well	Average turnaround time for Help Desk Tickets (production hours)	Monthly	8	5	CY22-Jun
	Fleet Management & Maintenance	Service	How Well	Average Downtime for Fleet Customers (days)	Monthly	5	3.7	CY22-Jun

Department	Department Program Service Name	Level	Measure Type	Performance Measure	Reporting Frequency	Target Value	Actual Value	Data as of
Veterans Services	Veterans Services	Dept	Better Off	Decrease number of Veteran suicides within Harris County	Annual	5	Data Not Captured	CY21
	Veterans Services	Program	How Well	% of Recidivist Veterans	Quarterly	3%	2%	CY22-Q2
	Crisis Intervention and Prevention Services for At-Risk Veterans	Service	How Well	Decrease homeless number by tracking services that build Veterans to be self-suffi- cient (permanent housing, employed)	Quarterly	10%	20%	CY22-Q2

