Budget Hearings
FY 2021-22

HARRIS COUNTY, TEXAS

JANUARY 6 – 13, 2021

Version 3

Document Control

Date	Version	Section/Dept.	Comment
12/19/2020	1	-	Initial release
12/23/2020	2	Hearings Schedule	Hearings date change
12/29/2020	3	Hearings Schedule	Further edits made to reflect date change

January 6 - 13, 2021

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

READER'S GUIDE: GENERAL FUND BUDGET FORMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Form 7 – This form was required for departments who received additional funding as part of the FY 2020-21 adopted budget based on Court-approved requests during FY 2019-20 and new requests made as part of the current year's budget process. A separate Form 7 was required for each approved expansion funding request and provides the following information:
- description of the funding provided
- amount of one-time and/or recurring funding provided
- number of positions requested and number of positions filled
- projected spending in FY 2020-21
- continued funding requested for FY2021-22
- purpose of the funding that was provided and expected accomplishments
- update on what has been accomplished so far
- outlook and timeline for completion
- performance metrics tied to the funding

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

Day 3

January 11, 2021

Flooding	
Flood Control	Russell Poppe

Environment	
Pollution Control	Latrice Babin

Transportation	
HC Toll Road	Peter Key (Interim)
Engineering	John Blount

Public Health	
Texas A&M Agrilife	David Wright

090 – Flood Control District
Russell Poppe

090 – Flood Control District
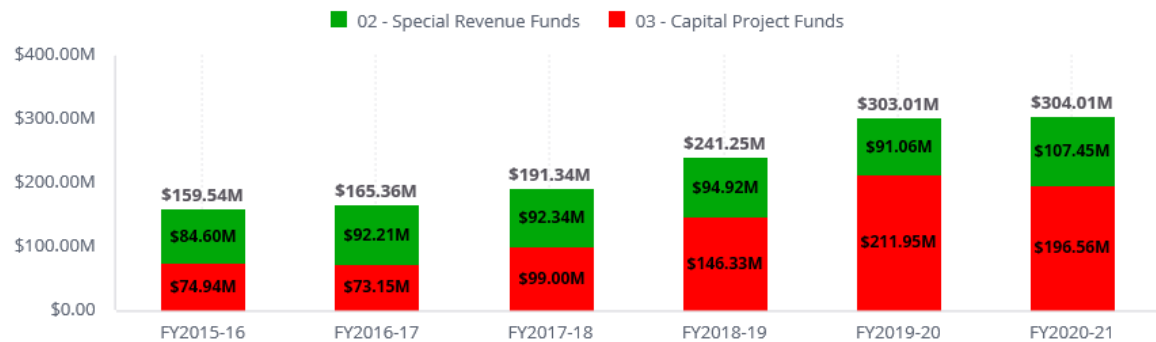
Data as of 12/14/2020

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

Expenditures Total for FY 2020-2021

$304,006,889

Expenditures by Year (Does not include Grant Funds)

■ 02 - Special Revenue Funds   ■ 03 - Capital Project Funds

Fiscal Year	Total	Special Revenue Funds (green)	Capital Project Funds (red)
FY2015-16	$159.54M	$84.60M	$74.94M
FY2016-17	$165.36M	$92.21M	$73.15M
FY2017-18	$191.34M	$92.34M	$99.00M
FY2018-19	$241.25M	$94.92M	$146.33M
FY2019-20	$303.01M	$91.06M	$211.95M
FY2020-21	$304.01M	$107.45M	$196.56M

Flood Control FY 2020-21 Adopted Budget: $120.00M

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

Due October 28, 2020

Department # *(3-digit code)*	Department[1] Name
090	**HARRIS COUNTY FLOOD CONTROL DISTRICT**

Section A: Overview and Goals

1. **Mission**

   Enter the mission statement in the box below.

   The mission of the Harris County Flood Control District is to:

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

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2. **Vision**

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

N/A

3. **Department Overview**

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

The Harris County Flood Control District (the District) is a special purpose district created by the Texas Legislature in 1937 in response to devastating floods that struck the region in 1929 and 1935. The District's jurisdictional boundaries are set to coincide with Harris County.

At a high level, the District devises flood damage reduction plans, implements those plans, and maintains the flood damage reduction infrastructure.

Typically, the District follows a standard project lifecycle while carrying out its core mission. The District develops flood damage reduction plans which generally include defining flooding problems and recommending flood damage reduction alternatives that address those problems and engaging the community along the way to ensure the solution meets their expectations. Recommended alternatives are further refined to determine right-of-way needs, project benefits, and project costs. Detailed construction plans are prepared and bid out through the Harris County Purchasing Department. Additionally, construction plans for major maintenance projects are prepared by the District and bid out through the Purchasing Department. The District then oversees and manages all active capital improvement and maintenance construction activities. The District also maintains all our infrastructure, and the bulk of these maintenance activities involve vegetation management. The District also maintains a fleet of vehicles and heavy construction equipment in coordination with Harris County Universal Services (HCUS) and maintains three building campuses in coordination with Facilities and Property Management.

The District is responsible for improvements and maintenance of the Harris County Flood Warning System, the Harris County Flood Forecasting System, and providing support to the HCOEM during major storm events.

4. **General Fund Division Summaries**

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

> N/A – The Flood Control District is not funded through the General Fund.

5. **Non-General Fund Division Summaries**

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

> Operations Division – Manages the core functions of the District including all planning activities, capital improvement and infrastructure maintenance activities.
> Communications Division - Responsible for all internal and external communications.
> Community Services Division - Responsible for service request intake and response, managing District property, and coordination with County Precincts.
> Hydrologic Operations Division - responsible for the Harris County Flood Warning System and supporting HCOEM during storm events.
> Financial and Technical Services Division - Handles all financial activities and either handles or coordinates information technology (IT) support and coordination with HCUS.
> Human Resources and Administrative Services Division - Responsible for overall administration, coordination and evaluation of the District's HR functions including payroll, benefits, recruitment, safety and compliance.
>
>
> HCFCD Organizational Chart
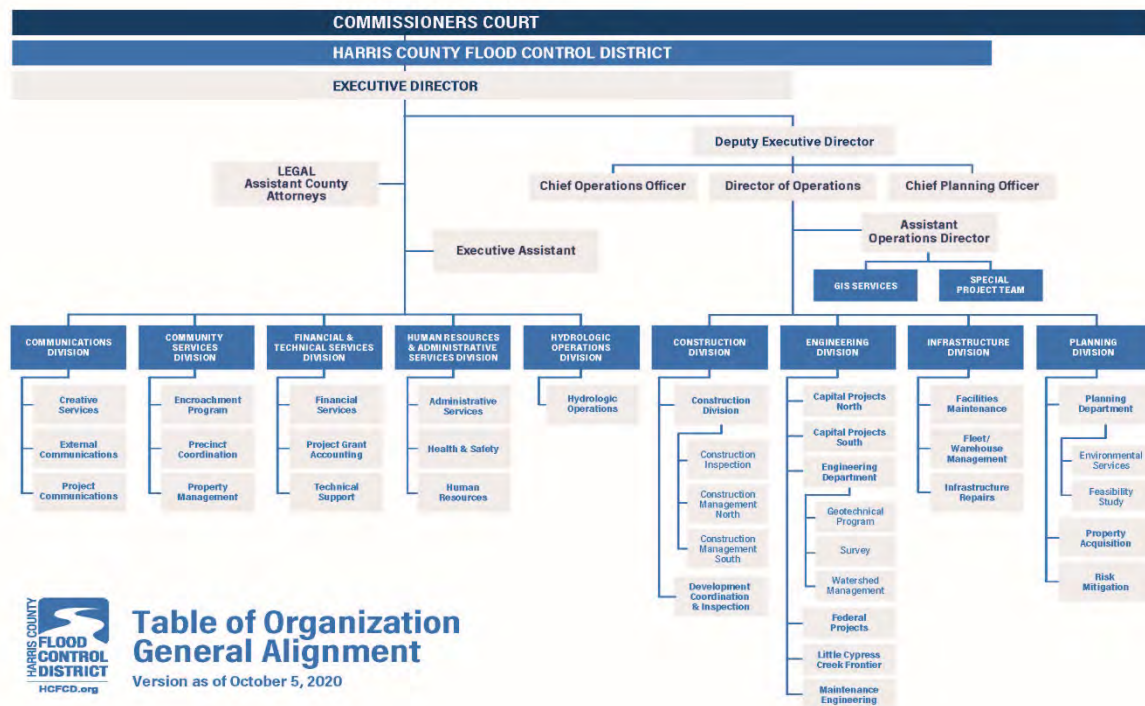
Table of Organization
General Alignment
Version as of October 5, 2020

6. **Goals**

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

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

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

1. Continually reduce the risk of flooding in Harris County.
2. Complete implementation of the 2018 Harris County Flood Control District Bond Program by 2030.
3. Maximize funding opportunities from State and Federal partners.
4. Maintain our infrastructure to allow for optimum performance.
5. Become a best-in-class public agency in the United States.

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

1. Follow the District mission statement and continually work on flood damage reduction planning, design, construction, and maintenance projects in conjunction with the community. This work will continue indefinitely.
2. The District has constructed a project portfolio management system to develop a detailed Bond Program schedule and is continuously monitoring progress. The District has awarded multiple staff augmentation contracts to ramp up capacity in Divisions assisting with bond program functions.
3. The District works with consultants that specialize in working with various Federal grant programs. The District has been coordinating closely with the State on their new grant/loan program for flood damage reduction projects. The District has submitted the maximum allowable amount of applications for State and Federal grants to date.
4. Continuous improvement on internal processes including implementation of Oracle's Primavera Unifier for project lifecycle management, digitizing internal workflows, and modernizing performance using Microsoft's Power BI.
5. Initiating an asset management system to better track assets versus short and long term operation and maintenance needs.
6. Participating in the County's effort of standing up a 311 Customer Service platform.

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

The District's goals align with Harris County's goal statement related to flooding. The County's goals related to flooding are to: *Harris County will reduce flood risk and strengthen resiliency through holistic, equitable, and effective prevention, mitigation, and response strategies.*

The District's goals all point towards reducing flooding risks across Harris County. Currently, the primary vehicle for reducing flooding risks is the implementation of the 2018 Bond Program. The funding made available allows the District to complete planning efforts that take holistic view of drainage issues in each watershed. Additionally, the Bond Prioritization Framework was developed to justify the order of Bond project implementation utilizing equity concepts.

Section B: Supplemental Operational Information

Answer the six questions below.

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

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

    1) Bid and awarded $227M in drainage capital improvement projects.
    2) Completed an approximately $90M Countywide repair program of damages from Hurricane Harvey.
    3) Completed and submitted more than $1 Billion in grant and loan applications to State and Federal funding partners in collaboration with Harris County.
    4) Successfully transitioned community engagement to a virtual format.
    5) Stayed on schedule and budget for the ambitious countywide floodplain remapping (MAAPnext) effort in partnership with FEMA.

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

1) Brays Bayou Federal Flood Damage Reduction Project - 20+ year, $480M program to reduce flooding risks for thousands of residents along Brays Bayou
2) White Oak Bayou Federal Flood Damage Reduction Project – 20+ year, $124M program to reduce flooding risks for thousands of residents along White Oak Bayou
3) Hunting Bayou Federal Flood Damage Reduction Project – 20+ year, $165M program to reduce flooding risks for thousands of residents along Hunting Bayou
4) Clear Creek Federal Flood Damage Reduction Project – 50+ year, $295M program to reduce flooding risks for thousands of residents along Clear Creek
5) Halls Ahead Implementation – major local program to reduce flooding risks along Halls Bayou
6) Cedar Bayou Master Drainage Plan Implementation - major local program to reduce flooding risks along Cedar Bayou
7) Little Cypress Creek Frontier Program Implementation - major local program to reduce flooding risks along Little Cypress Creek
8) Subdivision Drainage Improvement Projects – over 100 individual projects to improve drainage in various subdivisions in unincorporated Harris County
9) MAAPnext – Countywide remapping of the regulatory floodplains in Harris County
10) Major Maintenance in the Cypress Creek Watershed - $60M program to complete hundreds of deferred maintenance projects in the Cypress Creek watershed

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

- The District participated in the Yearly Financial Statements Audit conducted by the Harris County Auditor's Office and Deloitte & Touche LLP.
- The District participated in the Yearly Single Audit conducted by the Harris County Auditor's Office and Deloitte & Touche LLP.
- District also participates in audits by the USACE for reimbursement requests on Brays/White Oak/Hunting Bayou Federal Projects.
- FEMA audits associated with various infrastructure project grants as well as our home buyout program

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

- Commissioners Court members
- County Engineer
- HCTRA
- IGA
- CSD
- HCOHSEM

6. *Who are the department's key external stakeholders? Provide a bulleted list.*
- Harris County citizens
- Elected officials (local, State, Federal)
- Various special interest groups
- City of Houston

Section C: Equity and Diversity Information

Answer the four questions below.

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

Yes. There are different levels of service for drainage across Harris County and even in the same watershed. The disparities can be described in that some places in Harris County are at a higher risk of flooding than other places. The Flood Control District knows where the drainage level of service is very low in the County and has projects in progress to increase the drainage level of service and thus, reduce the risk of flooding in these areas. The Flood Control District has noted that repetitive flooding occurs without regard to age, race, income level, disabilities, or gender.

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

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

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

The Flood Control District prioritizes projects that reduce the risk of flooding for the most people. For areas of Harris County where the District has determined that drainage capital improvements cannot adequately reduce the risk of flooding, the District has a generous home buyout program that relocates families to safer areas.

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

The District has implemented an internship program with engineering students at Texas Southern University that has resulted in the District hiring some of the interns. The District recruits from universities, colleges and recruiting events that are centered around minority hiring and diversity.

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

The District has used sensitivity training for some employees and our HR Department has been working on a strategy to implement additional diversity training beginning in 2021. The District has focused on the management team because it realizes the foundation of a successful workplace culture begins with leadership.
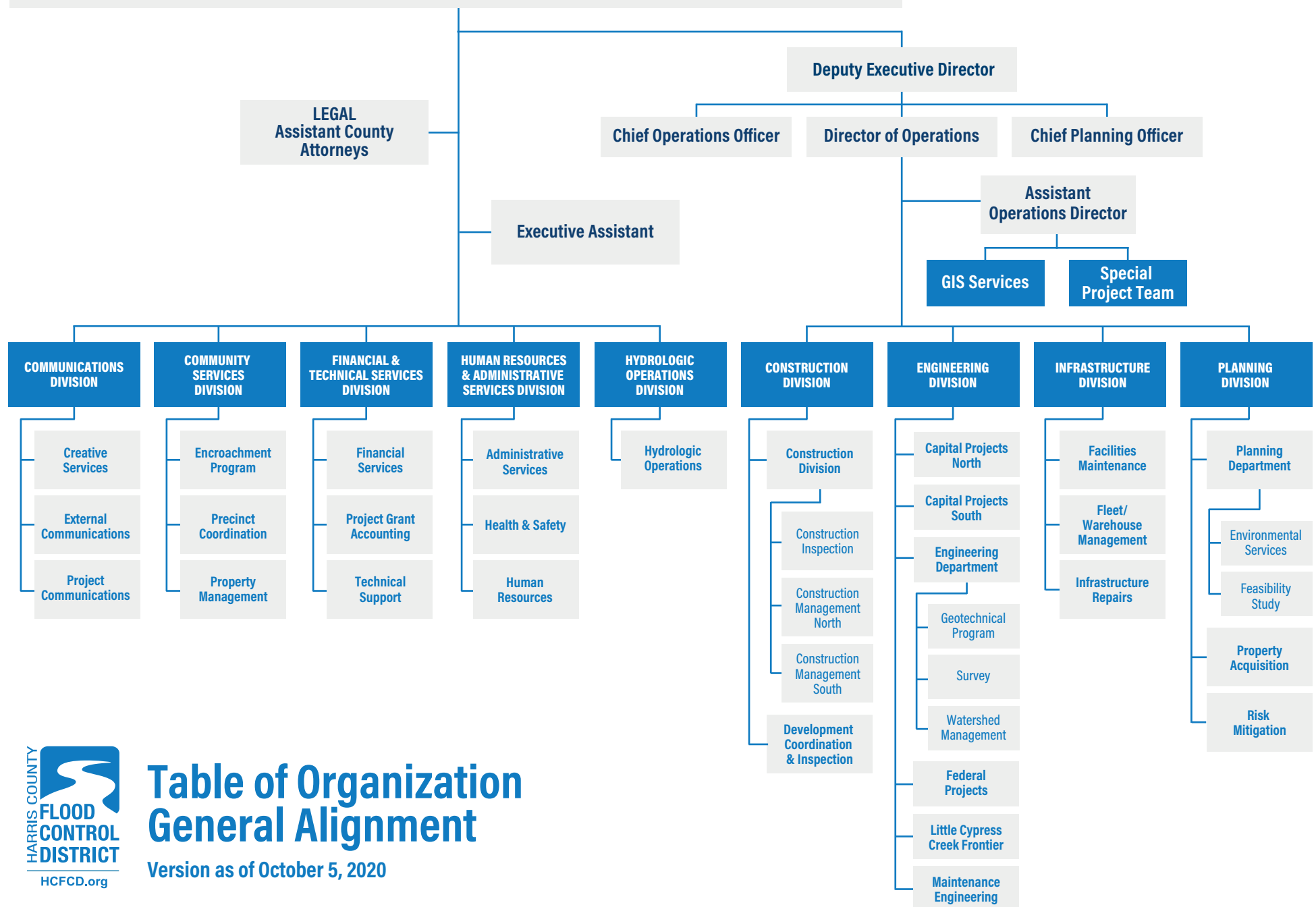
FORM 1. Divisions

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

Division Name	Services Provided	FY 2020-21 Adopted Budget ($ Amount)	FY 2020-21 Adjusted Budget ($ Amount)	Actual Headcount (FTE)
Operations	Manages the core functions of the District Divisions which includes the following; Construction, Engineering, Infrastructure Maintenance, Planning and the Capital Improvement Program. Manages the GIS Services and the Special Project Team.	$6,711,120	$7,658,720	22
Construction	Responsible for managing all Construction activities.	$9,229,709	$9,862,975	43
Engineering	Responsible for managing all Engineering activities.	$34,040,722	$49,291,808	67
Infrastructure	Responsible for managing all Infrastructure Maintenance activities.	$39,611,573	$43,105,484	106
Planning	Responsible for managing all Planning and Environmental activities.	$11,343,286	$10,941,366	33
Communications	Responsible for all internal and external communications.	$1,703,816	$1,769,809	10
Community Services	Responsible for service request intake and response, managing District property, and coordination with County Precincts.	$1,534,350	$1,897,192	14
Hydrologic Operations	Responsible for the Harris County Flood Warning System and supporting HCOEM during storm events.	$2,757,150	$2,596,050	9
Financial and Technical Services	Handles all financial activities and either handles or coordinates information technology (IT) support and coordination with HCUS.	$10,855,895	$10,649,495	21
Human Resources and Administrative Services	Responsible for overall administration, coordination and evaluation of the District's HR functions including payroll, benefits, recruitment, safety and compliance.	$2,212,379	$2,227,101	10

COMMISSIONERS COURT

HARRIS COUNTY FLOOD CONTROL DISTRICT

EXECUTIVE DIRECTOR

Deputy Executive Director

LEGAL
Assistant County Attorneys

Chief Operations Officer

Director of Operations

Chief Planning Officer

Executive Assistant

Assistant Operations Director

GIS Services

Special Project Team

COMMUNICATIONS DIVISION
- Creative Services
- External Communications
- Project Communications

COMMUNITY SERVICES DIVISION
- Encroachment Program
- Precinct Coordination
- Property Management

FINANCIAL & TECHNICAL SERVICES DIVISION
- Financial Services
- Project Grant Accounting
- Technical Support

HUMAN RESOURCES & ADMINISTRATIVE SERVICES DIVISION
- Administrative Services
- Health & Safety
- Human Resources

HYDROLOGIC OPERATIONS DIVISION
- Hydrologic Operations

CONSTRUCTION DIVISION
- Construction Division
  - Construction Inspection
  - Construction Management North
  - Construction Management South
- Development Coordination & Inspection

ENGINEERING DIVISION
- Capital Projects North
- Capital Projects South
- Engineering Department
  - Geotechnical Program
  - Survey
  - Watershed Management
- Federal Projects
- Little Cypress Creek Frontier
- Maintenance Engineering

INFRASTRUCTURE DIVISION
- Facilities Maintenance
- Fleet/ Warehouse Management
- Infrastructure Repairs

PLANNING DIVISION
- Planning Department
- Environmental Services
- Feasibility Study
- Property Acquisition
- Risk Mitigation

HARRIS COUNTY
FLOOD CONTROL DISTRICT
HCFCD.org

Table of Organization General Alignment

Version as of October 5, 2020

FORM 3. Goals and Objectives

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Continually reduce the risk of flooding in Harris County.	SO1.1	Continuously plan CIP projects to improve conveyance capabilities of Harris County through addition of assets to FCD infrastructure and improving existing assets within FCD's existing infrastructure.	Planning	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston
G1	Continually reduce the risk of flooding in Harris County.	SO1.2	Continuously improve technological capabilities for flood prevention and forecasting	Planning	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston
G1	Continually reduce the risk of flooding in Harris County.	SO1.3	Successfully managing the District's Home Buyout Program by purchasing flood prone homes.	Planning	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston
G1	Continually reduce the risk of flooding in Harris County.	SO1.4	Successfully managing the District's Flood Warning Systems by completing two inspection annually.	Hydrologic Operations	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston
G1	Continually reduce the risk of flooding in Harris County.	SO1.5	Continue to provide support to the District's mission by overseeing it most valuable assets, its employees' and enhancing recruiting and staffing efforts by committing to timely fill posted positions.	Human Resources and Administrative Services	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston
G1	Continually reduce the risk of flooding in Harris County.	SO1.6	Continue to provide support to the District's mission by providing HCFCD Management with timely and accurate financial summary reports to ensure prudent financial decisions are made for smooth and effective operations.	Financial and Technical Services	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston
G2	Complete implementation of the 2018 Harris County Flood Control District Bond Program by 2030.	SO2.1	Reducing flooding risks across Harris County by completing projects in the 2018 Harris County Flood Control District Bond Program by 2030.	Operations, Construction, Engineering, Infrastructure and Planning	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston
G3	Maximize funding opportunities from State and Federal partners.	SO3.1	Reducing flooding risks across Harris County by continuing to be aggressive in pursuing funding from grants, state and federal partnerships, and other sources of funding for flood damage reduction projects.	Operations, Construction, Engineering, Infrastructure and Planning	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston
G3	Maximize funding opportunities from State and Federal partners.	SO3.2	Leveraging District's funds with federal, state, and local partnerships funds continue to be an important vehicle to enable many popular multi-use and quality-of-life initiatives with various sponsors.	Operations, Construction, Engineering, Infrastructure and Planning	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston
G4	Improving HCFCD infrastructure to allow for optimum performance	SO4.1	Reducing flooding risks across Harris County by continuing to improve the maintenance and performance of District facilities which includes infrastructure vegetation management completing 3 mowing cycles annually.	Infrastructure	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston
G4	Improving HCFCD infrastructure to allow for optimum performance	SO4.2	Reducing flooding risks across Harris County by continuing to improve the maintenance and performance of District facilities which includes infrastructure vegetation management completing turf establishment projects within six months or less.	Infrastructure	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston
G4	Improving HCFCD infrastructure to allow for optimum performance	SO4.3	Reducing flooding risks across Harris County by continuing to improve the maintenance and performance of District facilities which includes infrastructure vegetation management completing herbicide applications to all mowed channels.	Infrastructure	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston
G4	Improving HCFCD infrastructure to allow for optimum performance	SO4.4	Reducing flooding risks across Harris County by continuing to improve the maintenance and performance of District facilities which includes infrastructure repair management sediment removal projects.	Infrastructure	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston
G5	Become a best-in-class public agency in the United States.	SO5.1	Reducing flooding risks across Harris County by becoming a best-in-class public agency in the United States. This includes managing the Districts Public Outreach Program, timely approval of Development Submittal Reviews and responding timely and closing out the Citizens Services Request.	Operations, Construction, Engineering, Infrastructure and Planning	ALL	Commissioners Court Members, County Engineer, HCTRA, IGA, CSD, HCOHSEM	Harris County citizens, Elected officials (local, State, Federal), Various special interest groups, City of Houston

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

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

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

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

Service Name:	Operations Services
Divisions (list all):	Operations

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$6,527,356	22

1)	Describe the Service and how it supports department goals.
	Manages the core functions of the District including all planning activities, capital improvement and infrastructure maintenance activities. These activities are maintenance of the District's channel and detention basin infrastructure; Vegetation management of the channels and basins, including vegetation planting, wildflower planting, mowing, herbicide, tree planting, etc; Management of all District buildings and support facilities; Maintenance of all electrical and mechanical components of the District's infrastructure; Strategic planning for long-term initiatives of flood risk identification and risk reduction; Conducting studies to determine the feasibility for future capital programs of design and construction; Implementing the District's CIP through proper engineering design; Partnering with local, state and federal agencies to augment the District's capital budget and enhance its ability to build projects; Managing the successful construction of its CIP; Working closely with the county Right-of-Way Department to secure property and easements necessary to build projects; Administering FEMA grant programs, both for home buyout

2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
	Harris County Citizens, Elected officials (local, State, Federal), Various special interest groups, Local Municipalities

3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
	Services are not Statutorily mandated.

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

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

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

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

Service Name:	Construction Services
Divisions (list all):	Construction

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$9,022,961	43

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

The Construction Department performs the following primary functions:
- Preconstruction coordination
- Construction management during the project
- Project inspection and reporting
- Management of materials testing during the project
- Coordination and approval of record drawings
- Constructability reviews

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

Harris County Citizens, Elected officials (local, State, Federal), Various special interest groups, Local Municipalities

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

Services are not Statutorily mandated.

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

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

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

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

Service Name:	Engineering Services
Divisions (list all):	Engineering

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$40,679,893	67

1)	Describe the Service and how it supports department goals.
	The Engineering Division performs the following primary functions: •Implementing the District's CIP through proper engineering design. •Partnering with local, state and federal agencies to augment the District's capital budget and enhance its ability to build projects. •Managing the transfer of projects to construction division. •Working closely with the county Right-of-Way Department to secure property and easements necessary to build projects. •Administering FEMA grant programs, both for home buyout and structural projects.

2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
	Harris County Citizens, Elected officials (local, State, Federal), Various special interest groups, Local Municipalities

3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
	Services are not Statutorily mandated

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

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

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

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

Service Name:

Infrastructure Maintenance

Divisions (list all):

Infrastructure

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$29,379,874	106

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

The Infrastructure Division's performs the following primary functions:
• Maintenance of the District's channel and detention basin infrastructure.
• Maintenance of the federally-constructed channels sponsored by the District.
• Management of all District buildings and support facilities.
• Management and coordination of multi-use activities on District land, including trails, volunteer tree plantings, community trash pick-up, park developments, etc.
• Maintenance of all electrical and mechanical components of the District's infrastructure.
• Vegetation management of the channels and basins, including vegetation planting, wildflower planting, mowing, herbicide, tree planting, etc.

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

Harris County Citizens, Elected officials (local, State, Federal), Various special interest groups, Local Municipalities

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

Services are not Statutorily mandated

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

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

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

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

Service Name:	Planning Services
Divisions (list all):	Planning

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$8,114,671	33

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

The Planning Division performs the following primary functions:
•Executes the reconnaissance and feasibility studies that define future design and construction projects.
•Devises the long range priority for project implementation.
•Conducts large scale comprehensive planning studies.
•Conducts certain strategic studies that respond to upcoming advances in technology and trends in hydrologic solutions.
•Provides all necessary environmental support functions for the District Director and all Divisions within a framework of sound environmental practices.

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

Harris County Citizens, Elected officials (local, State, Federal), Various special interest groups, Local Municipalities

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

Services are not Statutorily mandated.

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

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

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

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

Service Name:	Communications Services
Divisions (list all):	Communications

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$1,463,537	10

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

Responsible for all internal and external communications. The Communications Division educates the public about the District's programs and projects and to solicit public feedback and input, and to educate the public about flooding risks, the mission of the Flood Control District and the many programs that support the mission. Provides the means, materials and guidance to meet the communication needs of the District's staff, programs, and projects.

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

Operations Division, Harris County Citizens, Elected officials (local, State, Federal), Various special interest groups, Local Municipalities

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

Services are not Statutorily mandated

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

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

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

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

Service Name:	Community Services
Divisions (list all):	Community Services

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$1,617,077	14

1)	Describe the Service and how it supports department goals.
	Responsible for service request intake and response, managing District property, and coordination with County Precincts. Community Services manage assigned watersheds throughout Harris County. Their responsibilities include addressing citizen complaints and issues regarding repairs and maintenance of all District properties and rights-of-way. Some of the main duties consist of responding and communicating with citizens, governmental agencies, and various entities in the private sector through phone conversation, correspondence, or group meetings. Community Services are responsible for developing and maintaining maintenance programs for the management of District facilities.

2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
	Operations Division, Harris County Citizens, Elected officials (local, State, Federal), Various special interest groups, Local Municipalities

3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
	Services are not Statutorily mandated

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

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

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

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

Service Name:	Hydrologic Operations Services
Divisions (list all):	Hydrologic Operations

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$1,556,310	9

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

Responsible for the Harris County Flood Warning System and supporting HCOEM during storm events. Hydrologic Operations Services provide real time rainfall and flood level data collected helps primary users and the public make decisions during a storm event, and it is used later to identify, justify, and prioritize flood damage reduction projects. Hydrologic Operations Services continues to improve system, develop staff and prepare comprehensive documentation of each component of the system, operation and maintenance procedures, and the quality and quantity of the data reaching the primary users

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

Operations Division, Harris County Citizens, Elected officials (local, State, Federal), Various special interest groups, Local Municipalities, Gulf Coast Region

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

Services are not Statutorily mandated

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

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

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

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

Service Name: Financial and Technical Services
Divisions (list all): Financial and Technical

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$9,022,962	21

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

Handles all financial activities and either handles or coordinates information technology (IT) support and coordination with HCUS. The Financial and Technical Services Division is dedicated to providing services to all divisions and departments to ensure the District's efficient operation and budgetary compliance. This includes: Processing financial requests for encumbrance and disbursement of funds; recording capitalized and non-capitalized transactions: Providing tracking and support of the Capital Improvement Project Portfolio; Participating in all internal/external audits; Managing the District's computers, systems with HCUS; Responding to requests for public information.

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

All HCFCD Divisions, Harris County (Auditors, Purchasing and Budget Management/Grants)

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

Services are not Statutorily mandated

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

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

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

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

Service Name: | Human Resources and Administrative Services
Divisions (list all): | Human Resources and Administrative

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$1,481,120	10

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

Responsible for overall administration, coordination and evaluation of the District's HR functions including payroll, benefits, recruitment, safety and compliance. The Human Resources Division is dedicated to providing every employee of the District the best service available in an efficient manner and through compliance with the budget. This includes providing each Division the health and safety, payroll, benefits and human resources-related services they need; Assuring the District complies with all employment laws and employees are able to work in a comfortable environment; All employment records and personal information are protected and held confidential; Processing payroll in a timely and accurate manner to assure every employee is compensated properly and that they have the benefits in which they have enrolled; Providing the safety expertise and support to assure a healthy and safe work environment ; Providing recruitment and on-boarding services to assure the District has the skilled personnel necessary to complete its mission

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

All HCFCD Employees, Harris County HR and Payroll Departments

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

Services are not Statutorily mandated

FORM 4b. Performance Metrics

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
4a-5 - Planning/Operations-Home Buyouts	Number of buyout completions	Currently in use	Internally tracked	SO01.3	126	500	This is based on available grant funding from HUD and FEMA
4a-8 - Hydrologic Operations Services - Flood Warning System	Inspections of sites	Currently in use	Internally tracked	SO01.4	Completed the first inspections of all gauge sites	2 inspections per year	Gauges make up the flood warning system which is used during flood events to help guide critical emergency decisions
4a-10 - Human Resources and Administrative Services	Enhance recruiting and staffing efforts by committing to fill posted positions within 90 days of being posted	New	Internally tracked	SO0.1.5	N/A	Have a 80% success rate in hiring posted positions within 90 days.	Provide timely HR and Administrative Support to obtain qualified candidates who have substantial knowledge of or experience in the engineering and other technical fields to assist the District in achieving our mission.
4a-9 - Financial and Technical Services	Providing the Monthly Capital Improvement Program Funding Summary Report to Management	Currently in use	Internally tracked	SO01.6	7 Monthly Reports	12 Monthly Reports	Provide HCFCD Management with timely and accurate financial summary report to ensure prudent financial decisions are made for smooth and effective operations.
4a-2 - Construction	Conduct Preconstruction Meetings no later than 4 weeks post- Commissioner Court Award Date.	New	Internally tracked	SO02.1	N/A	Have a 95% success rate in conducting the Preconstruction Meeting within 4 weeks of the award date.	Completing the Preconstruction Meeting and as a result issuing a NTP in timely manner will assist the District in staying on track to complete projects in the 2018 Harris County Flood Control District Bond Program by 2030
4a-4 - Infrastructure - Mowing	Total acres mowed annually	Currently in use	Internally tracked	SO04.1	52,000 acres	51,000 acres	Mowing all acres that have been determined needing mowing. Some natural areas and areas with blooming wildflowers may not be mowed every year.
4a-4 - Infrastructure - Mowing	% of channels/detention basins for which mowing is necessary in three cycles annually	Currently in use	Internally tracked	SO04.1	100%	100%	All channels and detention basins that have been determined to need mowing are scheduled per cycle to ensure those areas are maintained.
4a-4 - Infrastructure - Turf Establishment	% of projects for which turf is established within 6 months	Currently in use	Internally tracked	SO04.2	100%	100%	Turf establishment is key to preserving recently completed construction projects. With the amount of work underway and from past experience, 6 months or less to reach a minimum of 70% established turf coverage is a reasonable time frame.
4a-4 - Infrastructure/Operations - Herbicide Application	Application of herbicide to mowed channels	Currently in use	Internally tracked	SO04.3	Currently treating 9,000 acres	Treat approximately 15,000 mowed acres identified as needing invasive species control.	Herbicide treatments to control invasive plant species that grow tall and shade out more desirable, lower growing native plants. A minimum of one herbicide treatment is sufficient to provide control of invasive species.
4a-4 - Infrastructure/Operations - Sediment Removal	Linear feet of channel serviced	Currently in use	Internally tracked	SO04.4	67,999 Cubic Yards	101,992 Cubic Yards	Quantities of sediment removal vary with each channel serviced. Cubic yards of sediment removed is an easy item to track.
4a-3 - Engineering/Operations - Development Submittal Reviews	% of reviews completed in 2 weeks for plan sets and 4 weeks for drainage reports	Currently in use	Internally tracked	SO05.1	90%	90%	Based on available staff for reviews and number of submittals, these review times are reasonable
4a-6 - Communications - Public Outreach	Number of meetings	Currently in use	Internally tracked	SO05.1	25	30	We will have at least one community engagement meeting per Bond project
4a-7 - Community Services - Citizen Service Requests	Service requests completed	Currently in use	Internally tracked	SO05.1	In 2020, the District received 1,328 SRs, rolled over 1,683 from previous years, closed 2,708 to date for a total closure rate of 90%. The 5 year average closure rate (2015-19) was 72%	In 2021, estimate 1,650 new SRs, approx 300 rollover SRs. Goal is to achieve a 95% closure rate by end of year or a 5% increase from 2020 (to date) and 23% increase over the past 6 year average(2014-20).	2020 focused on SR backlog and basic SRs closures. We anticipate new and more insightful metrics as we update our software with the Coutnyweide 311/CRM effort and continue to improve our maintenance processes.

FORM 5a. Prioritized Budget Request Summary for Additional Funds

Instructions

This form summarizes new budget requests, in order of priority.

*Enter responses in each of the fields in the table below, **ranked in order of priority**.*

Answer the following question:

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

Priority # | 1

Additional Notes

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

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

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested*	Request Amount - First Year (FY2021-22)				Ongoing Annual Cost - Future Years (if applicable)			5-Year Total Cost
								Vehicles, Equipment > $5,000, Other Capital	Materials, Supplies and Other Non-Labor	Salary & Benefits	Total First Year Funding Request	Materials, Supplies and Other Non-Labor	Salary & Benefits	Annual Ongoing Cost	
BR1	Vegetation Management	Mowing/Herbicide/Turf Establishment/Selective Clearing/Fence-line Pruning/Tree Planting and Maintenance	Infrastructure	SO4.1, SO4.2, SO4.3	6	6		$197,560	$6,442,236	$0	$6,639,796	$5,997,056	$695,327	$6,692,383	$33,409,328
BR2	Infrastructure Repair	Channel Repair	Infrastructure	SO4.4	12	12		$0	$502,423	$0	$502,423	$1,685,390	$541,562	$2,226,952	$9,410,231
BR3	Community Services	Asset/Work Order Management/311/Customer Service Software	Community Services	SO5.1	5	5		$62,480	$841,550	$0	$904,030	$499,927	$320,428	$820,355	$4,185,450
BR4															
BR5															
BR6															
BR7															
BR8															
BR9															
BR10															
BR11															
BR12															
BR13															
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BR26															
BR27															
BR28															
BR29															
BR30															

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

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

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

Budget Request Priority ID:	BR1
Funding Request Description:	Vegetation Management
Division:	Infrastructure

Funding Request - Next Fiscal Year:	$6,639,796

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

Over the next 8 to 10-years is the Districts 2018 Bond implementation time period, the District anticipates creating or accepting over 3,400 acres in the form of stormwater detention basins and channel improvements from our current capital and bond efforts and associated activities by residential and commercial development. Additionally, we expect to continue receiving an average of nearly 40 buyout lots a month for maintenance. All these activities increase the demand for additional vegetation management activities (mowing cycles, turf establishment, tree planting and herbicide applications). These activities will be accomplished through a combination of in-house forces, consultants, and contractors.

2) Which department-level goals does this support?

G4

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

Improving HCFCD infrastructure to allow for optimum performance. Performing these overall Vegetation Management activities will lead to reduce flooding risks.

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

A transmittal response as directed by Commissioners Court to outline future operations and maintenance needs in the coming years for the Harris County Flood Control District was presented to Commissioners Court on October 27, 2020.

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

Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Mowing cycles	Internally Tracked	SO04.1	3 mowing cycles per year	Experience has shown that three mowing cycles are sufficient to control vegetation along channels and detention basins
Complete Turf establishment within 6 months after construction completed	Internally Tracked	SO04.2	Complete turf establishment for completed projects 6 months or less after construction is complete	Turf establishment is key to preserving recently completed construction projects. With the amount of work underway and from past experience, 6 months or less to reach 70% established turf coverage is a reasonable time frame.
Apply herbicde to all mowed channels	Internally Tracked	SO04.3	Treat approximately 15,000 mowed acres identified as needing invasive species control.	Herbicide treatments to control invasive plant species that grow tall and shade out more desirable, lower growing native plants. A minimum of one herbicide treatment is sufficient to provide control of invasive species.

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

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

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

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

Budget Request Priority ID:	BR2
Funding Request Description:	Channel Repair
Division:	Infrastructure

Funding Request - Next Fiscal Year:	$502,423

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

Over the next 8 to 10-years is the Districts 2018 Bond implementation time period, the District anticipates creating or accepting over 3,400 acres in the form of stormwater detention basins and channel improvements from our current capital and bond efforts and associated activities by residential and commercial development. Additionally, we expect to continue receiving an average of nearly 40 buyout lots a month for maintenance. All these activities increase the demand for additional infrastructure channel repairs/sediment removal activities. These activities will be accomplished through a combination of in-house forces, consultants, and contractors.

2) Which department-level goals does this support?

G4

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

Improving HCFCD infrastructure to allow for optimum performance. Performing these infrastructure channel repairs/sediment removal activities will lead to reduce flooding risks.

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

A transmittal response as directed by Commissioners Court to outline future operations and maintenance needs in the coming years for the Harris County Flood Control District was presented to Commissioners Court on October 27, 2020.

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

Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Linear feet of channel serviced	Internally Tracked	SO04.4	101,992 Cubic Yards	Quantities of sediment removal vary with each channel serviced. Cubic yards of sediment removed

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

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

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

Budget Request Priority ID:	BR3
Funding Request Description:	Asset/Work Order Management/311/Customer Service Software
Division:	Community Services / Operations

Funding Request - Next Fiscal Year:	$904,030

1) Describe the specific problem, challenge or opportunity (why funding is needed).
Over the next 8 to 10-years is the Districts 2018 Bond implementation time period, the District anticipates creating or accepting over 3,400 acres in the form of stormwater detention basins and channel improvements from our current capital and bond efforts and associated activities by residential and commercial development. Additionally, we expect to continue receiving an average of nearly 40 buyout lots a month for maintenance. All these activities increase the demand that will will require a improved Asset/Work Oder Mangement System and Customer Service Software. These activities will be accomplished through a combination of in-house forces, HCUS, consultants, and contractors.
2) Which department-level goals does this support?
G5
3) What do you want to achieve with these additional funds?
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
A transmittal response as directed by Commissioners Court to outline future operations and maintenance needs in the coming years for the Harris County Flood Control District was presented to Commissioners Court on October 27, 2020.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Implementation of Asset/Work Order Management/311-Customer Service Software	Internally Tracked	SO05.1	Completed by the end of FY2022	Have these Asset/Work Order Management and 311-Customer Service Software available for use.

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

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

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

<u>Instructions</u>
Fill out the table below.

LT Funding Needs ID	Which Strategic Objective does this address? (Enter SO # from Form 3)	Description of Future Funding Needs	# of Positions Needed (if applicable)	Estimated Year 1 Costs (FY 2021-22)	Estimated Year 2 Costs (FY 2022-23)	Estimated Year 3 Costs (FY 2023-24)	Estimated Year 4 Costs (FY 2024-25)	Estimated Year 5 Costs (FY 2025-26)
LTF1	SO4.1, SO4.2, SO4.3	Mowing/Herbicide/Turf Establishment/Selective Clearing/Fence-line Pruning/Tree Planting and Maintenance	8	$7,285,241	$6,783,260	$4,700,696	$6,324,340	$7,151,996
LTF2	SO4.4	Channel Repair	12	$502,423	$1,608,640	$4,418,744	$2,450,360	$2,504,304
LTF3	SO5.1	Asset/Work Order Management/311/Customer Service Software	5	$1,277,436	$629,200	$771,760	$796,400	$819,060
LTF4								
LTF5								
LTF6								
LTF7								
LTF8								
LTF9								
LTF10								
LTF11								
LTF12								

272 – Pollution Control
Latrice Babin

272 – Pollution Control Services

Data as of 12/14/2020

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

Expenditures Total for FY 2020-2021

$5,911,023

Expenditures by Year (Does not include Grant Funds)

■ 03 - Capital Project Funds   ■ 02 - Special Revenue Funds   ■ 01 - General Fund Group

	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY2019-20	FY2020-21
Total	$4.11M	$4.86M	$4.73M	$4.66M	$5.70M	$5.91M
Capital Project Funds						
Special Revenue Funds		$708.01K				$402.92K
General Fund Group	$3.97M	$4.15M	$4.25M	$4.34M	$5.30M	$4.98M
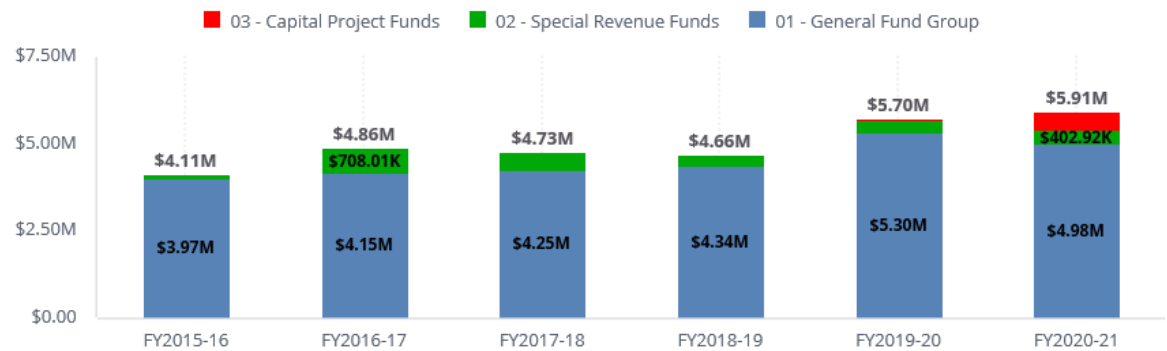
General Fund FY 2020-21 Adopted Budget: $7.55M

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

Department # *(3-digit code)*	Department[1] Name
272	**Harris County Pollution Control Services Dept.**

Section A: Overview and Goals

1. **Mission**

   Enter the mission statement in the box below.

   > PCS will positively impact Harris County residents by proactively driving improvements to air, water, and soil quality through collaborative efforts with the community, expanded pollution monitoring and inspection programs, and innovative practices.

2. **Vision**

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

   > PCS will build a safe, equitable, and healthy community through transparency and consistent enforcement of regulatory guidelines.

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

3. Department Overview

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

Harris County Pollution Control Services (PCS) provides environmental regulatory compliance verification and enforcement in air, water, wastewater, and solid/ hazardous waste. Enforcement activities include the routine sampling of industrial, municipal, and stormwater outfalls; air monitoring and data review; laboratory analysis of samples collected; permit review and comments on TCEQ issued permits; emission event inspections; and solid waste inspections. PCS also provides community-focused environmental emergency response and emergency management, responding to incidents ranging from loss of primary or secondary containment, including marine or road accidents, fire and explosion, and severe weather events. We perform environmental assessments before, during, and after natural disasters and respond to spills and releases accordingly.

Proactive inspections of concrete batch plant facilities provide an opportunity to identify non-compliance issues before the issues impact the community's surrounding environment and public health. Pollution Control plans to extend its proactive inspection program to other areas to address immediate concerns about air, water, and solid waste issues and improve overall environmental quality. We are preparing to participate in salvage yard inspections for the Harris County Engineering Department (HCED) permit process to provide environmental inspection for the protection of human and environmental health.

Pollution Control also conducts complaint-initiated investigations. These complaints are made by residents who allege nuisance or environmental harm caused by a business or individual.

Complaints and inspections triggered by complaints are on an upward trend for the current fiscal year (FY-21) and on pace to surpass numbers from the previous fiscal year. PCS has received 1,244 complaints, which resulted in 1,067 complaint-driven inspections and 265 issued violations since March 1, 2020 through September 30, 2020.

During FY-20 (March 1, 2019 through February 28, 2020), PCS received 1,995 complaints, which resulted in 1,629 complaint-driven inspections and 422 issued violations.

The issuance of a violation notice requires a compliance review that entails reviewing the detailed report and any associated materials to support the observance of non-compliance.

PCS Compliance determines whether the party resolves the violation and, if not, will engage in additional enforcement activities to bring the offender into compliance.

4. **General Fund Division Summaries**

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

> **Technical Division—Laboratory, Emergency Response, and Field Investigative Services:**
>
> The Technical Division responds to and conducts inspections related to citizen environmental complaints, performs routine air monitoring and surveillance, and responds to environmental emergencies. This Division also provides laboratory services to support the Department's enforcement and compliance activities.
>
> **Operations & Policy Division—Permit Services, Water Services, Compliance Services:**
>
> The Operations & Policy Division provides permit review, guidance, monitoring, investigations, sampling, and regulatory enforcement services to Harris County that encompasses all three media types – Air, Soil, and Water.
>
> **Communications Division—Communications and Community Engagement:**
>
> The Communications Division oversees all internal and external communications, media relations, and community engagement and outreach for the Department. The Communications Division supports the Department's mission and vision through strategic communications planning and impactful communications policy development.

5. **Non-General Fund Division Summaries**

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

> As a subsection of Field Investigative Services within the Technical Division is the proactive Concrete Batch Plant Initiative. General funds do not currently fund this program, but instead is supported by a defunct conglomerate of SEP fund provided by the County Attorney and District Attorney Offices. This initiative will need to fold into the general fund.

6. **Goals**

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

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

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

    ---

    1. Provide data-driven operations.

    2. Educate and inform the public and decision-makers of environmental issues.

    3. Provide laboratory analytical services that support enforcement.

    4. Provide timely response to citizen complaints.

    5. Increase number of proactive inspections.

    6. Identify, document, and support enforcement of state environmental laws.

    7. Improve wastewater and stormwater quality.

    8. Review and provide input on TCEQ/EPA permits to incorporate best management practices.

    9. Provide meaningful community engagement to garner feedback and inputs on environmental justice and equity topics.

    10. Provide quality administrative support to each division in pollution control.

    11. Provide sustainability and fleet management services to the department.

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

1. Provide 24/7/365, timely response to environmental emergencies, including supporting responding emergency departments, and providing mutual aid.

2. Monitoring and surveillance to develop baseline data for contaminant identification and the establishment of threshold values.

3. Proficiently analyze, validate, and document analytical results according to standard protocols and approved methods.

4. Develop plans to increase the number of trained investigators that will respond to citizen complaints, perform complex inspections, and initiate proactive programs.

5. Increase enforcement review of each violation notice within 90 days of issuance.

6. Dedicated effluent water quality inspections of wastewater treatment plants and stormwater outfalls to ensure facilities meet appropriate permit parameters.

7. Review and provide comments on TCEQ/ EPA permits to strengthen enforcement actions and minimize adverse effects on human health and the environment.

8. Conduct stakeholder meetings to establish open communication, facilitate community buy-in and increase understanding of equity issues and community vulnerabilities.

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

PCS has aligned the goals and actions described with the overarching goal of Harris County by increasing the presence of proactive programs in targeted areas that seek to provide equity and increased communication with residents and stakeholders. Data availability on the PCS website will provide transparency and inclusiveness to bridge information voids and create a more resilient Harris County.

Section B: Supplemental Operational Information

Answer the six questions below.

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

   Pollution Control is now internally reorganized into three divisions--Technical, Operations & Policy, and Communications.

   - Technical Division – Oversees Emergency Response, including Monitoring and Surveillance, Field Services, and the Laboratory. The laboratory analyzes samples collected and ensures the quality of data provided by third-party labs. Emergency Response helps ensure environmental disruptions are resolved expediently and safely with sufficient data to inform the public and decision-makers of exposure vulnerabilities. Field Services responds promptly to citizen complaints, performs complaint-based and proactive inspections, and refers violations to the Compliance Section for enforcement.

   - Operations and Policy Division – Oversees Permit Services, Water Services, and Compliance Services. Permit Services comments on state permits and regulations; Water Services monitors, samples, and reports on stormwater and wastewater quality, while Compliance Services seeks to enforce allowable emissions violations.

   - Communications Division – Integrates critical messaging from the department divisions to successfully communicate the intersection of PCS Leadership, Services, Operations, and Public Policy to decision-makers, stakeholders, and residents. Oversees Data Analysis, Community Engagement, Environmental Toxicology, Graphic Design, and Social Media. Data Analysis performs statistical analyses and creates reports on PCS data captured from complaints, investigations, and violation notices. Community Engagement creates opportunities for PCS to establish relationships with community residents and stakeholders to bring awareness to PCS's role in environmental protection and encourage residents to vocalize their concerns about environmental hazards. Environmental Toxicology provides insight into the real harms that residents face when violators release toxins into their communities; the toxicologist offers a detailed analysis of monitoring data and aids in developing public education and outreach materials. Graphic Design and Social Media work collaboratively to create dynamic information sharing through various digital platforms.

   - The administrative section's functional reassignment has changed this group from an individual unit and integrated the administrative secretaries into each service section.

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

   - Increased staffing by 50%.
   - Implemented Phase I of the Community Air Monitoring Program (CAMP); The planning, equipment purchase, and siting review for Phase II is underway.
   - Purchased alternative fuel vehicles with the installation of charging stations in progress to decrease PCS's carbon footprint and provide a springboard for the creation of a department sustainability program.

- Implemented a proactive concrete batch plant inspection program to lessen the impact on air and water quality from these facilities.
- Implemented a pre- and post-storm monitoring program with prescribed routes in highly industrialized areas to determine the effects on air quality during such events.

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

- Implementation of semi-stationary units in the Community Air Monitoring Program (CAMP) to monitor total volatile organic compounds (VOCs) and respiratory particulate matter (PM2.5).
- Creation of the Concrete Batch Plant Initiative (CPBI) as a proactive means of bringing facilities into compliance and reducing environmental impacts experienced by nearby residents.
- Education of residents on environmental issues and how they can better protect themselves and their families.
- Publishing near-real-time data on the PCS website during emergency events to inform residents and decision-makers of the air quality state during the event.
- Stormwater sampling to understand the impact industry and residents have on stormwater run-off that affects surface water quality.
- Review of facility compliance and resolution of non-compliant environmental issues to improve environmental impact.
- Reliable 24/7 response to emergency events such as fires, explosions, or significant traffic spills.
- Organic and inorganic testing of water, air, and soil samples in our in-house laboratory provide data collection support for the observations and enforcement activities initiated by investigators.
- Provide active permit review to ensure the parameters therein are protective of human and environmental health.

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

- PCS has undergone review by the PENTA Gap Analysis following the ITC fire to gauge its emergency response actions and improvement areas.
- PCS has also recently undergone an audit by PFM (Spring / Summer 2020) to better understand the role and effectiveness of Pollution Control on protecting the environment and human health.
- PCS laboratory just completed a laboratory audit by the Texas Commission on Environmental Quality (TCEQ) (September 2020) to recertify its analytic accreditation for specific analytical test parameters.

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

- Harris County Judge's Office—Honorable Judge Lina Hidalgo
- Harris County Precinct 1—Commissioner Rodney Ellis
- Harris County Precinct 2—Commissioner Adrian Garcia
- Harris County Precinct 3—Commissioner Steve Radack
- Harris County Precinct 4—Commissioner R. Jack Cagle
- Harris County Attorney's Office
- Harris County District Attorney's Office
- Harris County Community Services Department
- Harris County Engineering Office
- Harris County Flood Control District

- Harris County Fire Marshal
- Harris County Office of Homeland Security and Emergency Management
- Harris County Public Health

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

- Air Alliance Houston
- Environment Texas
- Environmental Defense Fund (EDF)
- Galveston Bay Foundation
- Houston Advanced Research Center (HARC)
- Houston-Galveston Area Council (H-GAC)
- Lone Star Legal Aid
- Sierra Club
- Texas Commission on Environmental Quality (TCEQ)
- Texas Department of State Health Services
- Texas Environmental Justice Advocacy Services (TEJAS)
- Texas Health and Environment Alliance (THEA)
- Texas Southern University – Barbara Jordan/ Mickey Leland Department of Public Affairs
- US Environmental Protection Agency (EPA)
- UTMB Health
- United States Coast Guard
- University of Texas Health Science Center at Houston

Section C: Equity and Diversity Information

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

Answer the four questions below.

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

   Harris County Pollution Control Services recognizes that socioeconomic disparities play a large role in the impact that all types of environmental pollution have in many Harris County communities—higher rates of exposure to toxins typically occur among minority populations living in low-to-moderate-income (LMI) households.

2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*

   Harris County Pollution Control plans to systematically implement the recommendations prescribed by PFM related to addressing environmental justice disparities in Harris County through specific operations, policy, and public information activities. PCS will also establish an Environmental Justice Advisory Committee to guide and support these efforts.

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

    Pollution Control Services has recently begun hiring staff to expand service capacity. In addition to pursuing highly qualified candidates, we continue to employ a diversity strategy that also seeks candidates who are representative of the diversity we see in the Harris County communities we serve.

    PCS has successfully achieved a diverse workforce and plans to continue seeking new opportunities to be inclusive as we hire new employees. In the future, we will expand the announcements of our positions to our stakeholders, minority organizations, and specific human resources job sites dedicated to minority job candidates.

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

    PCS plans to explore diversity training opportunities through training and development consultants vetted by Harris County Human Resources and Risk Management. The consultant will train all PCS employees and design more comprehensive training for PCS management and leadership staff.

FORM 1. Divisions

Division Name	Services Provided	FY 2020-21 Adopted Budget ($ Amount)	FY 2020-21 Adjusted Budget ($ Amount)	Actual Headcount (FTE)
Executive	Provide leadership and oversight of the department and divisions.	$654,805	$674,449	5
Administrative	Administrative Services	$313,914	$323,331	6
Communications	Community Engagement	$44,450	$45,783	1
Communications	Data Analysis	$75,005	$77,255	1
Communications	Digital Media Services	$80,538	$82,954	2
Communications	Environmental Toxicology	$64,896	$66,843	1
Operations & Policy	Compliance Services	$476,278	$490,567	7
Operations & Policy	Permit Services	$493,480	$508,284	8
Operations & Policy	Water Services	$461,282	$475,120	7
Technical Division	Emergency Response Services	$532,979	$548,969	9
Technical Division	Field Investigation Services	$651,123	$670,657	13
Technical Division	Laboratory Services	$660,130	$679,933	10

Pollution Control Services Department

Communications & Media Relations
- Community Engagement
- Data Analysis
- Digital Media
- Environmental Toxicology

Technical
- Emergency Response
- Laboratory
- Investigations

Administrative

Operations & Policy
- Permitting Services
- Water Services
- Compliance Services

FORM 3. Goals and Objectives

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Provide a data-driven operations.	SO1	Increase the frequency of non-emergency monitoring and surveillance by 10%.	Technical	Operations & Policy; Communications	FMO; OEM	
G2	Educate and inform the public and decision-makers of enviornmental issues	SO2	Increase traffic to PCS website by 30 % to allow better flow of information. Increase social media followers by 75% to expand message reach.	Communications	Technical	US	
G3	Provide laboratory analytical services that support enforcement	SO3	Increase analytical testing throughput capacity by 15%.	Technical			
G4	Provide timely response to citizen complaints.	SO4	Reduce response time by 10%.	Technical	Administrative		
G5	Increase number of proative inspections	SO5	Increase proactive inspections by 15%.	Technical	Operations & Policy		
G6	Identify, document, and support enforcement of state environmental laws.	SO6	Reduce time of enforcement determinations by 10%.	Operations & Policy	Technical, Administrative	Harris County Attorney Office	TCEQ, EPA
G7	Improve wastewater and stormwater quality.	SO7	Increase water quality related inspections by 10%.	Operations & Policy	Technical	Harric County Flood Control District	TCEQ, EPA, Clean Rivers
G8	Review and provide input on TCEQ/EPA permits to incoporate best management practices	SO8	Increase percentage of comments on TCEQ issued permits by 10% recommending they incorporate improved best management practices.	Operations & Policy	Technical; Communications	Harris County Attorney Office	TCEQ, EPA
G9	Provide meaningful community engagement to garner feedback and inputs on environmental justice and equity topics.	SO9	Increase the involvement in equity discussion in enviromental justice communities by 20%.	Communications	Technical; Operations & Policy		
G1	Provide a data-driven operations.	SO10	Increase data reporting on monitored emergency events by 15%	Technical	Communications	FMO,OEM	
G1	Provide a data-driven operations.	SO11	Have 75% of the emergency response team participate in at least one training exercise.	Technical		FMO, OEM	
G10	Provide quality administrative support to each division in pollution control.	SO12	Admin team will have quarterly meetings with their respective Division leadership to assess support activities and needs.	Administrative	Technical; Operations & Policy; Communications		
G1	Provide a data-driven operations.	SO13	Annual review of best practices and new technology to incorporate into each division.	Operations & Policy	Technical, Administrative, Communications	US, BMD	
G11	Provide sustainability and fleet management services to the Department	SO14	Establish baseline and reduce carbon footprint of Department. Manage existing and new additions to expanding fleet	Operations & Policy	Technical; Communications; Administative	US	Texas Policy Lab
G10	Provide quality administrative support to each division in pollution control.	SO15	Increase administrative efficency by 10% by increased training	Administrative		US	

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

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

Additional Notes:

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

<u>*Instructions*</u>
Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Executive
Divisions (list all):	Executive

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$654,805	5

1)	**Describe the Service and how it supports department goals.**
	Provide leadership and oversight of the department and divisions.

2)	**Who are the customers for this service? What are their expectations? How do you collect customer feedback?**
	The customers for these services are internal and external and we do not currently collect feedback.

3)	**Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.**
	There is no statutory mandate for these activities, however, leadership of an organization is essential for proper function. Harris County Pollution Control Services Department is authorized as the local government regulatory agency via the Clean Water Act-Chapter 26; Clean Air Act; Health & Safety Code – Chapters 361 and 382; and Chapter 7 section 351 of the Water Code which provides authority for litigation. The Local Government Code mandates compliance with the Harris County Stormwater Regulations – 573, for which Stormwater management (and indirectly other task within the department) are associated.

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

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

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

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

Service Name:	Administraive Services
Divisions (list all):	Administrative

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$313,914	6

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

The administrative services team supports the department goals by performing a wide variety of highly responsible tasks that involve human resources, purchasing, budget, and complaint intake and assignment.

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

This service has both internal and external customers. The internal customers are the Department Director, Division Deputy Directors, and Section Managers. The external customers are Harris County Residents and Industry representatives. They expect us to provide administrative assistance when needed. The external customers expect us to take and assign complaints and answer open records requests.

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

Harris County Pollution Control Services Department is authorized as the local government regulatory agency via the Clean Water Act-Chapter 26; Clean Air Act; Health & Safety Code – Chapters 361 and 382; and Chapter 7 section 351 of the Water Code which provides authority for litigation.
The Local Government Code mandates compliance with the Harris County Stormwater Regulations – 573, for which Stormwater management (and indirectly other task within the department) are associated.

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

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

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

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

Service Name:	Community Engagement
Divisions (list all):	Communications and Media Relations

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$44,450	1

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

Community Engagement will increase awareness of PCS activities and services by promoting the PCS website and social media channels to community residents and stakeholders to align with G2 and SO2. Community engagement will create and distribute comprehensive surveys on various platforms to internal and external stakeholders in order to achieve G9 and SO9.

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

This service's internal customers are Department Director, Division Deputy Directors, Section Managers, and County Elected Officials. They expect clear internal communication about how PCS manages and responds to citizen complaints and general environmental concerns. We collect feedback from internal customers through discussions and meetings. External customers are stakeholders and County residents. We collect feedback from external customers through regular briefings, stakeholder meetings, and surveys.

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

Harris County Pollution Control Services Department is authorized as the local government regulatory agency via the Clean Water Act-Chapter 26; Clean Air Act; Health & Safety Code – Chapters 361 and 382; and Chapter 7 section 351 of the Water Code which provides authority for litigation.
The Local Government Code mandates compliance with the Harris County Stormwater Regulations – 573, for which Stormwater management (and indirectly other task within the department) are associated.

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

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

Additional Notes:

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

Instructions

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

Service Name:	Data Analysis
Divisions (list all):	Communications and Media Relations

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$75,005	1

1)	**Describe the Service and how it supports department goals.**
	Data Analysis will create reports and data dashboards for PCS data that will be available on the PCS website aligning with G2 and SO2. Data Analysis will also use census tract data and GIS mapping tools to support G9 and SO9.
2)	**Who are the customers for this service? What are their expectations? How do you collect customer feedback?**
	Internal customers are Department Director, Division Deputy Directors, Section Managers, and County Elected Officials. They expect to access analyses of trends and patterns in complex data sets that help support department objectives and decision making. We collect feedback from internal customers through discussions and meetings. External customers are stakeholders and County residents. They expect that data released from our Department is clear, concise, and readily available to support decision making, collaborative endeavors, and public information needs. We collect feedback from external customers through regular briefings, stakeholder meetings, and surveys.
3)	**Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.**
	Harris County Pollution Control Services Department is authorized as the local government regulatory agency via the Clean Water Act- Chapter 26; Clean Air Act; Health & Safety Code – Chapters 361 and 382; and Chapter 7 section 351 of the Water Code which provides authority for litigation.
	The Local Government Code mandates compliance with the Harris County Stormwater Regulations – 573, for which Stormwater management (and indirectly other task within the department) are associated.

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

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

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

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

Service Name:	Digital Media Services
Divisions (list all):	Communications and Media Relations

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$80,538	2

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

The Graphic Design and Social Media services make up Digital Media Services. This service works to create dynamic information sharing through various digital platforms as a support to all Community Engagement goals and objectives (G2, SO2, G9, and SO9).

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

This service's internal customers are Department Director, Division Deputy Directors, Section Managers, and County Elected Officials. They expect clear internal communication about how PCS manages and responds to citizen complaints and general environmental concerns. We collect feedback from internal customers through discussions and meetings. External customers are stakeholders and County residents. We collect feedback from external customers through regular briefings, stakeholder meetings, and surveys.

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

Harris County Pollution Control Services Department is authorized as the local government regulatory agency via the Clean Water Act-Chapter 26; Clean Air Act; Health & Safety Code – Chapters 361 and 382; and Chapter 7 section 351 of the Water Code which provides authority for litigation.
The Local Government Code mandates compliance with the Harris County Stormwater Regulations – 573, for which Stormwater management (and indirectly other task within the department) are associated.

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

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

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

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

Service Name: Environmental Toxicology
Divisions (list all): Communications and Media Relations

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$64,896	1

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

Environmental Toxicology will provide technical expertise related to toxins exposure in communities. The toxicologist can provide insight and common explanations to support the data analysis service in alignment with G2, SO2, G9, and SO9.

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

This service's internal customers are all PCS sections, Harris County Attorney's Office, Harris County District Attorney's Office, and Harris County Engineering Department. We collect feedback from internal customers through discussions and meetings. External customers are stakeholders and County residents. We collect feedback from external customers through regular briefings, stakeholder meetings, and surveys.

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

Harris County Pollution Control Services Department is authorized as the local government regulatory agency via the Clean Water Act-Chapter 26; Clean Air Act; Health & Safety Code – Chapters 361 and 382; and Chapter 7 section 351 of the Water Code which provides authority for litigation.
The Local Government Code mandates compliance with the Harris County Stormwater Regulations – 573, for which Stormwater management (and indirectly other task within the department) are associated.

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

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

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

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

Service Name:	Water Services
Divisions (list all):	Operations and Policy Division

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$461,282	7

1)	**Describe the Service and how it supports department goals.**
	The Water Services section provides oversight and guidance to ensure safe, clean waterways and timely delivery of services in water sampling, compliance, monitoring, surveillance, and enforcement of Harris County Municipal Separate Storm Sewer System (MS4) permit requirements.
2)	**Who are the customers for this service? What are their expectations? How do you collect customer feedback?**
	The customers are both internal and external. The internal customers are PCS employees in both the Technical Division and other Services within the Operations and Policy Division, Harris County Flood Control District, Harris County Engineering Office, and the Commisioner's Court . External customers include TCEQ, EPA, and the general community of Harris County. The expectations of these customers is that PCS will monitor and enforce permit requirements to provide quality service for all members of the community - regardless of where they reside. To date, customer feedback has only been directed towards staff in the form a internal survey but plans to provide opportunies for feedback from both internal and external customers are forthcoming.
3)	**Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.**
	Harris County Pollution Control Services Department is authorized as the local government regulatory agency via the Clean Water Act- Chapter 26; Clean Air Act; Health & Safety Code – Chapters 361 and 382; and Chapter 7 section 351 of the Water Code which provides authority for litigation.
	The Local Government Code mandates compliance with the Harris County Stormwater Regulations – 573, for which Stormwater management (and indirectly other task within the department) are associated.

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

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

Additional Notes:

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

Instructions

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

Service Name: Permit Services

Divisions (list all): Operations and Policy

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$493,480	8

1)	**Describe the Service and how it supports department goals.**
	The Permit Services Section provides permit review, guidance, inspection and monitoring services to Harris County for air, water, and soil media. This specifically aligns with the goal of reviewing and providing input on TCEQ / EPA permits to incorporate best business practices.
2)	**Who are the customers for this service? What are their expectations? How do you collect customer feedback?**
	The customers are both internal and external. The internal customers are PCS employees in both the Technical Division and other Services within the Operations and Policy Division, Harris County Flood Control District, Harris County Engineering Office, and the Commisioner's Court . External customers include TCEQ, EPA, and the general community of Harris County. The expectations of these customers is that PCS will monitor and enforce permit requirements to provide quality service for all members of the community - regardless of where they reside. To date, customer feedback has only been directed towards staff in the form a internal survey but plans to provide opportunies for feedback from both internal and external customers are forthcoming.
3)	**Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.**
	Harris County Pollution Control Services Department is authorized as the local government regulatory agency via the Clean Water Act- Chapter 26; Clean Air Act; Health & Safety Code – Chapters 361 and 382; and Chapter 7 section 351 of the Water Code which provides authority for litigation.
	The Local Government Code mandates compliance with the Harris County Stormwater Regulations – 573, for which Stormwater management (and indirectly other task within the department) are associated.

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

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

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

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

Service Name: Compliance Services

Divisions (list all): Operations and Policy

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$476,278	7

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

The Compliance Services Section further investigates documented permit violations and pursues enforcement actions against those entities. These actions directly align with the goal of identifying, documenting, and supporting enforcement of state environmental laws.

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

The customers are both internal and external. The internal customers are PCS employees in both the Technical Division and other Services within the Operations and Policy Division, Harris County Flood Control District, Harris County Engineering Office, Harris County Attorney's Office, Harris County District Attorney's Office, and the Commisioner's Court . External customers include TCEQ, EPA, and the general community of Harris County. The expectations of these customers is that PCS will monitor and enforce permit requirements to provide quality service for all members of the community - regardless of where they reside. To date, customer feedback has only been directed towards staff in the form a internal survey but plans to provide opportunies for feedback from both internal and external customers are forthcoming.

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

Harris County Pollution Control Services Department is authorized as the local government regulatory agency via the Clean Water Act-Chapter 26; Clean Air Act; Health & Safety Code – Chapters 361 and 382; and Chapter 7 section 351 of the Water Code which provides authority for litigation.
The Local Government Code mandates compliance with the Harris County Stormwater Regulations – 573, for which Stormwater management (and indirectly other task within the department) are associated.

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

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

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

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

Service Name: Emergency Response
Divisions (list all): Technical Division

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$532,979	9

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

Provide 24/7/365, timely response to environmental emergencies, including supporting responding emergency departments, and providing mutual aid. Also conduct mobile monitoring and surveillance to develop baseline data for contaminant identification and the establishment of threshold values and provide advanced air quality monitoring during environmental emergencies.

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

Primary customers are other emergency response agencies including precincts, Flood Control, Fire Marshall's Office, Harris County Office of Homeland Security and Emergency Management, DSHS, TCEQ, TGLO, CIMA, EHCMA, and local volunteer fire departments. Their expectations are that we collect our environmental samples and conduct environmental monitoring in a manner that will not further jeopordize human health, and will provide those agencies and the community with sufficient information to provide appropriate protective measures or conduct appropriate cleanup.

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

Harris County Pollution Control Services Department is authorized as the local government regulatory agency via the Clean Water Act- Chapter 26; Clean Air Act; Health & Safety Code – Chapters 361 and 382; and Chapter 7 section 351 of the Water Code which provides authority for litigation.
The Local Government Code mandates compliance with the Harris County Stormwater Regulations – 573, for which Stormwater management (and indirectly other task within the department) are associated.

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

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

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

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

Service Name:	Field Investigation Services
Divisions (list all):	Technical Division

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$651,123	12

1)	Describe the Service and how it supports department goals.
	Respond to citizen complaints and perform field inspections. Educate the public. Conduct inspections of multi media facilities to prevent citizen complaints and violations. Educate small business owners on Environmental regulations. Conduct proactive and complaint inspections of concrete batch plants.

2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
	Citizens of Harris County, other County agencies are customers for complaints, and small businesses that generate air emissions, water discharges, hazardous, industrial and and municipal solid waste, and concrete batch plants in particular, are customers for proactive investigations. Feedback is not currently collected on complaints, but the expectation is to provide a timely investigation of the complaint and follow up with the complainant in a timely manner. Expectations for businesses are for us to allow them to come into compliance and feedback is typically sent through violation repsonses. Specific to concrete batch plant operators, expectations are for us to allow them time to come into complaince, with customer feedback collected through email record requests and violation responses.

3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
	Harris County Pollution Control Services Department is authorized as the local government regulatory agency via the Clean Water Act- Chapter 26; Clean Air Act; Health & Safety Code – Chapters 361 and 382; and Chapter 7 section 351 of the Water Code which provides authority for litigation. The Local Government Code mandates compliance with the Harris County Stormwater Regulations – 573, for which Stormwater management (and indirectly other task within the department) are associated.

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

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

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

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

Service Name:	Laboratory Services
Divisions (list all):	Technical Division

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$660,130	10

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

Proficiently analyze samples of environmental media, validate and document analytical results according to standard protocols and approved methods to support investigations and enforcement efforts.

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

Primary customers are Pollution Control Investigators, however, other customers include the Harris County Environmental Crimes Division constables as well as Environmental officers from the Pasadena Police Department. A yearly customer survey is sent to all customers once a year (November). Customers are always welcome to complete a complaint form when needed.

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

Harris County Pollution Control Services Department is authorized as the local government regulatory agency via the Clean Water Act- Chapter 26; Clean Air Act; Health & Safety Code – Chapters 361 and 382; and Chapter 7 section 351 of the Water Code which provides authority for litigation.
The Local Government Code mandates compliance with the Harris County Stormwater Regulations – 573, for which Stormwater management (and indirectly other task within the department) are associated.

FORM 4b. Performance Metrics

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Field Investigative Services	Average number of inspections per Field Investigator	Currently in use	PCS CRM Information Management System	SO5	30 per month	30 per month	Maintain average combined (complaint and proactive) inspection with greater complaint load due to outreach while building capacity and training staff
Field Investigative Services	Number of proactive inspections conducted	Currently in use	PCS CRM Information Management System	SO5	8 per month	(10% over current)	Increase capacity to perform proactive inspections through added staff
Field Investigative Services	Average time between complaint and response to complainant	New	PCS CRM Information Management System	SO4		3 business days to respond to complainant	Average response to complainant to let them know the outcome of our investigations prompted by their complaint
Field Investigative Services	Decrease in Concrete Batch Plant Complaints by increasing to proactive investigation initiative	New	PCS CRM Information Management System	SO4, SO5		10% reduction in CBP Complaints	Targeted proactive inspection initiative will improve compliance at operating facilities and initiate enforcement against routine violators.
Emergency Response	Physically respond to all fire, explosion, or other emergency events of imminent danger to life, health, property, safety, or the environment in a timely manner	New	ER Reports, CRM in future	SO10		Within one hour of notification	Document timely response to emergencies
Emergency Response	Respond to non-emergency environmental incidents in a timely manner	New	ER Reports, CRM in future	SO10, SO11		Follow up within 2 hours of notification	Document timely response to non-emergency events with the potential to impact public health or the environment
Emergency Response	Number of Blue Sky air monitoring events conducted	New	Monitoring & Surveillance Repo	SO1		3 per month	Develop database of ambient background concentrations to focus future efforts
Laboratory Services	Number of organic analysis performed	New	Laboratory Information Management System	SO3		New Measure, target value TBD	Track laboratory throughput for organic analyses
Laboratory Services	Number of inorganic analysis performed	New	Laboratory Information Management System	SO3		New Measure, target value TBD	Track laboratory throughput for inorganic analyses
Laboratory Services	Number of non-specialty analytical samples outsourced	New	Laboratory Information Management System	SO3		10% reduction	Expanding and upgrading laboratory equipment and adding personnel should allow increased in-house sample analysis
Compliance Services	Percentage of cases resolved by VN letter	Currently in use	PCS CRM Information Managem	SO6	77% (FY 73%)	80 to 90% of the # of VNs issued	This is a consistent percentage that reflects resolved cases for the last several years
Compliance Services	Percentage of cases forwarded for criminal enforcement	Currently in use	PCS CRM Information Managem	SO6	.3% (FY .2%)	At least 10% forwarded for both criminal/civil enforcement	This is a consistent percentage that reflects cases forwarded for enforcement action for the last several years.
Compliance Services	Percentage of cases forwarded for civil enforcement	Currently in use	PCS CRM Information Managem	SO6	10% (FY 10%)	At least 10% forwarded for both criminal/civil enforcement	This is a consistent percentage that reflects cases forwarded for enforcement action for the last several years.
Permit Service	Number of permits reviewed for comment	Currently in use	PCS CRM Information Managem	SO8	68	10% increase	Increased opportunity to attempt to change permit language
Permit Service	Number of emission event investigations conducted	Currently in use	PCS CRM Information Managem	SO1	30	10% increase	Better understanding of the impact of emissions from facilities
Water Services	Number of surface water assessments	Currently in use	PCS CRM Information Managem	SO7	883	950	Hopefully COVID will be on the decline and we can increase STP, Industrial production. Boat runs are set for 3 per month (Clean Rivers Program)
Water Services	Number of dry weather screenings conducted	Currently in use	PCS CRM Information Managem	SO7	71	220	Permit driven numbers based on seasons. Permit year is from Aug-July
Water Services	Number of wet weather screenings conducted	Currently in use	PCS CRM Information Managem	SO7	6	22	Permit driven numbers based on seasons. Permit year is from Aug-July
Communications	Number of site visits	New	Google Analytics	SO2		New Measure, target value TBD	
Communications	Number of specific page visits	New	Social Media Platform	SO2		New Measure, target value TBD	
Communications	Number of social media followers	New	Analytics	SO2		New Measure, target value TBD	
Communications	Number of survey respondents in each target audience	New	PCS/General/Post Engagement	SO9		New Measure, target value TBD	
Administrative	Average time of issuance of POs after request	New	Internal spreadsheet	SO15		New Measure, target value TBD	
Administrative	Number of staff trainings completed	New	Internal spreadsheet	SO12, SO15		New Measure, target value TBD	
Administrative	Tracking of open records requested and fulilled	New	Internal spreadsheet	SO15		New Measure, target value TBD	
Administrative	Tracking of undeliverable violation notices	New	Internal spreadsheet	SO15		New Measure, target value TBD	
Sustainability (proposed)	Reduce carbon footprint of department	New	Hybrid vehicle mileage per gallon, total miles driven with EV vehicles, etc. Data source is info logged on vehicles for mileage and efficiency	SO14		New Measure, target value TBD	Efficiency of hybrid vehicles will be measured in miles per gallon. For EV we will capture total miles driven.

FORM 5a. Prioritized Budget Request Summary for Additional Funds

Priority #: 13

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested*	Request Amount - First Year (FY2021-22)				Ongoing Annual Cost - Future Years (if applicable)			5-Year Total Cost
								Vehicles, Equipment > $5,000, Other Capital	Materials, Supplies and Other Non-Labor	Salary & Benefits	Total First Year Funding Request	Materials, Supplies and Other Non-Labor	Salary & Benefits	Annual Ongoing Cost	
BR1	Sustainability Services	New division within PCS to mange sustainability initiatives, fleet records, training, and vehicle maintenance for department	Operations & Policy	SO14	1	0	1	$27,301	$4,378	$120,028	$151,707	$1,728	$123,679	$125,407	$653,335
BR2	Water Services	Add addition personnel to support goal of improving water quality for Harris County residents	Operations & Policy	SO7	11	8	3	$166,302	$10,961	$296,809	$474,072	$4,961	$305,713	$310,674	$1,716,768
BR3	Compliance Services	Add addition personnel to support goal of identifying, documenting, and supporting enforcement of state environmental laws	Operations & Policy	SO6	8	7	1	$0	$3,809	$79,214	$83,023	$1,809	$81,590	$83,399	$416,619
BR4	Permit Services	Add additional position to support growing air monitoring program	Operations & Policy	SO8	9	8	1	$0	$3,628	$79,214	$82,842	$1,628	$81,590	$83,218	$415,714
BR5	Field Investigation Services	Add personnel, equipment, and fleet vehicles to support goals of providing timely response to citizen complaints and increasing the number of proactive inpsections, while providing data-driven operations. Includes addition of Department Safety Manager	Technical	SO4, SO5, SO6	25	15	10	$322,324	$109,982	$824,293	$1,256,599	$66,209	$849,022	$915,231	$4,917,521
BR6	Emergency Response	Add personnel, equipment, and fleet vehicles to support goals of providing timely emergency response and data-driven response operations.	Technical	SO1, SO10, SO11	15	10	5	$243,579	$121,819	$360,176	$725,574	$57,131	$370,981	$428,112	$2,438,023
BR7	Laboratory Services	Add personnel to support goal of providing laboratory analytical services that support enforcement.	Technical	SO3, SO6	16	13	3	$15,105	$112,241	$263,366	$390,712	$89,276	$271,267	$360,543	$1,832,886
BR8	Community Engagement	Additional staff to support education and outreach to the community-at-large in alignment with G2.	Communications	SO2	2	1	1	$2,000	$1,500	$79,214	$82,714	$140	$79,214	$79,354	$400,130
BR9	Data Analysis	Additional staff to support GIS mapping function, data analysis for monitoring and surveillance activities, and technical report writing in alignment with G2 and G9.	Communications	SO2,SO9	4	1	3	$6,000	$1,500	$314,817	$322,317	$7,424	$314,817	$322,241	$1,611,281
BR10	Digital Media Services	Additional staff to support website maintenance and development in alignment with G2.	Communications	SO2	2	1	1	$2,000	$0	$95,972	$97,972	$2,446	$95,972	$98,418	$491,644
BR11	Environmental Toxicology	Additional staff to support community engagement and data analysis activities in alignment with G2 and G9.	Communications	SO2,SO9	2	1	1	$2,000	$0	$95,972	$97,972	$148	$95,972	$96,120	$482,452
BR12	Administrative	Additional staff to support the operations and policy, technical, and communications divisions.	Administrative	SO12,SO15	9	6	3	$2,000	$0	$214,488	$216,488	$0	$214,488	$214,488	$1,074,440
BR13															

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

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

Instructions
Enter responses in each of the fields in the table below
Budget Request Priority ID, Name of Service, and Division (first three columns) should all match Form 5a

Budget Request Priority ID (From Form 5a)	Name of Service (From Form 5a)	Division (From Form 5a)	Position Title	Full-time, Part-time or Temp	Annual Hours (2080 = Full-Time)	Number of Positions	Annual Actual Base Salary (Per Position)	Annual Benefits (Per Position)	Annual Total Cost Per Position	Annual Total Cost - All Positions	Projected Hire Date	Number of Pay Periods to Fund	Pro-Rated Cost Per Position	Pro-Rated Cost - All Positions	Is Additional Office Space Required? (Y/N)
BR6	Emergency Response	Technical	Emergency Planner	Full	2080	1	$80,787	$34,030	$114,818	$114,818	3/1/2021	26	$114,818	$114,818	Y
BR5	Field Investigation	Technical	Safety Manager	Full	2080	1	$69,680	$31,400	$101,080	$101,080	3/1/2021	26	$101,080	$101,080	Y
BR1	Sustainability Services	Operations and Policy	Sustainability Officer	Full	2080	1	$83,200	$34,602	$117,802	$117,802	3/1/2021	26	$117,802	$117,802	Y
BR9	Data Analysis	Communications	Data Analyst Monitoring and Surveillance	Full	2080	1	$72,800	$32,139	$104,939	$104,939	3/1/2021	26	$104,939	$104,939	Y
BR5	Field Investigation	Technical	Field Supervisor	Full	2080	1	$72,800	$32,139	$104,939	$104,939	3/1/2021	26	$104,939	$104,939	Y
BR11	Environmental Toxicology	Communications	Research Analyst	Full	2080	1	$60,000	$29,108	$89,108	$89,108	3/1/2021	26	$89,108	$89,108	Y
BR2	Water Services	Operations and Policy	Supervisor (2)	Full	2080	2	$72,800	$32,139	$104,939	$209,878	3/1/2021	26	$104,939	$209,878	Y
BR6	Emergency Response	Technical	M&S and Reporting Specialist	Full	2080	1	$56,160	$28,199	$84,359	$84,359	3/1/2021	26	$84,359	$84,359	Y
BR5	Field Investigation	Technical	Investigator II	Full	2080	2	$47,840	$26,229	$74,069	$148,137	3/1/2021	26	$74,069	$148,137	Y
BR9	Data Analysis	Communications	GIS Specialist	Full	2080	1	$72,800	$32,139	$104,939	$104,939	3/1/2021	26	$104,939	$104,939	Y
BR8	Community Engagement	Communications	Community Liaison	Full	2080	1	$45,000	$25,556	$70,556	$70,556	3/1/2021	26	$70,556	$70,556	Y
BR5	Field Investigation	Technical	Investigator I	Full	2080	2	$43,680	$25,243	$68,923	$137,847	3/1/2021	26	$68,923	$137,847	Y
BR7	Lab	Technical	Chemist -- Instrumentation	Full	2080	2	$52,000	$27,214	$79,214	$158,427	3/1/2021	26	$79,214	$158,427	Y
BR2	Water Services	Operations and Policy	Senior Investigator	Full	2080	1	$58,240	$28,691	$86,931	$86,931	3/1/2021	26	$86,931	$86,931	Y
BR9	Data Analysis	Communications	Technical Writer	Full	2080	1	$72,800	$32,139	$104,939	$104,939	3/1/2021	26	$104,939	$104,939	Y

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

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

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

Instructions

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

Budget Request Priority ID:	BR1
Funding Request Description:	New division within PCS to mange sustainability initiatives, fleet
Division:	Operations & Policy

Funding Request - Next Fiscal Year:	$151,707

1)   Describe the specific problem, challenge or opportunity (why funding is needed).
New division within PCS to mange sustainability initiatives, fleet records, training, and vehicle maintenance for the department. There are currently 27 vehicles in the fleet, with an additional 16 expected vehicle deliveries before 1/2021.
2)   Which department-level goals does this support?
This is a new initiative designed to initially manage the fleet vehicles use, maintenance, replacement, new purchases, and driver safety. In addition, team members will drive sustainability efforts for not only the fleet, but for our entire operations, focusing on energy efficiency and ways to reduce our carbon footprint.
3)   What do you want to achieve with these additional funds?
Greater efficiency, carbon footprint reduction, and a future goal of providing sustainability guidance and direction to other departments
4)   Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
One new position will be added at the beginning of the fiscal year. Role will be focused on both fleet management and providing leadership and direction on sustainability initiatives for our fleet and operations across all divisions.
5)   List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Reduce carbon footprint		SO14	new	guage efficacy of alternative fuel fleet

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

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

Budget Request Priority ID:	BR2
Funding Request Description:	Add addition personnel to support goal of improving water quality
Division:	Operations & Policy
Funding Request - Next Fiscal Year:	$474,072

1)	**Describe the specific problem, challenge or opportunity (why funding is needed).**
	The Water Services section provides oversight and guidance to ensure safe, clean waterways and timely delivery of services in water sampling, compliance, monitoring, surveillance, and enforcement of Harris County Municipal Separate Storm Sewer System (MS4) permit requirements. Currently we do not have adequate staffing to perform all the required inspections in the expected timeline.

2)	**Which department-level goals does this support?**
	Improve wastewater and stormwater quality

3)	**What do you want to achieve with these additional funds?**
	Increase the number of inspections performed to ensure cleaner waterways in the County.

4)	**Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.**
	More staffing directly translates into an increased capability to perform a backlog of work in less time. This additional headcount will positively impact the quantity of inspections that can be performed

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

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Number of surface water assessments	PCS CRM Information Management System	SO7	950	Hopefully COVID will be on the decline and we can increase STP, Industrial production. Boat runs are set for 3 per month (Clean Rivers Program)
Number of dry weather screenings conducted	PCS CRM Information Management System	SO7	220	Permit driven numbers based on seasons. Permit year is from Aug-July
Number of wet weather screenings conducted	PCS CRM Information Management System	SO7	22	Permit driven numbers based on seasons. Permit year is from Aug-July

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

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

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

Instructions

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

Budget Request Priority ID: BR3

Funding Request Description: Add addition personnel to support goal of identifying,

Division: Operations & Policy

Funding Request - Next Fiscal Year: $83,023

1)	**Describe the specific problem, challenge or opportunity (why funding is needed).**
	Compliance Services reviews facility compliance and resolution of non-compliant environmental issues. This is a critical role, as this group provides expertise and detailed testimony to the County Attorney's Office to enforce permit violations
2)	**Which department-level goals does this support?**
	Add addition personnel to support goal of identifying, documenting, and supporting enforcement of state environmental laws
3)	**What do you want to achieve with these additional funds?**
	Provide additional resources to decrease the time required to review and enforce violations
4)	**Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.**
	Additional personnel will provide immediate resources to handle the backlog of enforcement cases. The Department will be better positioned to quickly handle additional cases as they arise.
5)	**List and describe the performance metrics that will be used to evaluate success and what your performance targets are.**
	Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Percentage of cases resolved by Violation Notice letter	PCS CRM Information Management System	SO8	80 to 90% of the # of VNs issued	This is a consistent percentage that reflects cases forwarded for enforcement action for the last several years.
Percentage of cases forwarded for criminal enforcement	PCS CRM Information Management System	SO8	At least 10% forwarded for both criminal/civil enforcement	This is a consistent percentage that reflects cases forwarded for enforcement action for the last several years.
Percentage of cases forwarded for civil enforcement	PCS CRM Information Management System	SO8	At least 10% forwarded for both criminal/civil enforcement	This is a consistent percentage that reflects cases forwarded for enforcement action for the last several years.

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

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

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

Budget Request Priority ID:	BR4
Funding Request Description:	Add additional position to support growing air monitoring program
Division:	Operations & Policy
Funding Request - Next Fiscal Year:	$82,842

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

Air quality concerns continue to be an issue in Harris County. In addition to managing other media, Permit Services has an Air Monitoring group than installs, maintains, and collects data on air quality measurements throughout the County. This program continues to expand based on an increase in air quality inquiries and a subsequent increase in the amount of monitoring locations and data that is being collected.

2)	**Which department-level goals does this support?**

Review and provide comments on TCEQ/ EPA permits to strengthen enforcement actions and minimize adverse effects on human health and the environment.

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

Provide additional resources to support air quality monitoring program and data collection. This additional data collected will be available for public view, increasing transparency and informing the public of potential risks.

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

The Air Monitoring program is ongoing and data collection occurs regularly. This data is published on the PCS website for public consumption. Additional personnel added to manage this program will increase the number of data collection points and provide a more accurate map of pollutant levels throughout the County.

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

Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Number of permits reviewed for comment	PCS CRM Information Management System	SO8	10% increase	Increased opportunity to attempt to change permit language
Number of emission event investigations conducted	PCS CRM Information Management System	SO8	10 % increase	Better understanding of the impact of emissions from facilities

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

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

This should be entered in the __separate file__ entitled: __Budget Forms (5c).xlsx__

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

Budget Request Priority ID: BR5
Funding Request Description: Field Investigative Services Personnel and Equipment
Division: Technical Division

Funding Request - Next Fiscal Year: $1,256,599

1)	**Describe the specific problem, challenge or opportunity (why funding is needed).**
	The Field Investigative Services section has been extremely lean to understaffed. The PFM summary report recommended adding a field supervisor position and evaluating adding staff as needed to provide quicker response times for complaints and more capacity for proactive investigations. In addition to the personnel, fleet vehicles are needed along with inspection equipment and standard field safety and sampling equipment, and improved technology for operational efficiency
2)	**Which department-level goals does this support?**
	Primarily this supports the goals of providing a timely response to citizen complaints (G4) and Increasing the number of proactive inspections (G5), but also supports G1 (Data Driven Operations), G6 (Identify, Document, and support enforcement of state environmental laws), and G7 (Improve wastewater and stormwater quality), as the Field section supports all of these objectives as well.
3)	**What do you want to achieve with these additional funds?**
	Add personnel and equipment to support goals of providing timely response to citizen complaints and increasing the number of proactive inspections, while providing data-driven operations. Includes addition of Department Safety Manager to oversee staff health, safety, and environmental exposure for all staff, and manage the HAZWOPER training, medical monitoring, safety supplies, and all other safety-related activities.
4)	**Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.**
	The Field Section will add a second Field Supervisor position and two entry-level investigators at the beginning of the budget year, along with two Auto Salvage yard Specialists to support this initiative. As the Investigator Is are trained to handle simple and routine complaints, and the Supervisor finishes on-boarding, the two additional Investigator IIs will be brought on to provide support for increased complaint volumes generated via our increased public outreach. Finally, two additional Sr. Investigator positions will help continue growth of the field services
5)	**List and describe the performance metrics that will be used to evaluate success and what your performance targets are.**
	Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Average number of inspections per Field Investigator	PCS CRM Information Management System	SO5	30 per month	Maintain average combined (complaint and proactive) inspection with greater complaint load due to outreach while building capacity and training staff
Number of proactive inspections conducted	PCS CRM Information Management System	SO5	(10% over current)	Increase capacity to perform proactive inspections through added staff
Average time between complaint and response to complainant	PCS CRM Information Management System	SO4	3 business days to respond to complainant	Ensure timely response to citizens informing of the investigation results.
Decrease in Concrete Batch Plant Complaints due to proactive investigation initiative	PCS CRM Information Management System	SO4, SO5	10% reduction in CBP Complaints	Targeted proactive inspection initiative will improve compliance at operating facilities and initiate enforcement against routine violators.

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

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

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

Budget Request Priority ID:	BR6
Funding Request Description:	Emergency Response Services Personnel and Equipment
Division:	Technical
Funding Request - Next Fiscal Year:	$725,574

1)   Describe the specific problem, challenge or opportunity (why funding is needed).
As noted in the Penta Gap Analysis and the PFM Report, the emergency response team provides resources for emergency response, as well as proactive "Blue Sky" monitoring of background air concentrations, and the current staffing is not sufficient for long-duration operations that may continue over days or weeks. The ER team is transitioning to 24/7 shift scheduling, which requires staff additions to ensure feasible scheduling and avoid burnout. Additionally,
2)   Which department-level goals does this support?
Primarily this supports the goal G1 (Data Driven Operations), but also supports G2 (Educate and inform the public and decision-makers of environmental issues), G6 (Identify, Document, and support enforcement of state environmental laws).
3)   What do you want to achieve with these additional funds?
An experienced Emergency Planner will be added in the ER Section to develop emergency plans for PCS as identified in the Penta Gap Analysis. These plans will address all hazards and be written in accordance with the Harris County Basic Plan. This position will plan and develop emergency drills for the Emergency Response Section and department wide and maintain a drill schedule. During activation for large scale emergencies and disaster this position can serve as Planning Section Chief for the departmental ICS Structure. The ER team will also add two additional ER Specialists to decrease response time and increase capacity to respond to large-scale events. With increased monitoring data input and event monitoring reporting requirements, the ER/M&S team needs a person dedicated to managing reporting requirements as well as providing additional bench strength. The ER Section will add a full time Admin, who will also serve as a backup to the Lab Section's Custodian.
4)   Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
The additional staff and equipment will be procured as soon as possible within the budget year.
5)   List and describe the performance metrics that will be used to evaluate success and what your performance targets are.
Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Physically respond to all fire, explosion, or other emergency events of imminent danger to life, health, property, safety, or the environment in a timely manner	ER Reports, CRM in future	SO10	Within one hour of notification	Document timely response to emergencies
Respond to non-emergency environmental incidents in a timely manner	ER Reports, CRM in future	SO10, SO11	Follow up within 2 hours of notification	Document timely response to non-emergency events with the potential to impact public health or the environment
Number of Blue Sky air monitoring events conducted	Monitoring & Surveillance Reports	SO1	3 per month	Develop database of ambient background concentrations to focus future efforts

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

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

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

Budget Request Priority ID:	BR7
Funding Request Description:	Laboratory Services Personnel and Supplies
Division:	Technical

Funding Request - Next Fiscal Year:	$390,712

1) **Describe the specific problem, challenge or opportunity (why funding is needed).**
The laboratory currently outsources a significant number of samples, and has been upgrading the analytical capacity and capability of our lab. Personnel and supplies are needed to run the laboratory.
2) **Which department-level goals does this support?**
Primarily this supports the goals of providing laboratory analytical services that support enforcemnt, but also supports G1 (Data Driven Operations), G6 (Identify, Document, and support enforcement of state environmental laws).
3) **What do you want to achieve with these additional funds?**
The Lab will add one QA support person who would also be able to be a backup on the bench as needed. Two additional chemists for the instrumentation lab are already court-approved as part of the staff expansion from the Penta Gap Analysis.
4) **Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.**
The lab will be adding the required staff as soon as possible in the budget year. Supplies to support analytical capabilities will be purchased on an as-needed basis over the year.
5) **List and describe the performance metrics that will be used to evaluate success and what your performance targets are.**
Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Number of organic analysis performed	Laboratory Information Management System	SO3		Track laboratory throughput for organic analyses
Number of inorganic analysis performed	Laboratory Information Management System	SO3		Track laboratory throughput for inorganic analyses
Number of non-specialty analytical samples outsourced	Laboratory Information Management System	SO3	10% reduction	Expanding and upgrading laboratory equipment and adding personnel should allow increased in-house sample analysis

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

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

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

Budget Request Priority ID: | BR8
Funding Request Description: | Additional staff to support education and outreach to the community-
Division: | Communications

Funding Request - Next Fiscal Year: | $82,714

1)	**Describe the specific problem, challenge or opportunity (why funding is needed).**
	PCS plays a critical role in informing the public about environmental quality and safety issues related to pollutant risk in the County. Additional resources are needed to expand the capacity to conduct extensive public education and outreach to Harris County residents.
2)	**Which department-level goals does this support?**
	Goals 02 and 09 are supported.
3)	**What do you want to achieve with these additional funds?**
	Immediate achievements will be realized through expanding education and outreach related to the Community Air Monitoring Program (CAMP); Near-term and Long-term achievements will be realized through the establishment of an environmental justice advisory committee and a supporting communication policy.
4)	**Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.**
	Position will be hired within the first quarter of the fiscal year to support expanding public education and outreach primarily within Precinct One and 2, with activities as needed within Precincts 3 and 4.
5)	**List and describe the performance metrics that will be used to evaluate success and what your performance targets are.**
	Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Number of site visits	Google Analytics	SO2	new	
Number of specific page visits	Social Media Platform	SO2	new	
Number of social media followers	Analytics	SO2	new	
Number of survey respondents	PCS/general post engagement	SO9	new	

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

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

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

Budget Request Priority ID:
BR9

Funding Request Description:
Additional staff to support GIS mapping function, data analysis for

Division:
Communications

Funding Request - Next Fiscal Year:
$322,317

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

The data collected during air monitoring events and water sampling events require display both of location taken and of the data analytics. This position will support the GIS mapping function and data analysis for these activities and provide technical writing to detail findings to allow distribution to department personnel, community members as well as HC decision/ policy makers.

2)	**Which department-level goals does this support?**

Goals G2 and G9 are supported by this position.

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

The achievement of focused reporting that offer both graphic depiciton and transparent written documentation of observations from monitoring and survelliance and water sampling events is expected.

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

Position will be hired in the first quarter of the physical year to support the increased capacity of monitoring to allow more transparent dissemination of information of results.

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

Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Number of site visits	Google Analytics	SO2	new	
Number of specific page visits	Social Media Platform	SO2	new	
Number of social media followers	Analytics	SO2	new	
Number of survey respondents	PCS/general post engagement	SO9	new	

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

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

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

Budget Request Priority ID: | BR10
Funding Request Description: | Additional staff to support website maintenance and development in
Division: | Communications

Funding Request - Next Fiscal Year: | $97,972

1)	**Describe the specific problem, challenge or opportunity (why funding is needed).**
	PCS needs to emphasize transparency and the department website and social media is how to address this need.
2)	**Which department-level goals does this support?**
	Goals 02 and 09 are supported.
3)	**What do you want to achieve with these additional funds?**
	Immediate achievements will be realized through the launch of a new, dynamic, user-friendly department website. Near-term and Long-term achievements will be realized through the expansion of promotion of available public information and social media engagement.
4)	**Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.**
	Positions will be hired within the first quarter of the fiscal year to support the redevelopment of the department website and addition and maintenance of data dashboards.
5)	**List and describe the performance metrics that will be used to evaluate success and what your performance targets are.**
	Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Number of site visits	Google Analytics	SO2	new	
Number of specific page visits	Social Media Platform	SO2	new	
Number of social media followers	Analytics	SO2	new	
Number of survey respondents	PCS/general post engagement	SO9	new	

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

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

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

Budget Request Priority ID: | BR11
Funding Request Description: | Additional staff to support community engagement and data
Division: | Communications

Funding Request - Next Fiscal Year: | $97,972

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

PCS has a duty to focus on equity in environmental health protection, and on pollution prevention and resiliency, with a robust process for involving community residents, especially communities at higher risk.

2)	**Which department-level goals does this support?**

Goals 02 and 09 are supported.

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

Immediate achievements will be realized through the launch of a public information campaign specifically focused on the top ten common environmental toxicants found in most communities. Near-term and Long-term achievements will be realized through the expansion of targeted community engagement with fence-line communities and other high risk communities.

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

Position will be hired within the first quarter of the year to support all activities related to community engagement and data analysis.

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

Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Number of site visits	Google Analytics	SO2	new	
Number of specific page visits	Social Media Platform	SO2	new	
Number of social media followers	Analytics	SO2	new	
Number of survey respondents	PCS/general post engagement	SO9	new	

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

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

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

Budget Request Priority ID:	BR12
Funding Request Description:	Additional staff to support the operations and policy, technical, and
Division:	Administrative

Funding Request - Next Fiscal Year:	$216,488

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

The three administrative staff will each support the Operations & Policy Division, Technical Division and Communications Division respectively by performing a variety of task that involve reporting, purchasing, human resources, budget inputs and other clerical task.

2) Which department-level goals does this support?

Goal supported with this request is G10.

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

The expectation is to gain assistance in the clerical and administrative task of the sections within the three divisions needed to aid in the effiency of the divisions' functions.

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

The administrative staff is instrumental in the function of the division and is currently very noticably lacking. The intention is to hire these three needed positions as soon as possible to reduce the load on existing positions and to aid in the increased section output.

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

Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Average time of issuance of POs	internal spreadsheet	SO15	new	
Number of staff trainings completed	internal spreadsheet	SO12; SO15	new	
Tracking of open records requested/ fulfi	internal spreadsheet	SO15	new	
Tracking of undeliverable VN	internal spreadsheet	SO15	new	

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

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

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

<u>Instructions</u>
Fill out the table below.

LT Funding Needs ID	Which Strategic Objective does this address? (Enter SO # from Form 3)	Description of Future Funding Needs	# of Positions Needed (if applicable)	Estimated Year 1 Costs (FY 2021-22)	Estimated Year 2 Costs (FY 2022-23)	Estimated Year 3 Costs (FY 2023-24)	Estimated Year 4 Costs (FY 2024-25)	Estimated Year 5 Costs (FY 2025-26)
LTF1	SO4, SO5	Add personnel, vehicles, and supplies to Field Section to support goals of providing timely response to citizen complaints and increasing the number of proactive inpsections, while providing data-driven operations. Includes addition of Department Safety Manager	12		$422,102	$461,375	$240,949	$240,949
LTF2	SO1, SO10,SO11	Add personnel, vehicles and supplies to ER Section to support goals of providing timely response and data-driven operations.	6		$68,980	$268,763	$134,882	$296,642
LTF3	SO3	Add personnel to support goal of providing laboratory analytical services that support enforcement.	14		$503,625	$485,298	$167,875	
LTF4								
LTF5								
LTF6								
LTF7								
LTF8								
LTF9								
LTF10								
LTF11								
LTF12								

FORM 7. Update on Expansion Funding Provided for the Current Budget Year

*Note: Form 7 is required if you received expansion funding for FY2020-21. A separate, pre-populated **Budget Form 7** Excel file was placed on your webHC site*

if this is required for your department. A separate tab is shown for every project/program for which funding was received.

<u>Instructions</u>
Enter the required information and answer the three (3) questions below.

Description: Penta Gap Analysis 29 positions

	One-Time	Recurring	Positions Requested	Positions Filled
FY 2020-21 Funding Provided:		$1,919,000		
Projected Spending in FY 2020-21:				

Continued Funding Requested for FY 2021-22:

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

The funding provided at mid-year FY 2019-2020 was given to provide increase staff and capability for PCS. The recurring funding indicated above for FY 2020-2021 will cover the salaries and benefits of the 29 staff members added to the department.

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

Added staff members (increase in staff >50% increase); Equipment upgrade of both laboratory and field equipement for the ER and Monitoring & Survelliance teams;

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

Staffing of the remaining nine positions initially requested - on track for completion by the end of current FY.

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

050 – HC Toll Road
Peter Key (Interim)

050 – Toll Road Authority

Data as of 12/14/2020

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

Expenditures Total for FY 2020-2021

$1,186,621,694

Expenditures by Year (Does not include Grant Funds)

ⓘ ⤢

■ 05 - Proprietary Funds

	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY2019-20	FY2020-21
(top label)	$1.41B	$1.64B	$1.70B	$1.21B	$1.38B	$1.19B
(inside bar)	$1.41B	$1.64B	$1.70B	$1.21B	$1.38B	$1.19B

$2.00B
$1.50B
$1.00B
$500.00M
$0.00

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

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

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

Section A: Overview and Goals

1. **Mission**

    Enter the mission statement in the box below.

    > The Harris County Toll Road Authority (HCTRA) improves mobility in the Greater Houston Metropolitan area through excellence in the operation of urban toll highway systems, while upholding a commitment to leadership, public service, and quality of life.
    >
    > We may seek Harris County Commissioners Court authorization to change the Mission Statement by exchanging the words "urban toll highway systems" to "an urban transportation system".

2. **Vision**

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

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

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

3. **Department Overview**

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

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

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

4. **General Fund Division Summaries**

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

    N/A

5. **Non-General Fund Division Summaries**

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

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

6. **Goals**

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

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

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

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

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

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

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

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

Section B: Supplemental Operational Information

Answer the six questions below.

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

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

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*
   1. Maintaining effective and safe operations of the County's toll road system, while standing-up a work-from-home environment for a majority of the agency's staff, in response to COVID-19.
   2. Utilizing HCTRA resources and personnel (which are County resources and County personnel) to support Harris County responsibilities and needs in response to COVID-19.
   3. Transitioned during construction the Engineer-Of-Record for the Ship Channel Bridge (SCB) Program, a critical Harris County project, to a new qualified engineering firm capable of supporting the SCB program to successful completion.
   4. Paused the design of the Hardy Downtown Connector, a project that has been in planning documents since the 1970's, to better align the project's ultimate development with the vision and values shared by the affected community and Commissioners Court.
   5. Recommended parameters for maximizing HCTRA financial resources to provide greater benefits to Harris County and the community.

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

   1. Maintaining HCTRA's ongoing operations and responsibilities to/for Harris County's COVID-19 response.
   2. Maximizing HCTRA's financial resources to provide greater benefits to Harris County and the community.
   3. Working with HCTRA's management consultants to improve the agency.
   4. Creating an Executive Team and organizational structure at HCTRA that works together to best realize Harris County Commissioners Court's direction, vision, and values.
   5. Hardy Downtown Connector (Phases I&II): Phase I of this project is underway and establishes the corridor for a future Phase II project. Phase I activities include the construction of three grade separation projects to connect adjacent neighborhoods—long divided by railroad tracks—with improved east-west access. Phase II activities will revolve around a collaborative effort with the community, Commissioners Court, and our stakeholders to develop the most appropriate project for the corridor.
   6. Sam Houston Tollway Ship Channel Bridge (SCB) Program: The SCB Program is substantially underway, developing twin-bridge spans across the Houston Ship Channel that do not require support structures within the waterway, and will accommodate four 12-ft. travel lanes in each direction, with 10-ft. inside and outside safety shoulders to meet current safety standards.
   7. Roadway and Toll Plaza Conversion(s) and Improvements: During the summer of 2020, Commissioners Court approved a recommendation to accelerate planning and development for a permanent transition to an all-electronic "cashless" roadway environment, which provides numerous safety benefits to drivers – an approach adopted by toll road systems across the nation. However, a plan for such a transition must be executed safely and without disenfranchising users of the system, which will require a robust public engagement plan and the development of accessible payment alternatives.

8. Lynchburg Ferry: Capital improvement expenditures planned for this facility include the replacement of the two ferryboats currently in use, which were originally launched in 1964, with new boats to meet current design, capacity, and safety standards.

9. Washburn Tunnel: Capital improvement expenditures planned for this facility include the implementation of a comprehensive program to preserve, maintain, repair, and improve the existing Washburn Tunnel (opened in 1950), which includes the tunnel's approaches, Intelligent Transportation System (ITS) components, and office facilities.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*
   - PFM Organization Review (pending)
   - Protiviti Division-specific Reports (on-going)
   - Annual External Financial Audit
   - Annual HCTRA System Inspection Report
   - Traffic & Revenue Study (CDM Smith)
   - HB 803 Reporting – yearly report published on the website (after audited F/S are issued)
   - Chapter 284 Reporting – bi-annual report submitted to TxDOT (submitted December)
   - Section 129a Compliance Reporting – yearly report submitted to TxDOT (submitted June)
   - HGAC report related to the TCEQ grant for the ferries – submitted monthly
   - Internal Audits performed by the County Auditor's office
     1. Harris County Cybersecurity Training Compliance (Issue Date: 10/21/2020)
     2. Harris County General and Construction Payment Review (Issue Date: 02/27/2020)
     3. Harris County Toll Road Authority Automatic Coin Machine Lane Revenue Collections for the Six Month Period Ended October 31, 2019 (Issue Date: 1/31/2020)
     4. Harris County Toll Road Authority EZ Tag Sales Revenue and Inventory Controls for the Six Month Period Ended March 31, 2019 (Issue Date: 1/17/2020)
     5. Harris County Toll Road Authority Violation Controls for the Six Month Period Ended August 31, 2018 (Issue Date: 9/13/2019)
     6. Toll Road RITE 2.0 System Implementation (Issue Date: 9/15/2017)
     7. Lane Revenue Collections for the 12 Month Period Ended September 30, 2016 (Issue Date: 4/21/2017)

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
   - Harris County Commissioners Court members and their staff
   - Harris County Departments and their staff, such as County Attorney's office, Auditor's office, Flood Control District, Office of the County Engineer, and others.
   - Intergovernmental Agencies (Local and State) and their staff

6. *Who are the department's key external stakeholders? Provide a bulleted list.*
   - Harris County residents
   - Users of Harris County's toll road system (residents and visitors).
   - Intergovernmental agencies
   - Civic Groups and Community Organizations

Section C: Equity and Diversity Information

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

Answer the four questions below.

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

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

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

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

2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*

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

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

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

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

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

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

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

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

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

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

FORM 1. Divisions

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

Division Name	Services Provided	FY 2020-21 Adopted Budget ($ Amount)	FY 2020-21 Adjusted Budget ($ Amount)	Actual Headcount (FTE)
Infrastructure Support (IT)	1. Information Technology: - Business Intelligence - Toll Systems Performance Observation, Monitoring, Reporting, Recovery, and Validation - Agency Phone System - Customer Service Call Center - Agency IT Service - Agency Software Application Service - Network Service - Remote Connectivity - Back up Service - Storage Service - Servers Service - Security Service 2. Toll Collection Systems: - Roadside Toll Collection System - RITE 2.0 Back Office Toll Collection System - Customer Toll Account Interoperability with Other Agencies - License Plate Image Review, Audit, and Validation - Bank Card Processing - Incident Management Toll Violation Applications - Application for Toll Customer Alternative Toll Payment - Fleet Customer Account Toll Services - Customer Website - Customer Phone App for HCTRA.ORG - Call Center Self-Service KIOSK - EZ Tag Express	$ 84,237,978	$ 84,237,978	58

Division Name	Services Provided	FY 2020-21 Adopted Budget ($ Amount)	FY 2020-21 Adjusted Budget ($ Amount)	Actual Headcount (FTE)
Incident Management (IMD)	Incident Management, through its 24/7, 365 days, TCOLE accredited emergency communications center is responsible for the patrol services of the seven Constable Precincts and members of the IRT roadside assistance program, to ensure they all act in unison in the detection, response, and clearance of all incidents such as crashes, stranded vehicles, and debris to safeguard the public while also providing value and consistent travel times to its customers. Specific services are listed below: 1. Toll Road Incident Management - DWI & Fatality Reduction - Wrong-Way Crash Prevention - Motor Vehicle Fatality Victim Recovery - Traffic, Toll & HOV Enforcement and Crash Reduction (Patrol Services) - Incident Response and Clearance - Work Zone Safety - Emergency Management - Emergency Vehicle Training - Non-Revenue Accounts - Criminal Investigations - Dispatch 2. Security Systems & Risk Management 3. Incident Response Team - Support Services - Incident Response Team - Incident Response Team Customer Comments	$ 28,995,519	$ 28,995,519	74
Customer Service (CS)	1. EZ Tag Storefronts 2. Call Center 3. Violation Enforcement Collections Center (VECC) 4. Back Office Services	$ 36,374,827	$ 36,374,827	320

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

Harris County Toll Road Authority
Organizational Chart

COMMISSIONERS COURT

INTERIM EXECUTIVE DIRECTOR
Peter W. Key

DEPUTY EXECUTIVE DIRECTOR
Heather Jinkins Cantu

MANAGER, EXECUTIVE OFFICE
Taffy Hernandez

COUNTY ATTORNEY
Jacqueline Lentz

INCIDENT MANAGEMENT
Calvin Harvey

CUSTOMER SERVICE
ASSISTANT DIRECTOR
Kate Lanzarone
- VIOLATIONS ENFORCEMENT
- EZ TAG STOREFRONTS
- CALL CENTER
- QUALITY CONTROL/ TRAINING
- BACK OFFICE SERVICES

HUMAN RESOURCES
ASSISTANT DIRECTOR
Clay Cossey
- PERSONNEL
- PAYROLL

ADMINISTRATIVE SERVICES
ASSISTANT DIRECTOR
LaWanda Howse
- CASH TOLL OPERATIONS
- ADMINISTRATIVE SUPPORT

INFRASTRUCTURE SUPPORT
- TOLLING SYSTEMS
- IT SERVICES

FINANCE
ASSISTANT DIRECTOR
Thania Gonzalez
- FINANCIAL REPORTING
- REVENUE ACCOUNTING
- TOLL SYSTEM AUDIT
- BUDGET/ ACCOUNTS PAYABLE

ENGINEERING
DEPUTY DIRECTOR
John Tyler, P.E.
- CAPITAL IMPROVEMENT PROGRAMS
- TRAFFIC OPERATIONS & ITS MAINTENANCE
- BUILDING FACILITIES

COMMUNICATIONS
ASSISTANT DIRECTOR
Patti Evans
- MEDIA RELATIONS
- MAPPING & GRAPHICS

MAINTENANCE & CONSTRUCTION ENGINEERING
ASSISTANT DIRECTOR
Matt Kainer, P.E.
- ROADWAY & FACILITY MAINTENANCE
- WASHBURN TUNNEL
- PROCUREMENT & INVENTORY MANAGEMENT
- CONSTRUCTION PROGRAMS
- LYNCHBURG FERRY
- UTILITY & PERMIT REVIEW

November 19, 2020

FORM 3. Goals and Objectives

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

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

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

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

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

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

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

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

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

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

<u>*Instructions*</u>
Provide the information requested, fill out the table, and answer the three (3) questions below.

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

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

1)	**Describe the Service and how it supports department goals.**
	Executive leadership provides support to the department head and department as a whole; it is responsible for overall direction and day-to-day management of the agency, including 8 operational divisions comprised of over 1500 full time, temporary, and contract employees. This service supports all department goals by creating and maintaining policies/procedures and cultivating positive communication with employees, clients, county departments, outside agencies, and constituents. Sound executive leadership helps to ensure that operations are consistent and productivity remains constant and efficient. Includes Construction Management support and Traffic Management Support. In addition, executive leadership strives to identify opportunities to maximize the value of the toll road system for the benefit of the County and its residents, collaborates and leads on inter-departmental and inter-agency efforts to improve regional mobility and connectivity on and beyond HCTRA roadways, and manages and coordinates implementation of Commissioners Court approved policies, ensuring alignment with Court's vision and priorities.
2)	**Who are the customers for this service? What are their expectations? How do you collect customer feedback?**
	The customers for these services are internal and external; feedback is collected informally through the community, interaction within the department and other County departments, and based on direction received from Commissioners Court.
3)	**Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.**
	No

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

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

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

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

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

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

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

- Budget development and financial analysis: Prepare annual CIP, O&M, and Revenue Budgets and monitor actual vs. budget on a periodic basis. This service supports Department Goal #3 (Improve mobility throughout the region and provide the community greater access to transportation options) and Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.) by identifying and explaining variances in a timely manner.
- Assist the Auditor's Office in recording financial transactions and compiling financial information related to the Toll Road. Prepare account reconciliations and monthly reports (e.g. revenue, transaction, cash activities, etc.). This service supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.) by monitoring financial resources.
- Identify, perform, and monitor internal controls needed for all processes related to the Finance division, and provide ongoing management oversight to validate that controls are executed effectively. This service supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.) by supporting a sound and effective control environment.
- Coordinate all aspects of the Toll Road's purchasing and accounts payable activities with other County departments. This service supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.) by processing all purchase requisitions and invoice receipts in a timely manner.

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

Customers:
- HCTRA divisions, Budget Management Department, Purchasing Department, Auditor's Office, Vendors, Suppliers, Contractors, and external auditors.
Expectations:
- Identify and monitor unusual / unforeseen activities in a timely manner.
- Materially accurate financial reporting.
- All internal controls over financial reporting are properly designed and operating effectively, using the COSO's Internal Control - Integrated Framework as a guidance.
- All purchase requisitions and invoice receipts are entered into PeopleSoft in a timely manner.
Customer Feedback:
- Through review comments and questions from the Auditor's Office and external auditors.
- Request on the status of the purchase requisitions and vendor invoice payments.

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

No.

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

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

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

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

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

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

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

- Workforce management, including hiring, performance management, training, promotion, demotion, termination, benefits enrollment, and employee relations and communication. Support divisions with sourcing/recruiting, hiring, and onboarding. Each division is responsible for the recruitment and the subsequent recommendation to hire a workforce that is as diverse as the community it serves, including seeking bilingual candidates to facilitate and foster better communications, services and trust with the public. Activities include attending job fairs, collaborating with temp agencies, developing and maintaining job descriptions and job postings. It also includes maintaining timely and accurate employee files and data; monitoring the employee evaluation process; developing and reviewing compensation requests; managing all employee metrics; managing personnel separations; developing and providing training, including "advertising" HRRM training; tracking completed employee evaluations; managing FMLA and Workers' Compensation; distributing internal communications via e-mails, the urgent broadcast system, and the HCTRA intranet; managing employee grievances; and planning and executing employee morale events, wellness events and site visits. All the duties under this service support Department Goal #6 (Promote a diverse, collaborative, and inclusive workplace that is committed to our agency's goals).

- Payroll processing. This service supports Department Goal #6 (Promote a diverse, collaborative, and inclusive workplace that is committed to our agency's goals) by paying all employees and temp employees in a timely manner.

The estimated annual cost for this service includes the staffing costs of temp agency placement services for HCTRA.

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

The customers are all HCTRA employees, temp employees, HRRM, and Auditor's Office.
They expect we perform the services described above in a timely and professional manner; and all employees to be paid timely and accurately.
We collect feedback through applicant acceptance, emails and phone calls with general queries on our progress or their service needs.

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

- FMLA and workers compensation compliance are required. FMLA is required by federal law, as is taking care of employees when an on-the-job accident/incident occurs.
- Title VII of the Civil Rights Act of 1964 and the Equal Employment Opportunity Act of 1972.
- Required to enter time accurately so that employees and temps are paid for time worked.

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

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

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

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

Service Name:	Information Technology
Divisions (list all):	Infrastructure Support (department ID 05007000)

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

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

This service supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources), and Department Goal #5 (Provide outstanding customer service).
Information Technology service includes:
1. Business Intelligence based on inaccurate or incomplete data can lead to revenue loss, improper implementation of processes, inefficient utilization of time, and can have severe negative impacts to the overall business. We work with a extensive amount of data and it is important to be able to efficiently and accurately consolidate and draw conclusions based on that data. Business intelligence applications are used to help ensure that accurate and cost effective decisions are made in a timely manner. The business intelligence applications must be maintained to increase efficiency and accuracy to drive critical HCTRA decisions and to provide validation and accuracy checks against other systems. The business intelligence applications also assist with compiling a large datasets into readable and useable subsets and summaries.
2. Toll Systems Performance Observation, Monitoring, Reporting, Recovery, and Validation - The overall tolling system is composed of a large number of sub systems that require not only maintenance but system monitoring, performance monitoring, data validation, data inquiries, and integration between the sub systems. To ensure that all data points are accurate, processed in a timely manner, and reach their intended destination, extensive monitoring, observation, testing, and validation must be performed. Each of these task require a services to monitor, report, maintain, and react to anomalies. The systems we support are critical to operation, collections of tolls, customer account management, inventory management, and support of other local tolling agencies. This is a 24/7/365 operation.
3. Agency Phone System - Provide and maintain voice system for entire agency with minimal downtime.
4. Customer Service Call Center - Provide and maintain call flow queues, call recordings, workforce scheduling, and quality assurance software integrated into voice system for requested call centers with minimal downtime.
5. Agency IT Service - Provide and maintain exemplary desktop, voice, printing, scanning, and computer service for HCTRA staff.
6. Agency Software Application Service - Provide various apps for conducting HCTRA internal business including timekeeping, employee tracking, and misc. services.
7. Network Service - To provide the infrastructure for HCTRA's Metropolitan Area Network which consists of 2 data centers, 182 remote locations, 837 servers, 826 network devices, and 27,144 Network End Points connected via dark fiber, leased fiber, copper and cellular service as well as related routers, switches, firewalls and related monitoring systems to create a fast, reliable and secure network in support of HCTRA's Tolling systems and office computing environment.
8. Remote Connectivity - To provide secure virtual private networks to HCTRA's IOP, other partners, and staff to provide secure, safe and resilient connectivity to HCTRA's computing environment.
9. Back up Service - To protect HCTRA's computing environment from catastrophic loss by insuring that all data is backed up on a regular basis and can be restored to a specific point in time. This involves backing up approximately 1/2 Petabytes of data a week.
10. Storage Service - To provide appropriate storage technologies and sufficient storage, such as Storage Area Network (SAN) and Network Attached Storage (NAS), to allow the agency's tolling applications to store the data required to capture all tolling transactions as well as to meet the storage requirements of the HCTRA staff, contractors and temporary staff. Currently this includes managing 2.61 Petabytes of storage allocated between NAS (600 TB) and SAN (2.21 PB).
11. Servers Service - To provision, maintain and patch approximately 412 windows and 425 Linux servers, most of which are virtualized, required to operate HCTRAs Tolling and Back Office Systems. Maintaining a QA, Training, UAT and Production environments, with fault tolerance and disaster recovery service for each environment. Also responsible to provide the servers required for HCTRA's office environment which includes file servers, Exchange servers, MS SQL servers along with a myriad of other Microsoft server types.
12. Security Service - To provide a safe and secure computing environment which protects the agency's computer environment from internal and external threats. This includes the use of multiple layers of firewalls, application firewalls and load balancers, antivirus software, email protection via both internal and third parties, logging, and monitoring software. The InfoSec team identifies and the appropriate IT Operations, Voice, Helpdesk, or Website team implements solutions to mitigate threats to the computing environment.

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

Customers for this service are HCTRA employees, Harris County residents and visitors, and toll road users. They expect that we perform each of the tasks described above in a professional, timely, and accurate manner. They also expect that we streamline and improve our operation efficiencies where possible. Customer feedback is collected internally through employee feedbacks and externally through the community.

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

No.

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

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

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

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

Service Name:	Toll Collection Systems
Divisions (list all):	Infrastructure Support (department ID 05007001)

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

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

This service supports Department Goal #3 (Improve mobility throughout the region and provide the community greater access to transportation options), Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources), and Department Goal #5 (Provide outstanding customer service).

Toll Collection Systems service includes:

1. Roadside Toll Collection System - Functionality, Maintenance, Operations, and Support for the Roadside Toll Collection System covering 363 HCTRA toll lanes averaging 2 million transactions daily.

2. RITE 2.0 Back Office Toll Collection System

3. Customer Toll Account Interoperability with Other Agencies - Associated with toll account interoperability allow customers with toll accounts from other agencies to use their toll account to pay for tolls on HCTRA operated facilities. In addition, HCTRA toll account holders are able to use their HCTRA account to pay for tolls on roadways operated by other tolling agencies. Currently all toll roads in Texas, Oklahoma, and Kansas are part of the Central US Hub. Plans to connect with other regions across the US are being developed.

4. License Plate Image Review, Audit, and Validation - Toll transactions without a match to a transponder account are tolled by license plate. Images are captured at the lane and sent through image review to find vehicle owner so that the toll can be charged to the appropriate party. This includes multiple levels of validation, reporting, image review, and auditing to ensure that the correct customer is being billed, that we have usable images to invoice the customer, and that the roadway system is performing optimally.

5. Bank Card Processing - The HCTRA toll system is a pre-paid system. As such, we charge the customers billing method and place the pre-paid funds on accounts. In order to do this we require integration with banking and credit card organizations to request payment for various items owed to HCTRA. A relationship with these organizations is required if we wish to continue to collect payment from customers.

6. Incident Management Toll Violation Applications - Incident Management assist and enforce business rules and laws surrounding the use of the HCTRA roadway. To assist them in performing their role, the system contains several subsystems that require ongoing service maintenance and enhancements such a the Rapid Alert system. These services are provide on multiple levels including the HCTRA back office and roadside.

7. Application for Toll Customer Alternative Toll Payment - As an attempt to safely serve the cash preferred toll customers, HCTRA has designed, developed, enhanced, and continues to maintain an interface that allows for third parties to develop customer account systems and interface with HCTRA to facilitate the collection of tolls. Some of these systems include the distribution of physical tags in retail locations such as HEB. These systems are modified in accordance with business needs and are monitored and analyzed to minimize revenue loss.

8. Fleet Customer Account Toll Services - Fleet accounts require a different level of support compared to a typical customer account. In order to accurately and efficiently manage these types of accounts, additional back office processes, services, and enhancements are required.

9. Customer Website - Provide fast, friendly web site for customers to manage accounts, pay tolls and violations, and easily become a HCTRA customer (24/7 self-serve).

10. Customer Phone App - Provide mobile apps in both Apple and Android for customers to manage accounts, pay tolls and violations, and easily become a HCTRA customer (24/7 self-serve).

11. Call Center Self-Service KIOSK - Provide kiosks at HCTRA facilities for customers to self serve in: manage accounts, pay tolls and violations, and easily become a HCTRA customer.

12. EZ Tag Express - Mobil Application (EZTag Express) for Toll Customer Alternative Toll Payment.

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

Customers for this service are HCTRA employees, Harris County residents and visitors, toll road users, and law enforcement. They expect that we perform each of the tasks described above in a professional, timely, and accurate manner. They also expect that we streamline and improve our operation efficiencies where possible. Customer feedback is collected internally through employee feedbacks and externally through the community.

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

No.

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

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

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

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

Service Name:	Toll Road Incident Management
Divisions (list all):	Incident Management (department ID 05008000)

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

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

- DWI & Fatality Reduction: Alcohol is a primary factor in most fatality crashes. Incident Management strongly advocates the detection and apprehension of impaired drivers through its regular toll road deputies and six toll road deputies assigned to the DWI task force. Overtime pay is for associated court time and during holiday weekends or regional enforcement initiatives. This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.).

- Wrong-Way Crash Prevention: The wrong-way detection system alerts IMD to the possibility of a wrong-way driver that has entered or is traveling in the wrong direction on the tollway. Primarily the detection sites are on the Westpark Tollway and Katy Managed Lanes Post Oak Entrance due to higher frequency of incidents. Once detected, IMD dispatches a deputy constable to intercept the vehicle and hopefully stop the vehicle prior to a crash. Wrong-Way System contract cost is funded by ITS Group. Personnel costs are inclusive to Patrol Service (Services Detail #4). This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.).

- Motor Vehicle Fatality Victim Recovery: The respectful and prompt removal of crash victims' remains demonstrates compassion and prudence while it also allows for traffic volumes to return to normal capacity. IMD is the only law enforcement group in the region with authorization from the Medical Examiner and Commissioners Court to recover crash victims. The 15 IMD Coordinators are certified to recover the remains and transport the body to ME Office. The average clearance time on a fatality crash is 3 hours and 13 (3:13:00) minutes. Costs are the maintenance of two body transport vehicles, cameras, PPE and training. This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.)

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

The customers of this service are HCTRA customers, law enforcement, FIRE/EMS, HCTRA investors, and the community in general.
-The community expects the respectful and prompt removal of crash victims. The community also expects safe roadways. Customer feedback is informal through the community, media and organizations.
- The County, investors, and paying customers expect their investment to be protected from misuse and a large violation rate which endangers the financial well-being of the agency and safe roadways. Any feedback is internal from Tolling Systems and Customer Service and informal through the community, media and organizations.
- The public expects safe operation of emergency vehicles. Feedback is received from deputies after completion of training.
- Authorized non-revenue users are not receiving violations; internal and external feedback from authorized agencies.
- The community expects timely investigation of criminal activities; internal feedback.
- The community expects timely responses to emergency requests, safe roadways, and have a consistent travel time each time they use a HCTRA operated tollway.

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

- Sec. 366.182. OPERATION OF TURNPIKE PROJECT. (a) An authority shall operate its turnpike projects through a force of toll-takers and other employees of the authority or through services contracted under Subsection (b) or (c).
(b) An authority may enter into an agreement with one or more persons to provide, on terms and conditions approved by the authority, personnel and services to design, construct, operate, maintain, expand, enlarge, or extend the authority's turnpike projects.
(c) An authority may contract with any state or local governmental entity for the services of peace officers of that agency.
- Sec. 550.022. ACCIDENT INVOLVING DAMAGE TO VEHICLE. (a) Except as provided by Subsection (b), the operator of a vehicle involved in an accident resulting only in damage to a vehicle that is driven or attended by a person shall: (1) immediately stop the vehicle at the scene of the accident or as close as possible to the scene of the accident without obstructing traffic more than is necessary; (2) immediately return to the scene of the accident if the vehicle is not stopped at the scene of the accident; and (3) remain at the scene of the accident until the operator complies with the requirements of Section 550.023. (b) If an accident occurs on a main lane, ramp, shoulder, median, or adjacent area of a freeway in a metropolitan area and each vehicle involved can be normally and safely driven, each operator shall move the operator's vehicle as soon as possible to a designated accident investigation site, if available, a location on the frontage road, the nearest suitable cross street, or other

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

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

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

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

Service Name:
Divisions (list all):

| Security Systems & Risk Management |
| Incident Management (department ID 05008001) |

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

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

Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to moved to this service from the TR Incident Management Service.
- Security Systems:
For occupant safety and to protect assets of the agency, IMD maintains and manages the fire and security alarms at all HCTRA facilities. Fire and security alarms go directly to the Emergency Operations Center to be dispatched to FIRE/EMS and/or Constables. IMD is close to achieving 100% code approved standardized fire alarm systems at all HCTRA facilities. Currently, the newly annexed Lynchburg Ferry facility is without a fire/security system. The two (2) FTE are the same employees who are also responsible for the fire alarm system, camera and security card infrastructure.
A security camera system supports the overall safety of employees, protection of personal and county property. The cameras reduce the risk of fraud or theft by employees. The system also promotes customer safety at locations visited by the public and aids law enforcement in the apprehension of persons committing unlawful acts. FY21 YTD, IMD has repaired or replaced 99 cameras. The system requires on-going maintenance and upgrades to remain fully operational. The two (2) FTE are the same employees who are also responsible for the fire alarm system, camera and security card infrastructure.
IMD administers and maintains the alarm and security card access systems, and to dispense security access cards in compliance with HCTRA policy and Payment Card Industry (PCI) standards to protect the county from a financial loss due to a security breach. Also, to protect facilities from destruction and/or loss of value due to criminal offenses. FY21YTD, 481 security cards issued and 378 were deactivated. Also 103 locks and card readers were repaired. The two (2) FTE are the same employees who are also responsible for the fire alarm system, camera and security card infrastructure.
This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.) and Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources).

- Risk Management:
The service supports the stewardship of the agency's financial resources through the recovery of funds due to incidents that result in the damage of county property,

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

The County, HCTRA, its employees, its investors, temps, customers and visitors are customers for this service. Their expectation is timely responses to emergencies, safety and security, and proper administration and maintenance of alarm and security card access systems. They also expect that HCTRA manage risk appropriately, provide a safe workplace, and timely investigation of incidents. Customer feedback is informal through the community, media and organizations, and through internal feedback.

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

Harris County Commissioners Court adopted the 2018 International Fire Code, with Harris County Amendments, on April 23, 2019. The new code was adopted in an effort to safeguard the community with the latest fire and life safety codes and standards for both existing structures and new construction.
Occupational Safety and Health (OSHA) Act.

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

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

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

<u>*Instructions*</u>
Provide the information requested, fill out the table, and answer the three (3) questions below.

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

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

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

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

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

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

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

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

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

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

Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved from the Call Center service to this and other services in the Customer Service division.
- Customer service account management for storefront (face-to-face) and call center (phone): Call Center takes frontline phone calls from new and existing customers who want to make changes or updates to their EZ TAG Account. Six (6) storefronts accept an average of 34,000 visits from new and existing customers per month (pre-COVID). Store locations are currently closed to the public but are used for minimal staffing by CSRs who assist with frontline calls, returned mails, and various projects as needed. This service supports Department Goal #5 (Provide outstanding customer service) by providing customers with various service options (i.e. call-in or go to an EZ TAG store).

- Quality Assurance and Training: Hire and train all new and existing Customer Service Representatives including onboarding, first 90 days, and refresher (remedial) training, and training information packets. Quality Assurance & Training provides new hire and refresher training for all temporary and full time customer service representatives. Throughout the year they are responsible for tracking new hire development for the first 90 days and later provide refresher training for reps with areas of weakness. They also modify training material, as needed, based on customer feedback. We emphasize empathy and active listening with our staff. QAT provides training packets throughout the year with updates to the system or procedures, and any new system functionality. This service supports Department Goal #5 (Provide outstanding customer service) by ensuring our customer representatives are well trained to assist customers with their needs.

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

Customers include EZ TAG Account holders and non-account holders, and those calling in with questions. They expect to be informed about how the EZ TAG program works. All information is gathered over the phone. Stores are located strategically around the HCTRA system so they are accessible by all. They serve as a one-stop customer service center and reps there can open new accounts, make changes to existing accounts, dispense EZ TAGs (transponders), and resolve toll violations for customers. Many customers expect to be able to manage their account face to face and prefer to visit a brick-and-mortar store location as opposed to going online or calling in. We collect feedback from customers directly at store locations. Customers provide feedback to management and it is routed up and tracked annually.

- Customers include all new hire customer service representatives and full time customer service representatives. They expect to have a full length training period with sheltered instruction so they can independently answer phone calls and emails, responding to disputes with confidence. External customers include the public, who resolve and manage their accounts with our knowledgeable customer service representatives. Feedback is provided from the management team. Feedback could be areas of weakness that are recognized from a new-hire class.

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

No.

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

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

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

<u>*Instructions*</u>
Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Call Center
Divisions (list all):	Customer Service (department ID 05009003)

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

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

Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to move from this service to other services in the Customer Service division.
- Customer service account management for storefront (face-to-face) and call center (phone): Call Center takes frontline phone calls from new and existing customers who want to make changes or updates to their EZ TAG Account. Six (6) storefronts accept an average of 34,000 visits from new and existing customers per month (pre-COVID). Store locations are currently closed to the public but are used for minimal staffing by CSRs who assist with frontline calls, returned mails, and various projects as needed. This service supports Department Goal #5 (Provide outstanding customer service) by providing customers with various service options (i.e. call-in or go to an EZ TAG store).

- Quality Assurance and Training: Hire and train all new and existing Customer Service Representatives including onboarding, first 90 days, and refresher (remedial) training, and training information packets. Quality Assurance & Training provides new hire and refresher training for all temporary and full time customer service representatives. Throughout the year they are responsible for tracking new hire development for the first 90 days and later provide refresher training for reps with areas of weakness. They also modify training material, as needed, based on customer feedback. We emphasize empathy and active listening with our staff. QAT provides training packets throughout the year with updates to the system or procedures, and any new system functionality. This service supports Department Goal #5 (Provide outstanding customer service) by ensuring our customer representatives are well trained to assist customers with their needs.

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

Customers include EZ TAG Account holders and non-account holders, and those calling in with questions. They expect to be informed about how the EZ TAG program works. All information is gathered over the phone. Stores are located strategically around the HCTRA system so they are accessible by all. They serve as a one-stop customer service center and reps there can open new accounts, make changes to existing accounts, dispense EZ TAGs (transponders), and resolve toll violations for customers. Many customers expect to be able to manage their account face to face and prefer to visit a brick-and-mortar store location as opposed to going online or calling in. We collect feedback from customers directly at store locations. Customers provide feedback to management and it is routed up and tracked annually.

- Customers include all new hire customer service representatives and full time customer service representatives. They expect to have a full length training period with sheltered instruction so they can independently answer phone calls and emails, responding to disputes with confidence. External customers include the public, who resolve and manage their accounts with our knowledgeable customer service representatives. Feedback is provided from the management team. Feedback could be areas of weakness that are recognized from a new-hire class.

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

No.

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

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

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

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

Service Name:	Violation Enforcement Collections Center (VECC)

Divisions (list all):	Customer Service (department ID 05009002)

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

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

Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved from the Call Center service to this and other services in the Customer Service division.
Support violation enforcement collections (i.e. phone and email violations account management, supporting County Attorney collections efforts). Violations Enforcement Collections is a specialty group of customer service representatives with in-depth knowledge of the back office system in addition to collections procedures. All toll violation invoices are paid for with this budget, plus postage. This service supports Department Goal #5 (Provide outstanding customer service) and Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources) by assisting the County Attorney's Office in their collections efforts, including the adjudication process. Hearing officers are paid out of this budget as well.

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

All customers, even those with violations in collections deserve to be treated with respect and empathy. Customers to VEC can be EZ TAG customers, infrequent visitors and/or residents who are new to the area. The County Attorney's Office is also a customer and a partner in this effort. All customers expect consistency and fair treatment. We collect feedback from customers directly. Customers provide feedback to management and it is routed up to management and tracked annually.

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

Toll violation invoices are mailed per Texas Transportation Code 284.0701. The following language is on all toll violation invoices: "The county shall send a written notice of nonpayment to the registered owner of the vehicle at the owner's address as shown in the vehicle records of the Texas Department of Motor Vehicles." The following language is on all collections notices: "Pursuant to Texas Transportation Code, Chapter 284, if the matter is not resolved immediately, you may be subject to substantial additional fees and fines, registration of your vehicle being refused, and the use of your vehicle being restricted until the amounts due are paid."

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

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

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

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

Service Name: Back Office Services

Divisions (list all): Customer Service (department ID 05009004)

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

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

Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved from the Call Center service to this and other services in the Customer Service division.

Perform back office services. These services include large (fleet) account services, account management and customer service via email correspondence, payment plan set up for Violation Enforcement Collections Center (VECC) and Call Center sub-section, interoperable partner mutual customer resolutions, EZ TAG fulfillment and distribution with quality control. Back office services maintains and distributes all EZ TAG transponders, pays invoices for EZ TAG Account statements and notifications, including postage, fulfills and distributes EZ TAG transponders, answers customer correspondence and manages fleet and invoiced accounts. This service supports Department Goal #5 (Provide outstanding customer service) by providing account information in a timely manner. It also supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.) by mailing and maintaining tag (transponder) inventory.

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

Customers are anyone emailing in with a question about a new or existing account, all customers who order an EZ TAG whether from online or call center or in-person, our tag vendor and print vendor who interact with BOS for requests for payment, and all fleet and invoiced accounts which include County departments with non-revenue accounts. Customers expect their requests to be process accurately and timely. We collect feedback from customers directly at store locations. Customers provide feedback to management and it is routed up and tracked annually.

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

No.

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

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

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

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

Service Name:	Engineering - Capital Improvement Programs
Divisions (list all):	Engineering (department ID 05010000)

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

1)	Describe the Service and how it supports department goals.
	Manage the development of projects included in HCTRA's Capital Improvement Plan (CIP) (roadway, toll system infrastructure, and facility improvement projects). This includes project / facility design, managing projects within budget, and maintaining non-tolled facilities. The CIP can enable responsible and collaborative development of future projects, increased transportation accessibility for the public, and superior maintenance and improvements to the current toll road system, as well as continued funding for non-toll infrastructure projects in Harris County.
	HCTRA's ongoing system-wide improvements have contributed to the region's continued growth and economic health. To ensure the agency continues to deliver results, a combination of fiscal prudence and long-term strategic planning is necessary.
	This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition), Department Goal #3 (Improve mobility throughout the region and provide the community greater access to transportation options), and Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources).

2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
	Customers are Harris County residents and visitors. HCTRA seeks to develop projects that respond to community's needs, with a focus on safety, aesthetics, improved storm-water drainage, pollution mitigation, and quality of life. Feedback is received through working with the community and Commissioner's Court.

3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
	Projects are designed in accordance with FHWA specifications and TxDOT design manuals to provide consistent driver expectations for transportation facilities in our region.

FORM 4a. Department Services - DETAIL (#14)

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

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

<u>*Instructions*</u>
Provide the information requested, fill out the table, and answer the three (3) questions below.

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

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

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

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

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

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

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

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

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

1)	**Describe the Service and how it supports department goals.**
	- Maintain non-tolled facilities: HCTRA staff performs daily maintenance for our non-tolled facilities, which allows division personnel to perform their responsibilities efficiently and effectively. Facility management receives the needs for a specific upgrade and develops, designs, and constructs improvements along with staff from the various divisions. This supports Department Goal #5 (Provide outstanding customer service). - COVID-19 related services: The Engineering Division is responsible for the implementation of the County requirements to address the COVID-19 situation at the facilities. Criteria for departments to continue operation was developed and coordinated with the County Task Force. This will continue until the County's emergency declaration is lifted. This supports Department Goal #5 (Provide outstanding customer service).
2)	**Who are the customers for this service? What are their expectations? How do you collect customer feedback?**
	- HCTRA staff benefits from these services in order to perform their jobs more effectively. Customers also receive the benefit of having efficient resolution of their issues/needs. Feedback on the facility is received from the division managers, feedback is also received through a maintenance line. - COVID-19 - The customers for this service are mainly HCTRA employees. The public is also impacted at the TAG Store locations, which are closed at this time, but will some day return to operation and a plan will need to be developed. This process has allowed impacted division employees to be reassigned to sanitizing efforts necessary at the facilities. Feedback is received by HCTRA and County employees.
3)	**Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.**
	No.

FORM 4a. Department Services - DETAIL (#16)

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

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

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

Service Name: Public Information

Divisions (list all): Communications (department ID 05004001)

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$3,303,268	6

1)	Describe the Service and how it supports department goals.
	Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved from this service to other services in the Communications division. - Communicate HCTRA programs and initiatives to the public, including creating and distributing messaging specific to customers regarding EZ TAG accounts, roadway incidents, day-to-day agency operations, and policies, etc. Includes management of vendors and consultants for marketing, graphic design, translation services, paid digital media, materials printing and mailing, postage, signage, user surveys for the purpose of communicating HCTRA programs and initiatives to the public, including creating and distributing messaging specific to customers regarding EZ TAG accounts, roadway incidents, day-to-day agency operations, and policies, etc. This service supports Department Goal #5 (Providing outstanding customer service), and Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition.) - Coordinate community outreach and public engagement on HCTRA infrastructure, projects and mobility improvements. Includes consultants to provide turnkey facilitation of community outreach and public engagement, including research, messaging, meeting logistics, materials development and reporting necessary to educate and engage identified target audiences/stakeholders, notify audiences on ongoing activities and events, and communicate consistently with an established frequency. This service supports Department Goal #2 (Engage the community to pursue transportation projects that respond to their needs, with an emphasis on safety, equity, resiliency, aesthetics, and improvement to quality of life.), and Department Goal #5 (Providing outstanding customer service).

2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
	Toll road users and the public. Feedback is received via direct emails, via website, relayed from customer service, phone calls, and social media. Residents impacted by potential projects, civic and community organizations, elected officials, environmental and other special interest groups, media. Feedback reporting is a component of scope of work.

3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
	No.

FORM 4a. Department Services - DETAIL (#17)

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

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

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

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

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

1)	Describe the Service and how it supports department goals.
	Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved to this service from the TR Public Information service.
	Provide GIS Services to support all departments with mapping, asset management, graphics and exhibits. Geographic Information Systems (GIS) includes the creation, storage and use of location-based data and technology to inventory county assets, create reports, generate maps and exhibits to help communicate projects and programs to internal and external stakeholders. GIS supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition) by providing software interfaces, mapping real-time location data for Incident Management and Construction divisions. GIS supports Department Goal #2 (Engage the community to pursue transportation projects that respond to their needs, with an emphasis on safety, equity, resiliency, aesthetics, and improvement to quality of life.) by providing graphic information that helps convey current and future project limits, related county and local government data such as HCFCD data, various county and city facilities, boundaries and right-of-way information. Finally, this service also supports Department Goal #3 (Improve mobility throughout the region and provide the community greater access to transportation options.).

2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
	GIS supports internal divisions in collecting and producing data, as well as external stakeholders. Expectations are measured in many different ways. 1) Projects being completed on-time. 2) Being ready to complete tasks at a moments notice due to the occasional last minute request. 3) Having a GIS system that is up and running 24/7 for HCTRA personnel to utilize. Customer feedback is measured by one-on-one verification that the project is completed to the end users satisfaction.

3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
	No.

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

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

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

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

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

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

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

Support Services – Responsible for the efficient operation and best business practices, related to the essential functions of HCTRA's day-to-day business. This section serves internal personnel, other Harris County departments, Toll Road customers, general public, vendors, contractors and others, through the proficient management and use of HCTRA's telecommunication system or in-person, following all appropriate protocols, rules and safety practices. These service functions are: 1) Receptionist Area (Administration Building), 2) Mailroom services, 3) Courier services and 4) Office Supply Request services (Administration Building).

Additionally, the Records Area, a vital service function to the agency, is responsible for accurately filing and safeguarding all HCTRA documents, in one central location. This function makes certain the organization adheres to the HCTRA Data Retention and Disposal Policy (PL0055) and ensures all HCTRA documents and/or files are disposed of properly and in accordance with its life-span, as outlined in the policy (PL0055). Additionally, it is responsible for the receipt, compilation of information/data and time sensitive response of all "Public Information Requests", in accordance with the Texas Public Information Act (PIA).

This service supports Department Goal #5 (Provide outstanding customer service.).

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

Internal personnel, other Harris County departments, Toll Road customers, general public, vendors, contractors and others. Their expectation is that we provide timely support services upon request. Feedback is collected internally and through response time of PIA requests.

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

Only the associated task that requires a HCTRA response(s) to Public Information and subpoena (s) in accordance with the Texas Public Information Act (PIA); Chapter 552 of the Texas Government Code. Chapter 552 states, "The Texas Public Information Act applies to all governmental bodies, including all boards, commissions and committees created by the executive or legislative branch".

FORM 4a. Department Services - DETAIL (#19)

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

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

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

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

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

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

Cash Collections – 5% probability of resuming cash collections. Improve efficiency of fiscal operation of cash collections, which generates approximately $70 million annually, which is about 9-10 % of HCTRA'S overall revenue each year. Responsible for servicing cash patrons with astute, efficient and accurate toll transactions, while imparting excellent customer service; 24-hours/7Days a week. Serves as HCTRA'S first point-of-contact with the public. Follow all current policies and procedures to properly and efficiently secure all cash funds at each plaza location, this includes tour funds checked out to Toll Collectors and/or Supervisors, as well as the Master Change Fund (MCF). Opportunities for operational and performance improvements, such as automate inefficient and/or time-consuming processes. This service supports Department Goal #2 (Engage the community to pursue transportation projects that respond to their needs, with an emphasis on safety, equity, resiliency, aesthetics, and improvement to quality of life.), Department Goal #3 (Improve mobility throughout the region and provide the community greater access to transportation options.), Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.), and Department Goal #5 (Provide outstanding customer service.).

Image Review Audit and Validation Process – Responsible for the accurate and quality review of a customer's vehicle license plate image. This service advances the agency's assurance that the correct customer is charged for tolls. This minimizes revenue loss of rejected transactions, due to a more precise and efficient image review audit process. It's important to note that this internal audit work function is currently in development. This has been a work function need for over several years, but had no available resources to take on such a large scale project. Due to the COVID19 pandemic, cash collections were suspended for the safety of our employees and customers. Due to the available personnel resources, this hybrid work structure (Image Review Audit) was instituted.
This service supports Department Goal #2 (Engage the community to pursue transportation projects that respond to their needs, with an emphasis on safety, equity, resiliency, aesthetics, and improvement to quality of life.), Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources.), Department Goal #5 (Provide outstanding customer service.), and Department Goal #6 (Promote a diverse, collaborative and inclusive workplace that is committed to our agency's goals.).

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

Cash Customers that drive HCTRA roadways expect an efficient and accurate toll transaction, as well excellent customer service. Internal Division expectations include: Finance - expects all policies and procedures followed related to accurate revenue counting and auditing of funds; Human Resources - expects notification of any and all employee relations incidents; IT expects to be notified of tolling system operational concerns; IMD - expects to be notified of any law enforcement issues, traffic backups, driver or employee accidents.

Image Review Audit and Validation customers are Harris County residents and visitors, IT Division, and Finance Division. Their expectation is timely and accurate review of vehicle license plate image. Customer feedback is collected internally from the IT Division and the Finance Division, as well as customer communications.

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

No.

FORM 4a. Department Services - DETAIL (#20)

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

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

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

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

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

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

Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved from this service to other services in the MACE division.

HCTRA roadways are monitored and maintained 24/7/365. Maintaining roadways at a high level ensures that travel lanes stay open and passable a greater percentage of the time. Failure to maintain roadways results in deterioration of the physical asset, leading to more costly repairs that require extended lane closures, thereby reducing mobility. This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition).

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

HCTRA customers - Expect to be able to safely travel down a well-maintained roadway.
HCTRA bond holders - Expect the physical assets to be maintained to ensure that revenue-generating operations are not impacted.
Customer feedback is informal through the community. In addition, feedback is received as part of the Independent Annual inspection of the HCTRA system that is required by the Toll Road Senior Lien Revenue Bond Trust Indenture. The inspection is a visual evaluation performed to (1) verify the general condition of HCTRA systems for inclusion in the annual bondholders' report, (2) provide information to be used in a maintenance program, and (3) satisfy the inspection requirement.

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

HCTRA is required to maintain the roadway as a condition of its bond covenants.

FORM 4a. Department Services - DETAIL (#21)

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

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

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

Service Name:	Toll Facility Maintenance
Divisions (list all):	MACE (department ID 05011002)

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

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

FORM 4a. Department Services - DETAIL (#22)

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

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

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

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

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

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

The Washburn Tunnel and Lynchburg Ferry provide transportation links across the Houston Ship Channel. These links improve regional mobility by providing non-freeway options for drivers to move between I-10 and SH-225 and the surface streets in between. This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition) and Department Goal # 3 (Improve mobility throughout the region and provide the community greater access to transportation options).

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

HCTRA customers - Drivers expect the facilities to be open and accessible. Customer feedback is informal through the community.

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

No.
On June 25, 2019, Harris County Commissioners Court authorized the transfer of responsibility for current and future Operations, Maintenance, and Capital Improvements of the Washburn Tunnel & Lynchburg Ferry to HCTRA, without the imposition of tolls, effective March 1, 2020.

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

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

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

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

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

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

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

Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved to this service from the MACE service.
The I-10 KML (Katy Managed Lanes) are monitored and maintained 24/7/365. Maintaining the roadway and toll facilities at a high level ensures that travel lanes stay open and passable a greater percentage of the time. Failure to maintain the roadway and toll facilities results in deterioration of the physical asset, leading to more costly repairs that require extended lane closures, thereby reducing mobility. This service supports Department Goal #1 (Maintain safe and reliable roadways, with a focus on preserving the County's physical infrastructure in superior condition).

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

HCTRA customers - Expect to be able to safely travel down a well-maintained (smooth ride) roadway
HCTRA bond holders - Expect the physical assets to be maintained to ensure that revenue-generating operations are not impacted.
Customer feedback is informal through the community and from Administrative Services personnel. In addition, feedback is received as part of the Independent Annual inspection of the HCTRA system that is required by the Toll Road Senior Lien Revenue Bond Trust Indenture. The inspection is a visual evaluation performed to (1) verify the general condition of HCTRA systems for inclusion in the annual bondholders' report, (2) provide information to be used in a maintenance program, and (3) satisfy the inspection requirement.

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

HCTRA is required to maintain the toll facilities as a condition of its bond covenants.

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

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

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

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

Service Name:	Fleet Management
Divisions (list all):	MACE (department ID 05011004)

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

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

Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved to this service from the MACE service.

All HCTRA divisions (excluding IMD) have varying needs when it comes to fleet vehicles. The HCTRA vehicle fleet is comprised of a range of vehicles in order to successfully address the needs of the various HCTRA departments (excluding IMD). The HCTRA fleet is maintained at a high level to ensure that all vehicles are safe and reliable. Routine vehicle maintenance ensures that the physical assets remain in good condition. Once fleet vehicles reach the threshold where the age and/or mileage begins to impact the vehicle's safety and/or reliability, the vehicles are sent to auction and replaced. Doing so ensures that HCTRA's financial resources are not spent maintaining an aging fleet that continues to depreciate while also providing reduced safety and reliability. This service supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources).

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

HCTRA employees - Reasonable access to a safe/reliable vehicle necessary to perform work duties. Feedback is collected internally.

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

No.

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

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

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

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

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

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

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

Please note that HCTRA is going through a re-org. Personnel and budget are anticipated to be moved to this service from the MACE service.

HCTRA Procurement and Inventory Management provides a singular point of contact for other HCTRA divisions to place orders for various materials, goods, and/or services. The singular point of contact promotes efficiency (vs. each division having their own procurement responsibilities), and provides a uniform process across all of HCTRA. By working closely with Purchasing, the Procurement group ensures that existing Harris County contracts are used properly and effectively. The efficiency of the centralized operation ensures that budget dollars are spent on needed materials, goods, and/or services instead of in duplicating rolls and processes in multiple HCTRA divisions. This service supports Department Goal #4 (Exercise prudent and transparent stewardship of the agency's financial resources).

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

HCTRA employees - Expect to receive the materials, goods, and/or services needed to complete their jobs in a timely manner. Feedback is collected internally.

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

While the group is not statutorily mandated, they work very closely with Purchasing to ensure that the appropriate procurement procedures/laws are followed.

FORM 4b. Performance Metrics

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Administrative Support	Good Customer Service, Improve proper business and phone etiquette and efficiently address and direct Reception area traffic; at times handling all three simultaneously, stress management and collaborative work skills; Response time when greeting visitors	Currently in use	Receptionist Area Complaint Log, Caller wait time report, listen to calls if needed, Response time to greet visitors	ADMSV - SO4 and ADMSV - SO5	N/A - Due to COVID-19, visits to the administrative offices are minimal.	Increase the level and quality of service, to include response time by 20%. Based on following proper receptionist area protocol, procedures, best business practices,	HCTRA's Administration Building Receptionist is a visitor's first point of contact. This initial interaction area is important especially for first-time visitors. This is when a person develop their perception of HCTRA's business; it can be great or damaging.
Administrative Support	Average number of files scanned and indexed (Pre-COVID-19 monthly numbers)	Currently in use	Scan and Index Report from ApplicationXtender a program integrated with RITE 2.0	ADMSV - SO4 and ADMSV - SO5	6,085 monthly average	Soft Skill Metric - average number of documents and files scanned then indexed, based on number of documents received from HCTRA Divisions	To keep track of all records.
Back Office Services	% video tolls paid on HCTRA website	Currently in use	BI	CS - SO1, IT - SO2, and IT - SO5	54%	75%	To improve the customer experience and expedite payment of violations
Back Office Services	Maintain a 3 month emergency operating supply on hand for HCTRA's EZ TAG Program.	Currently in use	RITE	CS - SO2	$99,500 eGO Plus Motorcycle EZ TAG; $6,187,500 eGo Plus Sticker Tags = total $6,287,000	$99,500 eGO Plus Motorcycle EZ TAG; $6,187,500 eGo Plus Sticker Tags = total $6,287,000	To meet customer needs for EZ TAG transponders.
Back Office Services	Number of EZ Tag Accounts	Currently in use	RITE	CS - SO2, IT - SO2, and IT - SO5	4,945,160	6,000,000	Customers have more account options and free/reduced tag (or no tag required), impacting new account creation.
Back Office Services	Number of emails answered, including fleet and invoiced account groups, in 3 -5 business days.	New	Manual tracking sheet. Customer service would like a ticket system to track responses.	CS - SO3	N/A - 77,757 email responses	Monitor turnaround time in order to establish a metric.	Currently BOS email response times are not tracked. We do track the number of emails we respond to. We would like to know that emails are answered within 3-5 business days and further tune that metric to improve customer service.
Call Center	Average Call handle time for call center	Currently in use	Cisco Unified Information Center (CUIC)	CS - SO1 and CS - SO3	6 minutes 54 seconds at Call center	Average decrease of 5%	Decreasing the amount of time a customer spends on the phone with us increases the level of customer service provided.
Call Center	Average Speed of Answer (ASA) at Call Center	Currently in use	Cisco Unified Information Center (CUIC)	CS - SO1 and CS - SO3	40 seconds at call center	Reduce ASA by 5%	Reducing the speed of answer connects customers to call takers quicker and improves overall customer service.
Call Center, and Back Office Services	Customer satisfaction surveys online and over the phone	New	Cisco Unified Information Center (CUIC) & Website	CS - SO3 and CS - SO5	N/A	TBD	Understanding the overall satisfaction of the customer service received will help us make meaningful changes to processes, procedures and policy. This will also let customers know we care about their feedback.
Engineering - Capital Improvement Programs	Adherence to the Annual CIP Funding.	Currently in use	CIP submitted to Commissioners Court, Current expenditures and current open encumbrances	ENG - SO1, ENG - SO2, ENG - SO4, and ENG - SO5	Within budget and in line with the September 2020 CIP presented to Commissioners Court.	Within budget and any overage is approved by Commissioners Court.	HCTRA tracks the funding plan and the allocation of each project.
Engineering - Capital Improvement Programs	Capital Project on Schedule	Currently in use	Project schedule	ENG - SO1, ENG - SO2, ENG - SO4, and ENG - SO5	Yes	Yes	HCTRA monitors project schedule to ensure it is completed during the timeframe presented to Commissioners Court in the CIP

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
EZ Tag Storefronts	Number of visitors to EZ TAG storefront locations	Currently in use	Manual tracking sheet	CS - SO1 and CS - SO3	80,814	Maintain decreased visits to store locations	Currently, stores are not open to the public. In 2019 stores had on average 34,000 visitors per month. We want to maintain these visits after a solution for COVID-19 is found and we can reopen our stores.
EZ Tag Storefronts, and Call Center	Number of new hire graduates	Currently in use	Head count	CS - SO4	31	Increase new hires by 15%	By hiring and training more staff, we also increase the chances of retaining employees. Employees with longevity typically provide better customer service.
EZ Tag Storefronts, and Call Center	Exit surveys filled out by employees upon termination, resignation or leave of absence.	New	Exit Survey	CS - SO4	N/A	TBD	Qualitative measure that will show why employees move on from HCTRA. We can use this information to retain employees.
Finance, Budget & Accounting Services	Variance between actual vs. budgeted O&M expenses and open encumbrances	Currently in use	PeopleSoft	FIN - SO2 and FIN - SO4	25% under budget as of 10/31/2020.	This will be a multi-year target. For FY 2021-22, we aim to achieve 15% under budget. For FY 2022-23, 10% under budget.	To align planned O&M budget with actual while considering unforeseen circumstances
Finance, Budget & Accounting Services	% of revenue collected from toll road users	Currently in use	BOS Performance Requirements	FIN - SO3, CS - SO1, IT - SO2, and IT - SO5	FYTD21 - 83%	In line with historical collection rate avg. of approx. 93%	FY20 % Collected was approx 93%; the current pandemic has impacted the % of revenue collected.
Finance, Budget & Accounting Services	% Revenue from Transponder Transactions (AVI/EZ TagTransaction Type)	Currently in use	PeopleSoft / RITE	FIN - SO3, CS - SO1, IT - SO2, and IT - SO5	68%	68%	Revenue collected from Transponder transactions comprises most of the Toll Revenue during a FY.
Finance, Budget & Accounting Services	Number of deficiencies in internal controls within the Finance division	Currently in use	PeopleSoft / RITE	FIN - SO3, FIN - SO5 and FIN - SO6	No significant deficiencies or material weaknesses identified year-to-date.	No significant deficiencies or material weaknesses identified for Finance division controls by internal and external auditors during the year end audit.	To have an effective control environment.
Finance, Budget & Accounting Services	Number of audit findings or lack of audit findings reported during the annual financial audit	Currently in use	PeopleSoft / RITE	FIN - SO3, FIN - SO5 and FIN - SO6	1 Significant deficiency in internal Control over Financial reporting related to HCTRA reported in the County's FY 2020 CAFR.	No significant deficiencies or material weaknesses identified for Finance division controls by internal and external auditors during the year end audit.	To have an effective control environment and assist the Auditor's office to follow internal controls over financial reporting to ensure that financial statements presented are materially correct.
Finance, Budget & Accounting Services	Bond Rating	Currently in use	Rating Agencies	FIN - SO4	FY20: Moodys Aa1, S&P AA-, Fitch AA	Maintain stable bond ratings	Monitor liquidity and surplus revenue that might impact bond ratings
Finance, Budget & Accounting Services	Debt Service Coverage	Currently in use	PeopleSoft	FIN - SO4	In accordance with bond covenants	Remain in accordance with bond covenants	Maintain compliance with bond covenants
Finance, Budget & Accounting Services	Percent of account reconciliations prepared and reviewed within 30 days after month-end.	Currently in use	PeopleSoft / RITE	FIN - SO5	90% of account reconciliations are prepared and reviewed within 30 days after month-end.	100% of account reconciliations are prepared and reviewed within 30 days after month-end.	To prepare all account reconciliations in a timely manner.
Finance, Budget & Accounting Services	Percent of monthly reports (e.g. revenue, transaction, cash Activity, etc.) prepared within 20 days	Currently in use	PeopleSoft / RITE	FIN - SO5	100% of monthly reports are prepared within 20 days after month-end.	100% of monthly reports are prepared within 20 days after month-end.	To prepare all monthly financial reports in a timely manner.
Finance, Budget & Accounting Services	Monitor project estimates as presented in the Capital Improvement Plan (CIP) and obtain Commissioner Court approval for any unforeseen / unanticipated project costs.	Currently in use	PeopleSoft	FIN -SO1, FIN -SO2, and FIN - SO4	Interim CIP presented to the Commissioner Court on September 2020.	100% of projects presented in the CIP are within the Project Estimates.	To monitor capital spending.

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Finance, Budget & Accounting Services	Percentage of purchase requisitions entered into PeopleSoft with 10 days of obtaining HCTRA section approval	Currently in use	PeopleSoft	FIN- SO2, FIN - SO4 and FIN - SO5	Approx. 70% of purchase requisitions are entered into PeopleSoft within 10 days of obtaining HCTRA section approval.	100% of purchase requisitions are entered into PeopleSoft within 10 days of obtaining HCTRA section approval.	To process all purchase requisitions in a timely manner. With the transition to PeopleSoft, entering purchase requisitions in a timely manner was a challenge, as County personnel becomes more familiar with the system, the purchase requisitions will be entered in a timelier manner.
Finance, Budget & Accounting Services	Percent of invoice receipts entered into PeopleSoft with five days after service completion or goods receipt notification	Currently in use	PeopleSoft	FIN- SO2, FIN - SO4 and FIN - SO5	Less than 60% of invoice receipts are entered into PeopleSoft within 5 days of service completion or goods receipt notification.	100% of invoice receipts are entered into PeopleSoft within 5 days of service completion or goods receipt notification.	To initiate payment processing in a timely manner. With the transition to PeopleSoft, entering invoice receipts in a timely manner was a challenge, as County personnel becomes more familiar with the system, the invoice receipts will be entered in a timelier manner.
Fleet Management (excluding IMD)	Additional performance metrics are currently under development. Potential metrics might include: Vehicle utilization and replacement	New	New	MACE - SO4	N/A	TBD	TBD in future years
I-10 KML Maintenance	HCTRA System Rating based on the Comprehensive Annual System Report	Currently in use	Required Annual HCTRA System Inspection Report	MACE - SO1 and MACE - SO2	Roadways 4.63 of 5 Bridges 4.82 of 5	Existing +1%	The target value varies by roadway element, goal to improve the ratings by 1%
Incident Response Team	Number of stranded vehicle calls for complimentary roadside assistance	Currently in use	IMS	IMD - SO22	29,191 stranded vehicle calls	Fill open positions to decrease wait time for services.	Number of stranded customers assisted annually.
Incident Response Team	Number of stranded vehicle calls for which assistance is provided	Currently in use	IMS	IMD - SO22	12,715 assisted vehicles	Fill open positions to decrease wait time for services.	Number of stranded customers assisted annually.
Incident Response Team	Number of roadway incidents and hazards proactively detected	Currently in use	IMS	IMD - SO4	31,732 incidents proactively detected	33K incidents proactively detected	Proactive patrols detect incidents and hazards before they can escalate into something more dangerous.
Incident Response Team	Average clearance time of stranded vehicles	Currently in use	IMS	IMD - SO7	24:30 Average Time	Under 23 mins.	Overall response and clearance time could be reduced.
Incident Response Team	Number of Hazmat incidents	Currently in use	IMS	IMD - SO8	22 Incidents	100% Remediation	Recover spillage of <25gals from entering drainage, waterway or dirt to protect the environment.
Incident Response Team	% of Hazmat incidents successfully remediated	Currently in use	IMS	IMD - SO8	22 Incidents	100% Remediation	Recover spillage of <25gals from entering drainage, waterway or dirt to protect the environment.
Incident Response Team - Customer Comments	Number of positive customer service feedback cards received from roadside assistance	Currently in use	Excel File, USPS, email	IMD - SO24	1,216 mailed in positive Comments Cards for FY20, 330 for FY21 due to COVID no contact	1,500 returned	Positive feedback from public can improve based on stats from previous years.
Incident Response Team - Customer Comments	Number of customer complaints	Currently in use	Phone, email, vehicle video system	IMD - SO24	8 complaints YTD	0 Complaints	We are striving for zero complaints.
Incident Response Team - Support Services	Number of tasks performed on IMD vehicles by Constables and Incident Response Team	Currently in use	IMS, Excel	IMD - SO20	1,260 tasks on IMD vehicles.	100% operational status of vehicles and equipment	Maintain fully operational status of IMD vehicles and their connected on-board peripherals and reduce third-party costs.
Information Technology - Agency IT Service	% of time (24/7/365) access & support is available for internal customers	Currently in use	Cherwell	IT - SO4	99%	99%	Service
Information Technology - Agency Phone System	System availability (% during scheduled hours)	Currently in use	Cherwell/BI	IT - SO4	99%	99%	Service
Information Technology - Agency Software Application Service	% of time (24/7/365) access & support is available for internal customers	Currently in use	Cherwell	IT - SO4	99%	99%	Service

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Information Technology - Back up Service	Percentage of completed data backups compared to attempts.	Currently in use	Veritas Management Console	IT - SO4	> 98%	> 98%	Industry Standard for best practice
	Percentage of lost or corrupted data				< 1 %	< 1 %	
	Percent reduction in data backup size due to compression				34%	30%	
	Percent of data recoveries completed within required time frame should be 98% for critical data and 95% for non-critical data.				96% (avg)	98% (critical data)/ 95% (non-critical data)	
	Percent of data actually recovered could be 99.95% for critical data.				99.5%	99.5%	
Information Technology - Network Service	Availability - 99.95% network uptime for critical network infrastructure. Utilization - < 80% Latency < 10 ms local and < 20 ms across circuits	Currently in use	SolarWinds	IT - SO4	99.95% < 80% < 10ms	99.95% < 80% < 10ms	Industry Standard for best practice
Information Technology - Remote Connectivity	Availability - 99.95% Utilization - < 80%	Currently in use	SolarWinds	IT - SO4	99.95% < 80%	99.95% < 80%	Industry Standard for best practice
Information Technology - Servers Service	Availability - 99.95% scheduled server uptime.	Currently in use	SolarWinds	IT - SO4	> 99.95%	99.95%	Industry Standard for best practice
	Utilization - server resources should be allocated to provided for utilization between 60% to 80%. Separate targets are to be set for CPU and Memory utilization.				68% avg	<80%	
	Page File Usage should be no higher than 50 to 70%.				<50%	<70%	
	Server Patching - 100% of servers should be patched with 30 days of patch release.				98%	100%	
Information Technology - Storage Service	Processor Busy Utilization - 40% or less	Currently in use	Hitachi Management Console	IT - SO4	< 40%	< 40%	Industry Standard for best practice
	Queue Length - should not exceed 2 per LUN				< 2 per LUN	< 2 per LUN	
	Latency - less than 4 ms				< 4 ms	< 4 ms	
	Write throughput - 7000 MBPS minimum				> 7000 MBPS	> 7000 MBPS	
	Read throughput - 14000 MBPS minimum				> 14000 MBPS	>14000 MBPS	
	Capacity Allocated - 100% or less				< 100%	100% or less	
	Capacity Used - 75% or less				< 80%	75% or less	
Inventory Management	Variance between budgeted and actual expenses	New	PeopleSoft	MACE - SO5	N/A	Actual within +/- 5% of the budget	Complete FY22 within+/- 5% of annual budget

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Maintenance & Construction Engineering	HCTRA System Rating based on the Comprehensive Annual System Report	Currently in use	Required Annual HCTRA System Inspection Report	MACE - SO1 and MACE - SO2	FBP Roadways 4.41 of 5 FBP Bridges 4.86 of 5 HTR Roadways 4.60 of 5 HTR Bridges 4.82 of 5 IAH Roadways 4.65 of 5 IAH Bridges 4.85 of 5 SHT Roadways 4.54 of 5 SHT Bridges 4.68 of 5 WPT Roadways 4.62 of 5 WPT Bridges 4.79 of 5 TBT Roadways 4.87 of 5 TBT Bridges 4.92 of 5	Existing +1%	The target value varies by roadway and element, goal to improve the ratings by 1% FBP = Fort Bend Parkway HTR = Hardy Toll Road IAH = George Bush Intercontinental Airport Connector SHT = Sam Houston Tollway WPT = Westpark Tollway TBT = Tomball Tollway (2019 Comprehensive Annual System Report prepared by AECOM. For the 2019 Report, inspections occurred from April to October 2019. The visual inspection included all HCTRA toll roads, bridges, pump stations, and facilities. PGAL performed the facility, and pump station inspections, while CONSOR performed the inspections for the bridges. AECOM inspected the wrong way traffic elements for exit ramps. HDR performed the visual roadway inspections for this report. All sections were inspected including sections under maintenance/ widening construction. Transtec Group performed
Mapping & Graphics	# of interactive web map user engagements	Currently in Use	Internal Tracking	COMM - SO1, COMM - SO2, COMM - SO3, and COMM - SO4	56,830	60000+	Adding additional functionality to the online map which will increase views
Mapping & Graphics	# of GIS service requests	Currently in Use	Internal Tracking	COMM - SO1, COMM - SO2, COMM - SO3, and COMM - SO4	2019 - 507 requests	800+ requests	Based on past three year growth
Mapping & Graphics	% of GIS service requests closed, by priority (high, medium, low)	Currently in Use	Internal Tracking	COMM - SO1, COMM - SO2, COMM - SO3, and COMM - SO4	High priority: 100% Med. priority: 95% Low priority: 100%	High priority: 100% Med. priority: 100% Low priority: 100%	We strive to close 100% of GIS service requests to meet department needs
Public Information	# of tweets (social media engagement)	Currently in Use	Social Media reporting	COMM - SO1, COMM - SO5, and COMM - SO6	Avg. 48 tweets/month	Avg. 53 tweets/month	10% increase
Public Information	# of impressions (social media engagement)	Currently in Use	Social Media reporting	COMM - SO1, COMM - SO5, and COMM - SO6	Avg. 104K/month	Avg. 114K/month	10% increase
Public Information	# of profile visits (social media engagement)	Currently in Use	Social Media reporting	COMM - SO1, COMM - SO5, and COMM - SO6	Avg. 1200/month	Avg. 1320/month	10% increase
Public Information	# total followers (social media engagement)	Currently in Use	Social Media reporting	COMM - SO1, COMM - SO5, and COMM - SO6	5,062	5,568	10% increase
Public Information	Number of virtual or in-person community meetings per project	New	Internal tracking	COMM - SO3 and COMM - SO6	N/A	1 to 6 meetings	Number of meetings is dependent on project scope, reach of impacts, stage of project
Public Information	Interactive follow-up surveys to document and report feedback	New	Digital service	COMM - SO3, COMM - SO5, and COMM - SO6	N/A	Launch survey within one week of each meeting, for a survey period of two to three weeks, produce report results/feedback within five weeks of initial meeting.	Follow up to each public meeting
Security Systems & Risk Management	Risk Management Recovery	Currently in use	IMS, Excel	IMD - SO14	43%	90% Recovery of loss.	Historically, the average recovery rate is >80-85%. Filed claims for $118,658 and $50,288 recovered in FYTD21, reflecting the COVID19 impact. $1.6M filed and $972K recovered in FY20
Security Systems & Risk Management	Number of employee first injury reports	Currently in use	Excel	IMD - SO16	75 first injury reports	0 Incidents	Achieve minimal incidents through preventative measures.

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Security Systems & Risk Management	Security Card Access System Management Security Breaches	Currently in use	DNA, TRED	IMD - SO18	100% compliance and 0 sec	100% compliance and 0 sec	Metric is based on historical HCTRA data.
Toll Collection Systems - Call Center Self-Service KIOSK	System availability during scheduled hours	Currently in use	Cherwell/BI	IT - SO5	99%	99%	Service
Toll Facility Maintenance	HCTRA System Rating based on the Comprehensive Annual System Report	Currently in use	Required Annual HCTRA System Inspection Report	MACE - SO1 and MACE - SO2	4 of 5	4.04 of 5	Improve facility rating by 1%
Toll Operations - Cash (toll) Collections & Image Review Audit and Validation Processes	Number of seconds it takes to perform a cash toll transaction	Currently in use	Cash Collection Reports out of RITE 2.0 toll system	ADMSV - SO1, ADMSV - SO2, ADMSV - SO3, ADMSV - SO4, and ADMSV - SO5	6-seconds per transaction	4-seconds per transaction	Cash customers are appreciative when receiving welcoming and quick service. Manage vehicle traffic build-up in Manual Booth (MB) lanes, especially during morning and evening peak hours.
Toll Operations - Cash (toll) Collections & Image Review Audit and Validation Processes	Number of images reviewed daily per auditor	Currently in use	IT Oracle Employee Performance Report	ADMSV - SO1, ADMSV - SO3, ADMSV - SO4, ADMSV - SO5, and ADMSV - SO6	940 Images Reviewed Daily per/auditor	Increase 940 Images Reviewed to 1,200 Images Reviewed	Based on the last 8-months performing Image Review Audits and monitoring daily and weekly performance reports, it has been determined that 1,200 images is a good target number.
Toll Operations - Cash (toll) Collections & Image Review Audit and Validation Processes	Improve employee attendance rate to ensure adequate staffing of booths, specifically temp toll collectors.	Currently in use	Plaza call-out logs, RITE 2.0 system attendance reports, Plaza Manager weekly summary	ADMSV - SO2, ADMSV - SO3, ADMSV - SO4, and ADMSV - SO5	Average Two (2) call-outs per day; over three (3) work shifts. Approximately 14/week and 60/month	50 % decrease in call-outs; 7/week	When an employee calls out, it negatively influences a plaza staffing needs and the number one priority at all plazas is to staff all toll booths according to the posted times. When a toll booth is closed due to staffing it becomes a customer service issue and public concern.
Toll Operations - Cash (toll) Collections & Image Review Audit and Validation Processes	Monitor attrition of full-time employees, specifically retirement	Currently in use	Internal Division Retirement logs, Resignation logs, HR retirement report, Internal attrition report maintained by staff	ADMSV - SO2, ADMSV - SO4, and ADMSV - SO5	* Approx. 2/monthly retirements; 24/year * 6.5 Full-Time employee attrition rate over the last 8-months (includes retirements and resignations)	Current number of FT Toll Collector 104; could be in double digit numbers by March 2021. Decrease 6.5/month to 2/month	On chance Cash Collections resume, Toll Operations staffing will be significantly below the number of required FT Toll Collectors needed to operate adequately, the required number is 174 Toll Collectors. Based on current attrition rate of FT Toll Collectors, number of FT Toll Collectors will "98". FT Toll Collector staffing will need to increase by 44% to sufficiently staff toll booths.
Toll Road Incident Management - Criminal Investigations	Number of Criminal investigations performed	Currently in use	IMS, LE CAD	IMD - SO19	14 counterfeit and 1 credit card fraud case.	0 Criminal Offenses	Metric is based on historical HCTRA data. The one (1) case in 2020 is the first case in 10 years.
Toll Road Incident Management - Dispatch	Number of telephone calls received (Emergency Communications Center)	Currently in use	IMS, NICE, CAD	IMD - SO21	101,384 telephone calls	Fill open positions to increase quality of work environment and reduce stress and turnover.	Currently, there are eight (8) dispatch open positions.
Toll Road Incident Management - Dispatch	Number of radio transmissions received (Emergency Communications Center)	Currently in use	IMS, NICE, CAD	IMD - SO21	837,325 radio transmissions	Fill open positions to increase quality of work environment and reduce stress and turnover.	Currently, there are eight (8) dispatch open positions.
Toll Road Incident Management - Dispatch	Number of dispatched calls (Emergency Communications Center)	Currently in use	IMS, NICE, CAD	IMD - SO21	43,874 dispatched calls	Fill open positions to increase quality of work environment and reduce stress and turnover.	Currently, there are eight (8) dispatch open positions.
Toll Road Incident Management - Dispatch	# of postings of travel information to public	Currently in use	IMS, RIMS, TranStar Map, Twitter	IMD - SO23	13,429 Postings	100% of incidents resulting in impacts to other customers.	Inform public of incidents to avoid congestion and reduce travel times.
Toll Road Incident Management - Dispatch	Number of roadway CCTV system camera feeds to detect incidents	Currently in use	IMS	IMD - SO9	10,946 CCTV camera feeds	11,000 CCTV camera feeds	Proactive use of cameras to spot incidents and hazards.
Toll Road Incident Management - DWI & Fatality Reduction	Number of roadway fatalities	Currently in use	IMS	IMD - SO1	5 Deaths	0 Deaths	Achieve safest roadway for customers.
Toll Road Incident Management - Emergency Management	Number of natural and made-events resulting in impacts to traffic volumes and limiting mobility.	Currently in use	IMS, IMD Plan	IMD - SO11	5 Tropical Weather Events & 65 roadway flooding incidents.	Weather Dependent	Natural and made-events resulting in impacts to traffic volumes and limiting mobility.

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Toll Road Incident Management - Emergency Vehicle Training	number of incidents of damaged county vehicles	Currently in use	IMS,	IMD - SO15	58 Incidents of damage to vehicles	0 Damage to Vehicles and/or no at-fault crashes.	Goal is to have monthly training post COVID.
Toll Road Incident Management - Emergency Vehicle Training	number of training classes for emergency vehicles	Currently in use	IMS,	IMD - SO15	7 training classes YTD	0 Damage to Vehicles and/or no at-fault crashes.	Goal is to have monthly training post COVID.
Toll Road Incident Management - Incident Response and Clearance	Number of crashes	Currently in use	IMS	IMD - SO4	3,785 Crashes FYTD	5,488 Crashes	Due to the pandemic number of crashes in FYTD21 is 33% less than FY20. Assuming normal activity, FY22 might see an increase of no more than a 45% (-5% reduction from FY21)
Toll Road Incident Management - Incident Response and Clearance	Average response time to active crash scenes	Currently in use	IMS	IMD - SO5	6:21 Average Time	Under 6 mins.	Historically, deputies have achieved a lower response time.
Toll Road Incident Management - Incident Response and Clearance	Average response time to traffic hazards	Currently in use	IMS	IMD - SO5	5:30 Average Time	Under 5 mins.	Past averages indicate it is possible to achieve.
Toll Road Incident Management - Incident Response and Clearance	Average clearance time of crashes on mainline	Currently in use	IMS	IMD - SO6	20:42 Average Time	Under 20 mins.	Previously, deputies have achieved a average clearance of less than 20 minutes.
Toll Road Incident Management - Incident Response and Clearance	Average clearance time of all traffic hazard incidents	Currently in use	IMS	IMD - SO6	7:05 Average Time	Under 7 mins.	Due to hazards to the public, clearance time could be reduced.
Toll Road Incident Management - Non-Revenue Accounts	Number of Non-Revenue Accounts maintained/added in compliance with State Law and County policy	Currently in use	BOS	IMD - SO17	811 exiting accounts and 14 new accounts for FY20	100% compliance	Authorized emergency vehicles identified in Texas Transportation Code 541.201 and in compliance with County policy are permitted free passage, under a non-revenue account.
Toll Road Incident Management - Traffic, Toll & HOV Enforcement and Crash Reduction (Patrol Services)	Number of Toll and HOV citations	Currently in use	IMS, RAS	IMD - SO13	22,166 Citations (FY19)	23K Citations	Enforcement reduces violation rate, FY20 enforcement suspended due to pandemic and weather events.
Toll Road Incident Management - Traffic, Toll & HOV Enforcement and Crash Reduction (Patrol Services)	Number of miles patrolled	Currently in use	IMS	IMD - SO4	5,127,184 miles patrolled	30% increase in enforcement.	The frequency and severity of crashes are reduced through patrol visibility and consistent enforcement of speed limit and other moving violations.
Toll Road Incident Management - Traffic, Toll & HOV Enforcement and Crash Reduction (Patrol Services)	Number of traffic stops	Currently in use	IMS	IMD - SO4	50,510 traffic stops	30% increase in enforcement.	The frequency and severity of crashes are reduced through patrol visibility and consistent enforcement of speed limit and other moving violations.
Toll Road Incident Management - Work Zone Safety	Number of scheduled overtime hours of deputy constables in construction work zones	Currently in use	IMS	IMD - SO10	32,999 OT Hours	dependent on need to ensure safety at work zones.	To improve work zone safety and construction traffic mitigation to reduce risks to workers and customers.
Toll Road Incident Management - Wrong-Way Crash Prevention	Number of wrong-way drivers	Currently in use	IMS Wrong Way System	IMD - SO2	1 Death & 142 Reports, 8 incidents on Westpark	0 Deaths, 0 crashes	Reduce fatalities and crashes due to wrong way drivers.
Violation Enforcement Collections Center (VECC)	Payment plan default rate	New	Database query	CS - SO1	N/A	Monitor payment plan default rate in order to establish a metric.	When customers pay payment plans in full, they are resolving outstanding amounts owed for unpaid toll usage.
Violation Enforcement Collections Center (VECC)	Number of outstanding toll violations resolved	New	Database query	CS - SO1	N/A	Monitor number of outstanding toll violations resolved in order to establish a metric.	Increasing the number of outstanding toll violations resolved means reducing the amount of unpaid tolls to HCTRA.
Violation Enforcement Collections Center (VECC)	Average Call handle time for violations enforcement collections center (VECC)	Currently in use	Cisco Unified Information Center (CUIC)	CS - SO1 and CS - SO3	12 minutes 53 seconds at VECC	Average decrease of 5%	Decreasing the amount of time a customer spends on the phone with us increases the level of customer service provided.
Violation Enforcement Collections Center (VECC)	Average Speed of Answer (ASA) at Violation Enforcement Collections Center (VECC)	Currently in use	Cisco Unified Information Center (CUIC)	CS - SO1 and CS - SO3	52 seconds at VECC	Reduce ASA by 5%	Reducing the speed of answer connects customers to call takers quicker and improves overall customer service.
Washburn Tunnel & Lynchburg Ferry Operations and Maintenance	Washburn Tunnel & Lynchburg Ferry Inspection Ratings	New	New	MACE - SO1 and MACE - SO2	N/A	TBD	TBD in future years

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Washburn Tunnel & Lynchburg Ferry Operations and Maintenance	Additional performance metrics are currently under development pending the 3rd party firm Professional Services to perform a comprehensive program to preserve, maintain, repair, and improve the Washburn Tunnel & Lynchburg Ferry. Potential metrics might include: Utilization and maintenance.	New	New	MACE - SO3	N/A	TBD	TBD in future years. On June 25, 2019 the Harris County Commissioners Court voted unanimously to authorize the transfer of responsibility for current and future Operations, Maintenance, and Capital Improvements of the Washburn Tunnel and Lynchburg Ferry to HCTRA, without the imposition of tolls for use of such facility, effective March 1, 2020.
Workforce Management & Payroll Processing Services	Number of employee morale and wellness events	Currently in use	Excel Reports	HR - SO1	8 employee morale, site visit and wellness events.	35 employee morale, site visit and wellness events.	Return to normal employee engagement.
Workforce Management & Payroll Processing Services	Number of applications received for FTE and temps	Currently in use	Toll Road Employment Database (TRED) data	HR - SO1	900 applications received	1900 applications	Return to normal recruitment activities and provide quality applicants
Workforce Management & Payroll Processing Services	Number of FTE and temps hired	Currently in use	TRED	HR - SO1	189 actual hires	450 actual hires	Return to normal hiring activities and provide quality employee placements
Workforce Management & Payroll Processing Services	Number of training classes provided onsite	Currently in use	Toll Road Employment Database (TRED) data	HR - SO1	1 onsite training class	15 onsite training classes	To provide trainings for all employees.
Workforce Management & Payroll Processing Services	Number of combined FMLA certifications and documented Workers' Comp claims	Currently in use	Excel Reports	HR - SO1	297 combined FMLA certifications and documented Workers' Comp claims	400 combined FMLA certifications and documented Workers' Comp claims	To provide protected health status and employer-provided care.
Workforce Management & Payroll Processing Services	Number of employees receiving an annual performance evaluation	Currently in use	Toll Road Employment Database (TRED) data	HR - SO1	263 completed performance evaluations	All HCTRA employees should receive a timely annual performance evaluation	To provide employees with meaningful feedback on their performance.
Workforce Management & Payroll Processing Services	Number of employee communications (combined messaging across e-mail, urgent broadcast messages and HCTRAnet updates)	Currently in use	Excel Reports	HR - SO1	67 different messages or updates sent	55 different messages or updates	Provide timely and useful employee information and updates.
Workforce Management & Payroll Processing Services	Number of emergency paychecks processed as a result of payroll error	Currently in use	PeopleSoft	HR - SO2	4 emergency paychecks processed when a mistake was detected	Minimize the number of emergency paychecks.	To process payroll accurately and timely.

208 – Engineering
John Blount

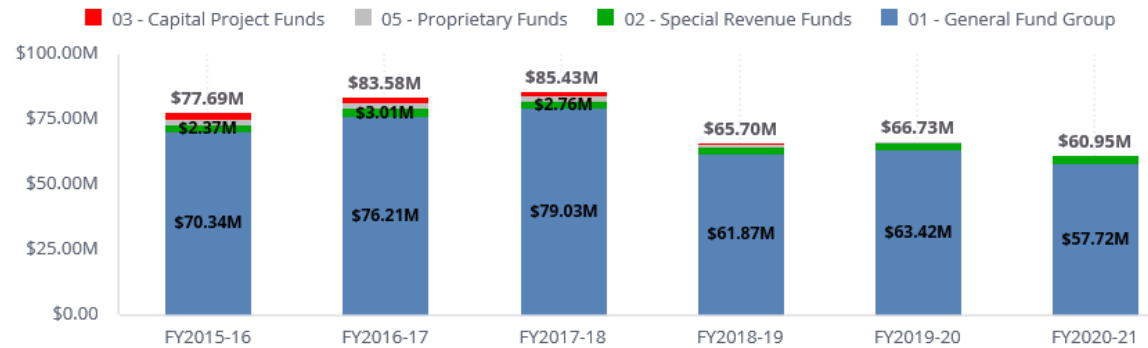# 208 – County Engineer

Data as of 12/14/2020

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

Expenditures Total for FY 2020-2021

$60,949,524

Expenditures by Year (Does not include Grant Funds)

Legend: 🟥 03 - Capital Project Funds ⬜ 05 - Proprietary Funds 🟩 02 - Special Revenue Funds 🟦 01 - General Fund Group

FY	Total	Special Revenue	General Fund
FY2015-16	$77.69M	$2.37M	$70.34M
FY2016-17	$83.58M	$3.01M	$76.21M
FY2017-18	$85.43M	$2.76M	$79.03M
FY2018-19	$65.70M		$61.87M
FY2019-20	$66.73M		$63.42M
FY2020-21	$60.95M		$57.72M

General Fund FY 2020-21 Adopted Budget: $70.92M

FY 2021-22 General Fund Budget Development

Department # *(3-digit code)*	Department[1] Name
208	**Harris County Engineering Department**

Section A: Overview and Goals

1. **Mission**

   Enter the mission statement in the box below.

   > The Mission of the Harris County Engineering Department is to deliver superior infrastructure and public services improving the quality of life and enhancing equality and resilience for more than 4.5 million people in Harris County.

2. **Vision**

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

   > The Vision of the Harris County Engineering Department is to become the most respected and trusted public works agency in the nation.

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

3. **Department Overview**

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

Harris County Engineering Department (HCED) is responsible for the design and construction of roads, parks, trails, bike paths, and bridges in the unincorporated communities and some cities within Harris County, and for management of the majority of County facilities. The Department is also responsible for traffic signalization, permit reviews and regulatory compliance. HCED's current responsibilities can be categorized into three service areas:

- Planning & Development
- Engineering & Project Delivery
- Administration

HCED is also actively working with HCFCD to support the Hurricane Harvey recovery efforts with projects that provide additional resiliency by improving drainage within various subdivisions connected to HCFCD infrastructure.

4. **General Fund Division Summaries**

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

Planning & Development Division

The Planning and Development Division is responsible for the development of sustainable communities through efficient project planning, platting, permitting, and inspection of residential, industrial, and commercial developments.

The Division also performs environmental services including stormwater and wastewater compliance, and Household Hazardous Waste strategic planning in the areas of resiliency, disaster recovery, and transportation.

Engineering & Project Delivery Division

The Engineering and Project Delivery Division is responsible for project delivery of multimodal transportation, facilities, and parks projects from planning and design through construction and the warranty period, including obtaining the necessary real property and utility coordination.

Additionally, this division is responsible for the coordination of all traffic signal devices and projects and handles certain renovations and maintenance services for County facilities and properties (including janitorial, pest control, waste management, landscaping, building code compliance, and locksmith services).

Administration Division

The Administration Division provides financial management, all human resources functions, and administrative services to all Divisions. Services also include communications, contract management, fiscal oversight, and budget/fund management

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5. **Non-General Fund Division Summaries**

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

Certain functions carried out in HCED are funded outside the Department 208 budget, including:

Engineering & Project Delivery Division oversees engineering projects dedicated to the reduction of flood risk following Hurricane Harvey and is funded by flood control bonds and the public infrastructure contingency funds.

Engineering & Project Delivery Division – The Transportation group also receives funding from Mobility and Metro funds.

6. Goals

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

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

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

- HCED will recruit and retain an exceptional and diverse workforce.
- HCED will improve program and project management performance for infrastructure delivery.
- HCED will provide cost-efficient and innovative design and construction services that increase resiliency.
- HCED will make the countywide multimodal transportation system safe, equitable, and cost-efficient.
- HCED will work with key stakeholders to develop and implement a uniform short- and long-term capital plan.
- HCED will advance strategies to maintain County infrastructure and facilities in a state of good repair.
- HCED will continue to improve engagement, customer service, and public access to services for our communities and stakeholders.
- HCED will further its "imagination zone" planning initiative that strives to develop affordable, socially and economically diverse, healthy, resilient, sustainable housing and neighborhoods.

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

- HCED recruits employees and internships through university career fairs and related organizations and has implemented an Employee Advisory Council.
- HCED conducts training for project managers and has implemented enhanced project tracking systems (eBuilder) and is working with Universal Services Department to fully interface the system with PeopleSoft.
- HCED evaluates innovative technology and best practices to provide cost-effective and resilient infrastructure in the design and construction of roads, parks, trails, bike paths, and bridges in the unincorporated communities and some cities within Harris County and management of the majority of County facilities.
- HCED continues to develop, and implement the 2040 Countywide Transportation Plan.
- HCED will continue to work with stakeholders to develop a data driven, lifecycle approach to evaluate and improve the County's capital infrastructure assets.
- HCED will continue to enhance the ePermits system and other services to improve public access, including an outward facing website and other communication tools to provide transparency and performance of our services to the public.
- HCED will finalize its "imagination zone" planning studies and work with stakeholders to implement recommendations.
- Other services that are currently being performed and add to achieving our goals include:
  - Traffic signalization, permit reviews and regulatory compliance,
  - Review of commercial and residential permit applications, including applications for County road, bridge, flood control, and transportation projects and issuance of building permits.
  - Stormwater quality permitting and reporting
  - Inspection of construction sites
  - Environmental studies and operation of the Household Hazardous Waste (HHW) facility
  - Surveys, purchases, sales and leases of County properties.
  - Strategic and comprehensive capital planning and program management services.

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

> HCED's workforce recruitment and development goals will enhance the County's talent pool and support the County's goals of economic opportunity, governance and service delivery.
>
> HCED's use of key performance metrics (KPIs) and best practices for program and project management will result in improved performance which aligns with the County's goal of transparency, accountability, governance and customer service.
>
> HCED's goal to build infrastructure that is innovative and cost efficient signifies sustainable investment into the County's communities which are key to improved economic opportunity. By incorporating principles of resilience in infrastructure and continuously implementing Countywide resiliency planning initiatives, HCED aligns with the County's goals to reduce flooding, improve access to environmentally healthy and affordable housing, which aligns with the County's goals of equity and the environment.
>
> HCED's transportation goals, as outlined in the 2040 Countywide Transportation Plan, align with the County's goal to create an accessible, affordable, equitable, reliable, safe and sustainable multimodal transportation system which results in greater and more efficient mobility around the County.

Section B: Supplemental Operational Information

Answer the six questions below.

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

HCED has gone through two major reorganizations in recent years..

- In 2020, HCED initiated a reorganization of the department to consolidate resources whose primary goal is to provide value to our customers and stakeholders by consolidating similar services across the organization into a similar unit. This action reduces the number of direct reports to the County Engineer.

- In 2017, Commissioners Court restructured Facilities and Property Management. Building related services were transferred to HCED and renamed Facilities and Property Maintenance (FPM).

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

- Developed the Interim Harris County Transportation Plan, a long-range planning document that serves as a guide for current and future multimodal transportation projects, programs, policies, and advocacy for all of unincorporated Harris County through 2040. Programs associated with this initiative include the development of the first ever Multimodal Major Thoroughfare Plan, Vision Zero, Pavement Condition

Indexing, and the Equity in Transportation Study. Commissioners Court adopted the funding structure which emphasized equity, the environment, safe routes to school, and other data driven metrics that fundamentally changed and substantially increased multimodal transportation funding in the county.

- Successfully took the lead role in the County's Continuity of Government Task Force for the COVID-19 pandemic, as well as the successful implementation of the COVID-19 NRG Medical Shelter, and the establishment of Jury and Court operations at NRG Arena, all while increasing the overall HCED project workload.
- Completed the Ben Taub Hospital operating room expansion which enabled the Harris Health to maintain their Level I trauma center certification, which is critical for the region in caring for more than 80,000 emergency room patients annually.
- Implemented sustainability programs including:
  a. Training, certification, and project initiation for the Institute for Sustainable Infrastructure's ENVISION framework for infrastructure projects.
  b. Substantially completed construction of new LEED Certified facilities
  c. Initiated efforts to improve green stormwater infrastructure guidelines and building standards, and maintenance of county's stormwater quality infrastructure.
  d. Transitioned to LED lighting for all new and renovated buildings, use of natural gas for emergency backup generators,
  e. Increased the usage of hybrid vehicles in the department's fleet.
- Created a dedicated planning team focusing on resilience as well as regional/neighborhood improvements.
- Revised the Harris County Floodplain and Infrastructure Regulations which requires all development to conform to Atlas 14 rainfall rates, resulting in a more resilient approach to floodplain management and development permitting, resulting in the most stringent flood plain management criteria in the nation.

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

- Continue working with all stakeholders for the design and construction of a new medical facility at the former Riverside General Hospital site.
- Complete renovation of the Criminal Justice Center/Jury Assembly facilities which will enable the Criminal Justice System to increase their workloads, back to pre-Hurricane Harvey levels.
- Continue working on a project to ensure that all County buildings and precinct parks are compliant with the American Disabilities Act (ADA), which will ensure individuals with physical disabilities can access public infrastructure.
- Completion of the Community Service and Correction Department (CSCD) facility which will transfer certain inmates to this State-run treatment facility.
- Continued implementation of the Harris County Transportation Plan, the Multimodal Major Thoroughfare Plan, a Countywide pavement condition assessment, ICAT and Vision Zero initiatives.
- Support resiliency by establishing an infrastructure resiliency task force (IRT) to assist and complement the county's newly formed Community Flood Resilience Task Force (CFRT) as well as establishing "imagination zone" planning criteria.
- Coordinate with Universal Services, and the Auditor's Office to interface e-Builder, Tririga, OpenText, and e-Permits to the PeopleSoft financial accounting system.
- Coordinate with the appropriate stakeholders to scope and purchase an inventory / asset management system for the management of non-building infrastructure. Continue the development of the complementary asset management system for buildings.

- Complete implementation of the Disaster Assessment Recovery Enhancement (DARE) system designed to provide a seamless flow of information related to private/public damage and debris removal operations following a disaster event; which will improve reporting with FEMA and FHWA.
- Technical Improvements to the County's Traffic System to include both the Central Advanced Transportation Management System (ATMS) and the Battery Backup System (BBS). ATMS will provide the ability to remotely change traffic signal timing parameters, monitor traffic operations/field equipment status, distribute real time alerts and notify of equipment problems. BBS ensures that in the event of a loss of electrical power, traffic signal and central communication hubs can maintain continuous operations for up to 8-10 hours.

4. *Has the organization been subject to any audits and/or external reviews in the past three years? If so, provide a bulleted list below. If not applicable, write "N/A" below.*
   - Gunda Corporation Harris County Project Delivery Comparability Analysis
   - County Auditor Report on Disadvantaged Business Enterprise Consulting Engagement
   - PFM Operational Review

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
   - Commissioners Court
   - Harris County Departments
   - Harris County Flood Control District
   - Harris County Toll Road Authority

6. *Who are the department's key external stakeholders? Provide a bulleted list.*
   - Harris County residents
   - Harris Health
   - Houston Galveston Area Council
   - City of Houston
   - TXDOT
   - East Aldine Municipal District
   - Unincorporated Municipal Districts (MUD's)
   - FEMA and other Federal agencies

Section C: Equity and Diversity Information

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

Answer the four questions below.

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

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

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

Multimodal Transportation:

According to the Department of Justice (2015 statistics), approximately 20% of the County's population has limited proficiency in the English language which significantly impacts access to information related to mobility options. More than 15% of households are below the poverty level, and an additional 28% are asset limited, income constrained and employed, totaling 43% Asset Limited, Income Restrained, Employee (ALICE), who have a challenge/or unemployed. This translates into 43% of the total County population potential inability to afford daily transportation costs.

Affordable Housing:

Prior to the COVID-19 pandemic, Houston ranked fifth in the nation and first in Texas for having the most severe affordable housing shortage. The Harris County Comprehensive Housing Study being conducted by the Kinder Institute will quantify the same need in unincorporated Harris County.

Resilience:

Low to moderate income neighborhoods and communities of color are adversely affected by the federal government's criteria for justification of a project's cost benefit ratio for federal funding programs. The vast amount of historical investments in flood resiliency have been made using this criteria.

Accessibility:

Not all County building, parks, and other infrastructure are up to current ADA standards.

2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*

Multimodal Transportation*:*

The County Transportation Plan includes a chapter dedicated to equity strategies. A team of consultants has been contracted to study and recommend strategies to address inequities in multimodal transit. This is a multi-year, multi-phase endeavor with final report being due first quarter 2021.

Affordable Housing:

HCED provides direct support to the Community Services Department in planning, design, and construction of their affordable housing initiatives. Additionally, HCED provides design support to Habitat for Humanity, Avenue CDC, and other non-profit affordable housing organizations. The County Engineer serves on the City of Houston Livable Places Action Committee and is promoting changes to facilitate affordable housing and address the inequities between the City and its Extra Territorial Jurisdiction with relation to community engagement, multimodal transit, and lot sizes.

HCED developed and implemented in conjunction with the City of Houston the first joint standards for low-cost raised foundation systems. We continue to develop affordable, resilient techniques to be used by CSD and other affordable housing organizations.

Resilience:

The "imagination zone" planning criteria being developed is intended to promote sustainable and resilient infrastructure by instituting standards that promote green infrastructure, flood resilience, and energy and water efficiency.

Accessibility:

HCED is in the process of conducting accessibility evaluations of county buildings and in cooperation with county precincts, county parks.

HCED is currently evaluating the condition of all sidewalks and ADA ramps located adjacent to county maintained roads. This data will be used to make recommendations on needed repair, replacements, and extensions of pedestrian facilities.

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

The makeup of HCED is quite diverse considering that a large number of employees are professional employees requiring higher education and specific certifications such as engineers and architects. Unfortunately, the pool of available applicants does not always include a large selection of minority/female.

In order to improve our diversity, HCED hired a full-time recruiter who primarily focuses on creating partnerships with agencies and universities to improve our opportunities to increase diversity in the workplace. Outreach opportunities include coordination with higher education institutions in the Houston area such as TSU, UH, Rice, PVAMU, UH Downtown, HCC, Lone Star, and the Texas A&M system. This outreach allows HCED to promote and entice young soon-to-be professionals of all races, age, gender, and ethnicities. Early results are promising. The intern program started in 2015 and since 2018, we have hosted 49 interns of which 67% were minority students and 18% female. Of the 30 young engineering department professionals who have achieved Engineer-in-Training certification from the state, some 73% are minorities and 23% are women. Of note, according to the American Society for Engineering Education (ASEE) survey of 2018 engineering college graduates, only 30% were minority and 22% were female.

HCED has an internship program that is designed to be a gateway to employment. As a recruitment tool, HCED will expand its engagement with colleges with an increased focus on historically black colleges and universities and Hispanic-serving institutions to lead to more diverse employment. The outcome will be measured by retention of interns upon graduation.

Of special note, HCED recently introduced the institution of the Employee Advisory Council (EAC). This council was created primarily to provide a platform for employees to voice their comments, questions, and concerns related to a variety of topics. Participation in this council is not mandatory but is offered as a resource for all employees to utilize. HCED also posts the majority of open positions internally before

seeking applicants from outside. HCED has found that this policy helps employees to see a clear path forward and understand that movement is possible.

This budget year we are introducing a new group titled Technical Training and Development. This group will focus on recruitment, retention, and development of credentialed employees. This group will also be dedicated to administering the internship program as well as a Science-Technology-Engineering & Math (STEM) program reaching out to high schools serving low to moderate income students and communities of color. We believe this approach will ensure that our workforce is a representation of the county population as a whole.

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

HCED mandates specific onboarding/orientation which includes requiring all employees to attend Anti-Harassment Training. HCED also requires all employees to review the "Engineering Personnel Regulations" which contains an entire section on professional behavior and unacceptable personal actions in the workplace. There are also prescriptive guidelines for behavior and actions, as well as the Harris County ethics guidelines, which are an addendum to the department regulations. All employees are required to sign an acknowledgement of these regulations. As of October 6, 2020 HRRM began offering training specifically addressing racism. Senior staff have begun attending, and this will be a requirement for all employees. Once a provider is identified, HCED intends to have all senior staff and project managers attend a more comprehensive program on diversity, inclusion, and equity in the workplace.

In addition to the aforementioned, HCED conducts regular staff meetings with managers in which they are reminded that all staff are required to attend trainings. We also discuss training opportunities that are available to all employees. We will continue to work with HRRM and Universal Services to improve data, tracking, and performance tools needed to achieve organizational excellence in this category.
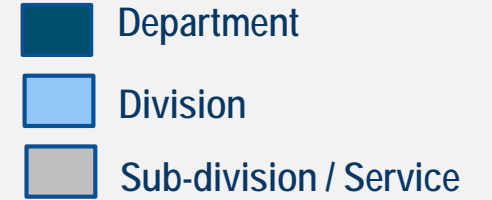
FORM 1. Divisions

Division Name	Services Provided	FY 2020-21 Adopted Budget ($ Amount)	FY 2020-21 Adjusted Budget ($ Amount)	Actual Headcount (FTE)
Planning & Development (PDD)	Development of sustainable communities, provides environmental services and manages disaster recovery operations	$11,092,000	$11,092,000	137
Engineering & Project Delivery (EPD)	Project delivery of multimodal transportation systems, facilities, parks, real property acquisition, utility coordination, traffic device coordination, facility maintenance.	$56,547,500	$63,687,804	486
Administration (AD)	Provides financial management, human resources, communications, contract management and all other administrative functions for the department.	$1,376,000	$1,851,000	29
Executive (EXD)	Provides executive leadership in establishing mission statement, goals and direction.	$1,900,500	$1,900,500	9

HARRIS COUNTY
ENGINEERING DEPARTMENT

Department
Division
Sub-division / Service

Planning & Development

Info Systems & Asset Mgmt

Community Resilence & Transportation Planning

Environmental & Sustainability Svcs.

Permitting Svcs.

Engineering & Project Delivery

Buildings, Real Estate, & Open Spaces

Disaster Recovery & Resilience Projects

Quality Assurance

Project Delivery

Technical Development & Training

Administration

Admin & Contract Mgmt Svcs.

Communications

Finance

Human Resources

FORM 3. Goals and Objectives

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Recruit and retain an exceptional and diverse workforce	SO1	Improve HR service to employees and improve diversity	Administration	Executive, Engineering & Project Delivery, Planning & Development	Budget Management, County Attorney, Auditor	Local universities, Job Fairs, Professional Associations
G2	Improve project management and infrastructure delivery	SO2	Increase production of boundary surveys by 10%	Engineering & Project Delivery	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), inter local municipalities, State and Federal agencies
		SO3	Increase completion of staking requests by 10%	Engineering & Project Delivery	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
		SO4	Improve the project review process	Engineering & Project Delivery	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
		SO5	Improve timeframe for utility conflict resolution	Engineering & Project Delivery	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
		SO6	Maintain consistency in submittal and processing of all project support related tasks	Engineering & Project Delivery	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
		SO7	Maintain consistency in submittal and processing of 100% of Professional Service Agreements within one week	Administration	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
		SO8	Improve number of contracts successfully processed in one year	Administration	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
		SO9	Improve processing of administrative services	Administration	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
G3	Provide cost-efficient and innovative design and construction services that increase resiliency	SO10	Collaborate with Clients to determine alternatives for efficiency in design and construction	Engineering & Project Delivery	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
G4	Create and Support a safe, equitable and cost-efficient countywide multimodal transportation system	SO11	Continue developing the 2040 Countywide Transportation Plan (CTP)	Engineering & Project Delivery	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
G5	Develop and implement a countywide short and long term capital plan	SO12	Establish stakeholder committee that can be implemented as part of the FY 22-23 budget cycle.	Planning & Development	Administration, Executive, Engineering & Project Delivery	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
G6	Maintain high quality infrastructure and facilities	SO13	Improve response time for facility work requests	Engineering & Project Delivery	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
		SO14	'Reduce the number of buildings requiring deferred maintenance	Engineering & Project Delivery	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
		SO15	Improve the delivery of all road and bridge related projects by reducing the average project duration and cost to budget ratio by 10-15%, while maintaining the existing project manager to project ratio	Engineering & Project Delivery	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
		SO16	Improve the delivery of all building related projects by reducing the average project duration and cost to budget ratio by 10-15%, while maintaining the existing project manager to project ratio	Engineering & Project Delivery	Administration, Executive, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
G7	Increase community engagement, customer service, and public access to services	SO17	Hold at least 1 quarterly meeting per precinct with constituents.	Planning & Development	Administration, Executive, Engineering & Project Delivery	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
		SO18	Update Engineering website and establish data/goal driven dashboards.	Planning & Development	Administration, Executive, Engineering & Project Delivery	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
		SO19	'Reduce the average time frame for completing permit related requests	Planning & Development	Administration, Executive, Engineering & Project Delivery	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
		SO20	Improve communications internally and externally	Planning & Development	Administration, Executive, Engineering & Project Delivery	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
		SO21	Increase the amount of tonnage diverted from landfills	Planning & Development	Administration, Executive, Engineering & Project Delivery	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
G8	Support the development of affordable, socially and economically diverse, healthy, resilient, and sustainable housing and neighborhoods	SO22	Improve communication with SH and clients to continue moving forward with initiatives related to Imagination Zones, etc.	Planning & Development	Administration, Executive, Engineering & Project Delivery	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
G9	Increase coordination and collaboration with county departments, precincts and stakeholders	SO23	Improve preparedness for disaster	Planning & Development	Administration, Executive, Engineering & Project Delivery	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
		SO24	Coordinate with SH to help have more properties set for auction	Engineering & Project Delivery	n/a	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies
G10	Advance the county's MBE/DBE goals and implement a metrics based tracking system	SO25	Increase MWBE usage in project contracts and implement a metrics based system	Administration	Executive, Engineering & Project Delivery, Planning & Development	Commissioners Court, Budget Management, County Auditors, Purchasing, County Attorneys Office, Other County Departments	Harris County residents, HGAC, City of Houston, TXDOT, East Aldine Municipal Districts (MUD), FHWA, other local municipalities, State and Federal agencies

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

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

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

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

Service Name:	Household Hazardous Waste Services
Divisions (list all):	Planning & Development

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$242,891	3

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

The Household Hazardous Waste Services provides resources for the disposal of household hazardous waste. This service supports the department goals by increasing the amount of tonnage diverted from landfills. It also increases public engagement, customer service, and public access to services to dispose of the household hazardous waste.

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

The customers for this service are the constituents of unincorporated Harris County. The expectations is to have access to resources to properly dispose of their household hazardous waste. Currently we do not currently collect customer feedback.

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

Yes, this service is statutorily mandated by the Texas Administrative Code, Title 30, Environmental Quality, Part 1, Texas Commission On Environmental Quality, Chapter 335, Industrial Solid Waste And Municipal Hazardous Waste, Subchapter N, Household Hazardous Wastes, Rule §335.413k, General Shipping, Manifesting, Recordkeeping, and Reporting Requirements.

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

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

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

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

Service Name: Permitting Services

Divisions (list all): Planning & Development

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$10,849,109	134

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

The Permitting Services encompasses multiple services provided by various groups within the Permits Office. The services includes plat application review and development permit application review. The permitting services support the development of affordable, socially and economically diverse, healthy, resilient, and sustainable housing and neighborhoods as well as maintain high quality infrastructure and facilities.

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

The customers of this services are both internal and external. Expectations for internal and external customers is that permit reviews occur in a timely manner. Customer feedback is not currently collected.

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

Permitting services are statutorily mandated by Texas Local Government Code, Title 7. Regulation Of Land Use, Structures, Businesses, And Related Activities, Subtitle A. Municipal Regulatory Authority, Chapter 212. Municipal Regulation Of Subdivisions And Property Development, Subchapter A. Regulation Of Subdivisions and Chapter 245. Issuance of Local Permits. Sec. 245.002. UNIFORMITY OF REQUIREMENTS. (a) Each regulatory agency shall consider the approval, disapproval, or conditional approval of an application for a permit solely on the basis of any orders, regulations, ordinances, rules, expiration dates, or other properly adopted requirements in effect at the time: (1) the original application for the permit is filed for review for any purpose, including review for administrative completeness.

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

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

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

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

Service Name: | Regional and Strategic Planning Services
Divisions (list all): | Planning & Development

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
TBD	*TBD*

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

Regional and strategic planning services will help shape initiatives and programs that will serve to create and support a safe, equitable and cost-efficient countywide multimodal transportation system

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

Customers for this service include Precincts and constituents. Planning initiatives must be supported and directed by respective Precincts. Engineering will be prepared to chair these program(s) from start to finish. Constituents are the ultimate end user and therefore will be involved through engagement as directed by Precincts.

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

There is no statutory mandate for regional and strategic planning.

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

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

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

<u>*Instructions*</u>
Provide the information requested, fill out the table, and answer the three (3) questions below.

Service Name:	Disaster Recovery Operations & Continuity of
Divisions (list all):	Planning & Development

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
TBD	TBD

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

The Disaster Recovery Operations & Continuity of Government Task Force helps increase coordination and collaboration with County departments, Precincts, and stakeholders to improve preparedness for disasters.

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

The customers for this service are internal. The expectations is that the necessary and pertinent information is communicated to mitigate the impact to the life and safety the community and Harris County employees. Customer feedback is not currently collected.

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

The Texas Government Code Chapter 418 gives the county judge the power to declare a local disaster within the county under certain circumstances. A "Disaster" is defined for these purposes under Section 418.004(1) as: Texas Government Code Chapter 418 gives the county judge the power to declare a local disaster within the county under certain circumstances. There is no statute that specifically directs HCED to be responsible for "disaster" preparedness.

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

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

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

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

Service Name:	Study, Design, Bid & Construction Services for Road
Divisions (list all):	Engineering & Project Delivery (EPD)

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$9,773,642	84

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

The study, design, bid, and construction services for road and bridge is to maintain high quality project management of Road & Bridge Projects

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

The customers of this service is internal. The expectations of the customers is this service provides cost-efficient and innovative design and construction of Road & Bridge Projects. Customer feedback is not currently collected.

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

In addition to the Transportation Code, Title 6. Roadways, Subtitle C. County Roads And Bridges, Chapter 251. General County Authority Relating To Roads And Bridges, Subchapter A. General Provisions, Sec. 251.003. CONSTRUCTION AND MAINTENANCE OF PUBLIC ROADS. (a) The commissioners court of a county may: (1) make and enforce all necessary rules and orders for the construction and maintenance of public roads; (2) hire the labor and purchase the machinery and equipment needed to construct and maintain public roads; and (3) use any necessary material most convenient to build, repair, or maintain public roads, regardless of the location or extent of the material. (b) The court may enter any necessary order for the use of inmates of the county jails to work on the county roads or to build bridges. The Harris County Road Law, Section 16. [Control of construction and maintenance of county roads, bridges, and drainage.] The Commissioners Court shall have control of all matters in connection with the construction and maintenance of County roads, bridges and drainage, except such as it may from time to time, by resolution, delegate to the precinct road supervisor, and then under such rules and regulations as it may prescribe, and subject to their recall at its pleasure. HCED is authorized by Commissioners Court to carry out project related functions.

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

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

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

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

Service Name: Capital Design, Bid, Construction of the majority of
Divisions (list all):   Engineering & Project Delivery (EPD)

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$3,723,292	32

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

The capital design, bid, construction of majority of County facilities is to maintain high quality project management of transportation projects and County facilities.

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

The customers of this service is internal. The expectations of the customers is this service provides cost-efficient and innovative design and construction of County facilities.

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

Yes it is. Local Government Code, Title 9. Public Buildings And Grounds, Subtitle B. County Public Buildings, Chapter 293. County Building Authority Act, Subchapter A. General Provisions, Sec. 293.022. Purposes Of Authority. The purposes of the authority are to construct, acquire, improve, equip, furnish, maintain, and operate a County building adequate to meet the County's needs. In planning the building, the authority may consider the anticipated population and economic growth of the County and the demands that this growth will create for space for County activities. Acts 1987, 70th Leg., Ch. 149, Sec. 1, eff. Sept. 1, 1987.

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

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

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

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

Service Name: Acquisition of Real Property & Tax Sales

Divisions (list all): Engineering & Project Delivery (EPD)

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$7,562,937	65

1)	Describe the Service and how it supports department goals.
	The acquisition of real property and tax sales service increase successful coordination and collaboration with County departments, Precincts, and stakeholders related to tax sales. This service also support the development of affordable, socially, and economically diverse, healthy, resilient, and sustainable housing and neighborhoods. The services includes property appraisal, acquisition coordination, and support for CAO condemnation suits.

2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
	The customers for this service are internal and external. Expectations are that tracts are acquired as quickly as possible so as to impact project construction. Customer feedback is not currently collected.

3)	Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.
	LOCAL GOVERNMENT CODE, TITLE 8. Acquisition, SALE, OR LEASE OF PROPERTY, SUBTITLE A. MUNICIPAL Acquisition, SALE, OR LEASE OF PROPERTY, CHAPTER 251. MUNICIPAL RIGHT OF EMINENT DOMAIN, Sec. 251.001. RIGHT OF EMINENT DOMAIN. (a) When the governing body of a municipality considers it necessary, the municipality may exercise the right of eminent domain for a public use to acquire public or private property, whether located inside or outside the municipality, for any of the following uses:
	(1) the providing, enlarging, or improving of a municipally owned …………street, or other roadway; park, playground, or other recreational facility; square; water works system, including reservoirs, other water supply sources, watersheds, and water storage, drainage;
	(3) the straightening or improving of the channel of any stream, branch, or drain;
	(4) the straightening, widening, or extending of any alley, street, or other roadway; and
	(5) any other municipal public use the governing body considers advisable.
	(b) A municipality condemning land under this section may take a fee simple title to the property if the governing body expresses the intention to do so.
	Acts 1987, 70th Leg., Ch. 149, Sec. 1, eff. Sept. 1, 1987.
	Amended by:
	Acts 2011, 82nd Leg., R.S., Ch. 81 (S.B. 18), Sec. 3, eff. September 1, 2011.

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

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

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

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

Service Name: Utility Coordination Services
Divisions (list all):   Engineering & Project Delivery (EPD)

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$814,470	7

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

The utility coordination services provide utility support coordination support services for project delivery. The service supports the department goals by improving project management and infrastructure delivery which will also improve the timeframe for utility conflict resolution.

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

The customers for this service are internal and external. Expectations are that conflicts are resolved as quickly as possible so as to impact project construction. Customer feedback is not currently collected.

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

This service is mandated by the Texas Utilities Code, Title 4. Delivery Of Utility Services, Subtitle B. Provisions Regulating Delivery Of Services, Chapter 181. Miscellaneous Powers And Duties Of Utilities, Subchapter A. Powers And Duties Of Gas And Electric Corporations, Sec. 181.046. RELOCATION OF LINE TO ALLOW ROAD OR DITCH IMPROVEMENT. (a) The authority of the Texas Transportation Commission under this section is limited to a line on a state highway not in a municipality. The authority of the commissioners court under this section is limited to a line on a county road not in a municipality. (b) The Texas Transportation Commission or the commissioners court of a county may require an electric utility to relocate a line of the utility, at the utility's own expense, to allow the:
(1) widening of a right-of-way;
(2) changing of a traffic lane;

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

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

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

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

Service Name: Maintenance of the Majority of County Facilities
Divisions (list all):   Engineering & Project Delivery (EPD)

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$30,135,396	259

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

The maintenance of the majority of County facilities service provides interior renovation and maintenance to County facilities including elevator maintenance. The service supports department goals by ensuring that the County maintain high quality infrastructure and facilities

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

The customers for this service is internal. Expectations are that facilities are maintained and work tasks are responded to in a timely manner. Customer feedback is not currently collected.

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

Yes it is. Local Government Code, Title 9. Public Buildings And Grounds, Subtitle B. County Public Buildings, Chapter 293. County Building Authority Act, Subchapter A. General Provisions, Sec. 293.022. Purposes Of Authority. The purposes of the authority are to construct, acquire, improve, equip, furnish, maintain, and operate a County building adequate to meet the County's needs. In planning the building, the authority may consider the anticipated population and economic growth of the County and the demands that this growth will create for space for County activities. Acts 1987, 70th Leg., Ch. 149, Sec. 1, eff. Sept. 1, 1987.

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

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

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

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

Service Name: Design, Bid, Construction & Maintenance of County
Divisions (list all): Engineering & Project Delivery (EPD)

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$4,537,762	39

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

The design, bid, construction and maintenance of County traffic signals provides traffic engineering support services, traffic signal maintenance operations, and traffic studies to create and support a safe, equitable and cost-efficient countywide multimodal transportation system.

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

The customers of this service is internal. The expectations of the customers is this service provides cost-efficient and innovative design and construction of County facilities Projects. Customer feedback is not currently collected.

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

In addition to the Transportation Code, Title 6. Roadways, Subtitle C. County Roads And Bridges, Chapter 251. General County Authority Relating To Roads And Bridges, Subchapter A. General Provisions, Sec. 251.003. CONSTRUCTION AND MAINTENANCE OF PUBLIC ROADS. (a) The commissioners court of a county may: (1) make and enforce all necessary rules and orders for the construction and maintenance of public roads; (2) hire the labor and purchase the machinery and equipment needed to construct and maintain public roads; and (3) use any necessary material most convenient to build, repair, or maintain public roads, regardless of the location or extent of the material. (b) The court may enter any necessary order for the use of inmates of the county jails to work on the county roads or to build bridges. The Harris County Road Law, Section 16. [Control of construction and maintenance of county roads, bridges, and drainage.] The Commissioners Court shall have control of all matters in connection with the construction and maintenance of County roads, bridges and drainage, except such as it may from time to time, by

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

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

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

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

Service Name: Budget, finance, compliance, reporting (CFO)
Divisions (list all): Administration

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$189,793	4

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

The budget, finance, compliance, and reporting (CFO) provides support of court agenda development and delivery, purchase requests, accounts payable, and records management. The service supports department goals by improving project management and infrastructure delivery.

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

The customers for this service are internal and external. Expectations are unknown as customer feedback is not currently collected.

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

There is no specific statutory mandate that requires HCED to maintain budget, finance, compliance, and reporting services extended across the department.

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

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

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

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

Service Name: Public outreach for project delivery
Divisions (list all):   Administration

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$142,345	3

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

The public outreach for project delivery service is to provide communication about the current and proposed projects within Harris County as well as any disaster related information that need to be communicated to the constituents. The service supports the department goals by increasing engagement, customer service, and public access to services.

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

The customers for this service are internal and external. Expectations are unknown as customer feedback is not currently collected.

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

There is no statutory mandate for public engagement and outreach services, except when required for grant funding or other federal funding source requirement.

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

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

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

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

Service Name: Employee safety training and tracking
Divisions (list all): Administration

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$142,345	3

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

The employee safety training and tracking service helps to ensure that the receive the pertinent training that will enable them to perform their duties to the highest standards of the department. The tracking allows management to keep records of what trainings have been completed or incorporated to improve quality project delivery.

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

The customers for this service is internal and customer feedback is not currently being collected.

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

There is no statutory mandate for providing employee training and tracking services.

FORM 4a. Department Services - DETAIL (#14)

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

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

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

Service Name: Admin Services (Agenda Coordination, RFPOs,
Divisions (list all):   Administration

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$806,621	17

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

The Admin Services (Agenda Coordination, RFPOs, Contracts & Records Management) helps maintain and improve processes related to administrative services. The service supports department goals by improving project management and infrastructure delivery.

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

The customers for this service are internal and external. Internal expectations are that administrative functions do not hinder progression of projects. External expectations are that

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

There is no specific statutory mandate that requires HCED to maintain budget, finance, compliance, and reporting services extended across the department.

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

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

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

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

Service Name: Employee Relations
Divisions (list all):   Administration

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$94,897	2

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

The employee relations service provides departmental support to include recruiting, employee time record management, general training, employee safety training and tracking, and technical and professional training. The service supports department goals by recruiting and retaining an exceptional and diverse workforce.

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

The customers for these services are internal and we currently collect feedback by institution of the Employee Advisory Council in which each division is represented according to the number of employees within that division.

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

There is no specific statutory mandate that requires HCED to improve employee relations across the department.

FORM 4a. Department Services - DETAIL (#16)

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

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

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

Service Name: Executive Leadership and Guidance
Divisions (list all): EXD

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
$1,900,500	9

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

Executive leadership provides support to the department head and department as a whole. This service supports _all_ department goals by creating and maintaining policies/procedures and cultivating positive communication with employees, clients, county departments, outside agencies, and constituents. Sound executive leadership helps to ensure that operations are consistent and produtivity remains constant and efficient.

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

The customers for these services are internal and external and we do not currently collect feedback.

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

There is no specific statutory mandate that requires HCED to provide executive leadership.

FORM 4b. Performance Metrics

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Household Hazardous Waste Services	total tonnage of HHW successfully diverted from a landfill	Currently in use	Manual	SO21	156 tons	10% Increase	Increase services to the public and divert more waste from landfills
Permitting Services	# of residential customers served	Currently in use	Manual	SO21	17,645 residential	N/A	Increase customer service and access
Permitting Services	# of commercial customers served	Currently in use	Manual	SO21	21,586 commercial	N/A	Increase customer service and access
Permitting Services	# of plat application reviews	Currently in use	e-Permits	SO19	1507 plat applications	N/A	Realistic metric to maintain workloads based on development and growth
Permitting Services	% of plat application reviews completed within 7 days	Currently in use	e-Permits	SO19	30%	10% Increase	Increase productivity
Permitting Services	# of permit application submitted online and in person	Currently in use	e-Permits	SO19	57,878 applications	N/A	Realistic metric to maintain workloads based on development and growth
Permitting Services	average number of days to review permit application	Currently in use	e-Permits	SO19	14 days	10% Reduction	Increase productivity
Permitting Services	# of permits approved by year	Currently in use	e-Permits	SO19	39,231 permits	10% Increase	Issue increased amount of permits based on County growth and development
Regional and strategic planning Services	TBD	New	Manual	SO11	N/A	Development of the CTP	Once the 2040 CTP is developed, regional and strategic planning will advance from conception to action.
Disaster Recovery Operations - Continuity of Government Task Force	Track mandatory training	New	TBD	SO23	N/A	Metric to track how many employees are trained for disaster recovery operations	Metric to track how many employees are trained for disaster recovery operations
Disaster Recovery Operations - Continuity of Government Task Force	Track # of contracts required	New	TBD	SO23	N/A	Metric to track how many contracts are required and have been secured.	Metric to track how many contracts are required and have been secured.
Study, Design, Bid & Construction Services for Road & Bridge Projects	Number of projects assigned per year by precinct and type	New	e-Builder	SO15	728 active projects	15% Increase	Increase of mobility spending by Clients
Study, Design, Bid & Construction Services for Road & Bridge Projects	Percentage of projects completed per year by precinct and type	New	e-Builder	SO15	12% of active projects	10% Increase	Increase of mobility spending by Clients
Study, Design, Bid & Construction Services for Road & Bridge Projects	Average Duration of time to complete by type	New	e-Builder	SO15	18-24 months	10% Reduction	Reducing duration of projects allow for more projects to be taken on
Study, Design, Bid & Construction Services for Road & Bridge Projects	$ Value of project portfolio per year by client and by type	New	e-Builder	SO15	$ 2,575,000,000	15% Increase	Increase of mobility spending by Clients
Study, Design, Bid & Construction Services for Road & Bridge Projects	$ Value of Change in Contracts for construction projects (Cost change only)	New	e-Builder	SO15	$8,800,000 (9%)	10% Reduction	Maintain average of 10% or less in $ value change orders
Study, Design, Bid & Construction Services for Road & Bridge Projects	Percentage of projects completed under budget per year by precinct and type	New	e-Builder	SO15	90%	10% Improvement	Remain consistent in delivery of projects under budget
Capital Design, Bid, Construction of the majority of County Facilities	Number of projects assigned per year by precinct and type	New	e-Builder	SO16	47 active projects	15% Increase	Increase overall productivity
Capital Design, Bid, Construction of the majority of County Facilities	Percentage of projects completed per year by precinct and type	New	e-Builder	SO16	5%	10% Improvement	Increase in capital spending
Capital Design, Bid, Construction of the majority of County Facilities	Average Duration of time to complete by type	New	e-Builder	SO16	18-24 months	10% Reduction	Reducing duration of projects allow for more projects to be taken on
Capital Design, Bid, Construction of the majority of County Facilities	$ Value of project portfolio per year by client and by type	New	e-Builder	SO16	$ 2,575,000,000.00	15% Increase	Increase in capital spending
Capital Design, Bid, Construction of the majority of County Facilities	$ Value of Change in Contracts for construction projects (Cost change only)	New	e-Builder	SO16	$8,800,000 (9%)	10% Reduction	Maintain average of 10% or less in $ value change orders

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Capital Design, Bid, Construction of the majority of County Facilities	Percentage of projects completed under budget per year by precinct and type	New	e-Builder	SO16	90%	10% Improvement	Remain consistent in delivery of projects under budget
Acquisition of Real Property & Tax Sales Coordination Services	Number of tracts assigned per year	New	e-Builder	SO15	105 tracts	15% Increase	Increase overall productivity
Acquisition of Real Property & Tax Sales Coordination Services	# of tracts referred to CAO for eminent domain procedures based on active number of assignments per year, per Client	New	e-Builder	SO15	27 tracts	15% Increase	Reduce number of tracts referred to CAO
Acquisition of Real Property & Tax Sales Coordination Services	Percentage of tracts completed based on active number of assignments per year, per Client	New	e-Builder	SO15	30%	10% Increase	Increase overall productivity
Acquisition of Real Property & Tax Sales Coordination Services	Average Duration of time to complete purchase	New	e-Builder	SO15	10 months	10% Reduction	Reduce time it takes to acquire property in order for projects to move forward.
Acquisition of Real Property & Tax Sales Coordination Services	Coordinate with SH to help have more properties set for auction	New	Manual	SO24	N/A	Increase in sales	HCED supports this effort
Utility Coordination Services	# of utility coordination tracking requests received	New	e-Builder	SO5	91 requests	N/A	Increase of mobility spending by Clients
Utility Coordination Services	# of utility conflicts resolved per year	New	e-Builder	SO5	47 conflicts	10% Improvement	Increase of mobility spending by Clients
Maintenance of the Majority of County Facilities	# of work requests	Currently in use	Tririga	SO13	25,173 requests	N/A	Maintain existing workload
Maintenance of the Majority of County Facilities	cost per sq. ft. of total facilities maintained	Currently in use	Tririga	SO 13	$4.44/sq. ft.	$4.44/sq. ft.	Maintain currrnt cost. Cost is considerably lower than BM counties. Maintain cost
Maintenance of the Majority of County Facilities	Number of buildings with significant deferred maintenance	Currently in use	Tririga	SO14	37 buildings	10% Reduction	Reduce number of buildings with significant deferred maintenance
Maintenance of the Majority of County Facilities	# of elevator service requests	Currently in use	Tririga	SO13	407 requests	N/A	Maintain existing workload
Maintenance of the Majority of County Facilities	average response time (minutes)	Currently in use	Tririga	SO13	14 minutes	10% Reduction	Improve response time to increase customer satisfaction
Design, Bid, Construction & Maintenance of County Traffic Signals	# of traffic-related review requests received and processed by year and by client	New	e-Builder	SO15	793 review requests	15% Increase	Increase of mobility spending by Clients
Design, Bid, Construction & Maintenance of County Traffic Signals	average number of days to complete review request	New	e-Builder	SO15	8 days	10% Reduction	Increase of mobility spending by Clients
Design, Bid, Construction & Maintenance of County Traffic Signals	# of traffic signal service requests received by year and by client	New	e-Builder	SO15	344 requests	N/A	Reduce the service calls for signal operations
Design, Bid, Construction & Maintenance of County Traffic Signals	average number of days to complete a traffic signal service request	New	e-Builder	SO15	1 day	10% Reduction	Improve average of 1 day to address service requests
Design, Bid, Construction & Maintenance of County Traffic Signals	# of traffic study requests submitted by year and by client	New	e-Builder	SO15	47 studies	N/A	Increase of mobility spending by Clients
Budget, finance, compliance, reporting (CFO)	Gauging customer satisfaction	New	Survey	SO9	N/A	10% increase of customer approval rating once determined	Survey will help measure feedback not currently captured.
Public engagement and outreach for project delivery	total website visits per month	New	Website	SO18	N/A	10% increase of customer approval rating once determined	Metric will gauge how many visitors seek info from HCED website
Public engagement and outreach for project delivery	customer satisfaction of site (user accessibility, navigability)	New	Survey	SO19	N/A	10% increase of customer approval rating once determined	Survey will help measure feedback not currently captured.
Public engagement and outreach for project delivery	# of community events, public hearings, or public meetings	New	Manual	SO19	N/A	12 Annually	Metric will track community engagement
Employee safety training and tracking	# of employees that have attended mandatory trainings	New	PeopleSoft	SO1	N/A	100%	Metric will track all employees attending trainings
Employee safety training and tracking	# of employees that have attended mandatory safety trainings	New	PeopleSoft	SO1	N/A	100%	Metric will track all employees attending trainings
Admin Services (Agenda Coordination, RFPO's, Contracts & Records Mgmt.	# of court agenda items	New	e-Builder	SO9	1050 Items	N/A	Increase of spending by Clients
Admin Services (Agenda Coordination, RFPO's, Contracts & Records Mgmt.	% of invoices processed within 30 days of receipt	New	e-Builder	SO9	85%	10% Improvement	Increase in productivity
Admin Services (Agenda Coordination, RFPO's, Contracts & Records Mgmt.	% of rfpo's submitted to Purchasing within ≤30 days	New	e-Builder	SO9	100%	N/A	Maintain consistency based on increase in projects
Admin Services (Agenda Coordination, RFPO's, Contracts & Records Mgmt.	# of records requests	New	Manual	SO9	259	N/A	Maintain productivity
Admin Services (Agenda Coordination, RFPO's, Contracts & Records Mgmt.	# of professional service contracts processed per year by precinct and by type	New	e-Builder	SO8	192	15% Increase	Increase of spending by Clients

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Admin Services (Agenda Coordination, RFPO's, Contracts & Records Mgmt.	# of interlocal/interagency contracts submitted for court approval per year by precinct and by type	New	e-Builder	SO8	72	10% Improvement	Increase of spending by Clients
Admin Services (Agenda Coordination, RFPO's, Contracts & Records Mgmt.	# of utility related contracts processed per year by precinct and by type	New	e-Builder	SO8	24	10% Improvement	Increase of spending by Clients
Admin Services (Agenda Coordination, RFPO's, Contracts & Records Mgmt.	# of non-standard maintenance contracts processed per year by precinct and by type	New	e-Builder	SO8	36	10% Improvement	Increase of spending by Clients
Employee Relations	Gauging employee satisfaction / concerns	New	Survey	SO9	N/A	10% increase of employee approval rating once determined	Survey will help measure feedback not currently captured.

FORM 5a. Prioritized Budget Request Summary for Additional Funds

Priority # | 1

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested*	Request Amount - First Year (FY2021-22)				Ongoing Annual Cost - Future Years (if applicable)			5-Year Total Cost
								Vehicles, Equipment > $5,000, Other Capital	Materials, Supplies and Other Non-Labor	Salary & Benefits	Total First Year Funding Request	Materials, Supplies and Other Non-Labor	Salary & Benefits	Annual Ongoing Cost	
BR2	Adjustment for base operating run rate from FY 21 to FY 22	This amount represents the total increase in expenses FY 21 adjustments will have on FY 22 budgets due to annualization of new hires, salary adjustments and contract increases.	All	SO1	0	0	0	$0	$0	$2,431,266	$2,431,266	$0	$2,431,266	$2,431,266	$12,156,330
BR3	Study, design, bid, & construction for roads, bridges, parks, sidewalks, trails & traffic signals	Funding to increase staffing to manage a projected 15% increase in precinct activity, to include lease space for up to 50 personnel	EP&D	SO15	260	235	25	$156,000	$207,491	$2,551,502	$2,914,993	$172,991	$2,346,394	$2,519,385	$12,992,533
BR4	Ensuring increased participation in MWBE	Funding to increase staffing to implement and manage the MWBE program.	ADM	SO25	1	0	1	$0	$1,500	$99,230	$100,730	$0	$99,230	$99,230	$497,650
BR5	Implementation of a metrics based management system	Funding to increase staffing to implement a metrics based management system	ADM	SO9	2	0	2	$0	$3,000	$198,460	$201,460	$0	$198,460	$198,460	$995,300
BR6	Permit issuance	Funding needed to maintain and improve the level of service in the Permitting group due to a continued increase in activity.	P&DD	SO19	139	134	5	$0	$7,500	$466,599	$474,099	$0	$465,599	$465,599	$2,336,495
BR7	Study, design, bid, & construction for County facilities.	Funding needed to maintain high quality project management of County facilities.	EP&D	SO16	220	212	8	$140,000	$12,000	$568,946	$720,946	$0	$568,946	$568,946	$2,996,730
BR8	Study, design, bid, & construction for roads, bridges, parks, sidewalks, trails & traffic signals	Funding to augment staffing to manage potential of an additional $300M in mobility funded R&B work.	EP&D	SO15	0	0	0	$0	$5,740,800	$0	$5,740,800	$5,740,800	$0	$5,740,800	$28,704,000
BR9															
BR10															
BR11															
BR12															
BR13															
BR14															
BR15															
BR16															
BR17															
BR18															
BR19															
BR20															
BR21															
BR22															
BR23															
BR24															
BR25															
BR26															

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

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

Instructions
Enter responses in each of the fields in the table below
Budget Request Priority ID, Name of Service, and Division (first three columns) should all match Form 5a

Budget Request Priority ID (From Form 5a)	Name of Service (From Form 5a)	Division (From Form 5a)	Position Title	Full-time, Part-time or Temp	Annual Hours (2080 = Full-Time)	Number of Positions	Annual Actual Base Salary (Per Position)	Annual Benefits (Per Position)	Annual Total Cost Per Position	Annual Total Cost - All Positions	Projected Hire Date	Number of Pay Periods to Fund	Pro-Rated Cost Per Position	Pro-Rated Cost - All Positions	Is Additional Office Space Required? (Y/N)	Is Downtown Parking Required? (Y/N)
BR3	Study, design, bid & construction for roads, bridges, parks, sidewalks, trails and traffic signals.	EP&D	Managers/Engineers	Full	2080	10	$106,020	$40,006	$146,026	$1,460,255	4/26/2021	21	$117,944	$1,179,437	Y	Y
BR3	Study, design, bid & construction for roads, bridges, parks, sidewalks, trails and traffic signals.	EP&D	Inspectors/Technicians	Full	2080	6	$64,301	$30,126	$94,427	$566,565	4/5/2021	24	$87,164	$522,983	Y	Y
BR3	Study, design, bid & construction for roads, bridges, parks, sidewalks, trails and traffic signals.	EP&D	Chief Inspector	Full	2080	1	$80,699	$34,010	$114,709	$114,709	4/5/2021	24	$105,885	$105,885	Y	Y
BR3	Study, design, bid & construction for roads, bridges, parks, sidewalks, trails and traffic signals.	EP&D	Administrative Assistants	Full	2080	3	$50,738	$26,915	$77,653	$232,958	4/5/2021	24	$71,679	$215,038	Y	Y
BR3	Surveying	EP&D	Managers/Engineers	Full	2080	2	$106,020	$40,006	$146,026	$292,051	4/26/2021	21	$117,944	$235,887	Y	Y
BR3	Surveying	EP&D	Inspectors/Technicians	Full	2080	1	$64,301	$30,126	$94,427	$94,427	4/5/2021	24	$87,164	$87,164	Y	Y
BR4	MWBE	ADM	Analyst	Full	2080	1	$74,870	$32,629	$107,499	$107,499	4/5/2021	24	$99,230	$99,230	Y	Y
BR4	Metrics	ADM	Analyst	Full	2080	2	$74,870	$32,629	$107,499	$214,998	4/5/2021	24	$99,230	$198,460	Y	Y
BR6	Permitting	P&DD	Inspectors/Technicians	Full	2080	4	$64,301	$30,126	$94,427	$377,710	4/5/2021	24	$87,164	$348,655	Y	Y
BR6	Permitting	P&DD	Managers/Engineers	Full	2080	1	$106,020	$40,006	$146,026	$146,026	4/26/2021	21	$117,944	$117,944	Y	Y
BR3	Traffic Engineering support services	EP&D	Managers/Engineers	Full	2080	1	$106,020	$40,006	$146,026	$146,026	4/26/2021	21	$117,944	$117,944	Y	Y
BR3	Traffic Engineering support services	EP&D	Inspectors/Technicians	Full	2080	1	$64,301	$30,126	$94,427	$94,427	4/5/2021	24	$87,164	$87,164	Y	Y
BR7	Study, design, bid & construction for County facilities.	EP&D	Maintenance Mechanics	Full	2080	4	$45,486	$25,671	$71,157	$284,628	4/5/2021	24	$65,683	$262,734	Y	Y
BR7	Study, design, bid & construction for County facilities.	EP&D	Managers/Engineers	Full	2080	2	$79,212	$33,657	$112,869	$225,739	4/5/2021	21	$91,164	$182,327	Y	Y
BR7	Study, design, bid & construction for County facilities.	EP&D	Locksmith	Full	2080	1	$49,182	$26,546	$75,728	$75,728	4/5/2021	21	$61,165	$61,165	Y	Y
BR7	Study, design, bid & construction for County facilities.	EP&D	Administrative Assistants	Full	2080	1	$50,738	$26,915	$77,653	$77,653	4/5/2021	21	$62,720	$62,720	Y	Y

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

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

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

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.

Then answer the five questions that follow.

Budget Request Priority ID:	BR1
Funding Request Description:	Equalize the FY 22 bases budget due to annualization of new hires
Division:	

Funding Request - Next Fiscal Year:	$2,431,266

1) Describe the specific problem, challenge or opportunity (why funding is needed).	
The FY 22 base budget needs adjusted to current employment levels	
2) Which department-level goals does this support?	
3) What do you want to achieve with these additional funds?	
Establish FY 22 base budget based on current compensation levels	
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.	
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.	

Fill in Table Below

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

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

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

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

Budget Request Priority ID:	BR2
Funding Request Description:	Funding to increase staffing to manage a projected 15% increase in
Division:	EP&D

Funding Request - Next Fiscal Year:	$2,914,993

1) Describe the specific problem, challenge or opportunity (why funding is needed).
The precinct workload is projected to increase by 15% and Engineering will need additional personnel to process this increase.
2) Which department-level goals does this support?
3) What do you want to achieve with these additional funds?
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.

Fill in Table Below

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

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

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

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

Budget Request Priority ID:	BR3
Funding Request Description:	MWBE program
Division:	ADM

Funding Request - Next Fiscal Year:	$100,730

1)	**Describe the specific problem, challenge or opportunity (why funding is needed).**
	The County is adopting an MWBE program and Engineering needs to hire an employee to manage the program
2)	**Which department-level goals does this support?**
	Advance the County's MWBE goals (G10)
3)	**What do you want to achieve with these additional funds?**
	Establish a progam to manage the program
4)	**Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.**
	Work with County stakeholders to develop and implement County guidelines
5)	**List and describe the performance metrics that will be used to evaluate success and what your performance targets are.**

Fill in Table Below

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

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

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

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

Budget Request Priority ID:	BR4
Funding Request Description:	Develop and implement metrics based management system
Division:	ADM

Funding Request - Next Fiscal Year: | $201,460

1)	**Describe the specific problem, challenge or opportunity (why funding is needed).**
	Need to develop and implement a metrics based management system
2)	**Which department-level goals does this support?**
	Improve project management and infrastructure system (G2)
3)	**What do you want to achieve with these additional funds?**
	Hire staff to work with stakeholder to develop metrics and then design a system to display metrics
4)	**Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.**
	Have the sytem operational by the end of the fiscal year
5)	**List and describe the performance metrics that will be used to evaluate success and what your performance targets are.**
	Wheter the system is fully operational by the end of FY 22.

Fill in Table Below

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

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

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

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

Instructions

Fill out the boxes below. Use information in Form 5a for Budget Request Priority ID, Funding Request Description, Division and Funding Request Numbers.

Then answer the five questions that follow.

Budget Request Priority ID: | BR5
Funding Request Description: | Funding needed to maintain/improve the level of service in the
Division: | P&DD

Funding Request - Next Fiscal Year: | $474,099

1)	**Describe the specific problem, challenge or opportunity (why funding is needed).**
	The project load in the Permitting group continues to increase and Engineering needs additional staff to keep pace.
2)	**Which department-level goals does this support?**
	Increase community engagement, customer service and public access to services (G7)
3)	**What do you want to achieve with these additional funds?**
	Hire additional staff to process the continued workload
4)	**Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.**
	Have new staff on board by beginning of second quarter of FY 22
5)	**List and describe the performance metrics that will be used to evaluate success and what your performance targets are.**
	Maintain/improve the time required to issue permits

Fill in Table Below

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

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

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

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

Budget Request Priority ID: BR6
Funding Request Description: Funding needed to maintain high quality project management of
Division:

Funding Request - Next Fiscal Year: $720,946

1) Describe the specific problem, challenge or opportunity (why funding is needed).	
County facilities are in constant need of repair.	
2) Which department-level goals does this support?	
Maintain high quality infrastructure and facilities (G6).	
3) What do you want to achieve with these additional funds?	
Hire sadditional staff to maintain all FPM managed facilities.	
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.	
Have additional staff hired before the end of Q1 FY 22	
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.	
Minimize the downtown of FPM managed facilities to 5% or less.	

Fill in Table Below

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

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

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

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

Instructions

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

Budget Request Priority ID:	BR7
Funding Request Description:	Funding need to augment staff if Precincts receive and spend the
Division:	EP&D
	$5,740,800
Funding Request - Next Fiscal Year:	

1) Describe the specific problem, challenge or opportunity (why funding is needed).	
Precincts could potentially receive a total $300M increase in mobility funds to spend on R&B infrastructure.	
2) Which department-level goals does this support?	
Maintain high quality infrastructure and facilities (G6)	
3) What do you want to achieve with these additional funds?	
Since the funds would be a one time event, Engineering proposes to augment their staff with professional contract services	
4) Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.	
If the Precincts receive the additional funds, Engineering would work with all stakeholders to procure contract professional services. The	
5) List and describe the performance metrics that will be used to evaluate success and what your performance targets are.	
The number of contracts in place within 60 days.	

Fill in Table Below

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

FORM 8. Additional Funds / Supplemental Revenue Expected During FY 2021-22

Instructions

List the source and amount of any additional funds you expect to receive in your General Fund during the upcoming fiscal year via a transfer from another county department or as supplemental revenue from a source outside the county. Most departments will leave this form blank.

GENERAL FUND ONLY

Revenue ID#	Source of Funds	Description / Reason For Expected Funds	Amount $
REV1	Fire code revenue	Fire code revenue funding is provided from the Permitting group and is classified as special revenue, and by statute can only be used for fire code related activity. These monies are split pro-rata with the HCFMO on a 57/43 % basis in favor of HCMO. Engineering is expected to receive approximately $3 million, which will be used to offset EP&D's fire code permtting operations compensation expenses.	$3,000,000
REV2			
REV3			
REV4			
REV5			
REV6			
REV7			
REV8			
REV9			
REV10			
REV11			
REV12			
REV13			
REV14			
REV15			
REV16			
REV17			
REV18			
REV19			
REV20			
Total			**$3,000,000**

821 – Texas A&M Agrilife

David Wright

821 – Texas A&M Agrilife

Data as of 12/14/2020

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

Expenditures Total for FY 2020-2021

$668,631

Expenditures by Year (Does not include Grant Funds)

■ 02 - Special Revenue Funds ■ 01 - General Fund Group

	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY2019-20	FY2020-21
Total	$859.07K	$883.92K	$1.15M	$884.34K	$773.24K	$668.63K
General Fund	$859.07K	$878.59K	$1.13M	$876.96K	$709.66K	$656.84K
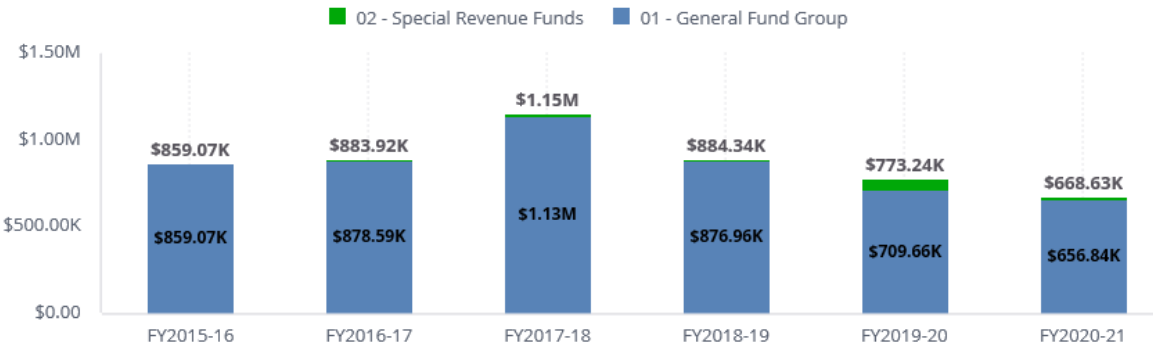
General Fund FY 2020-21 Adopted Budget: $00.83M

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

Department # *(3-digit code)*	Department[1] Name
821	**Texas A&M AgriLife Extension Service**

Section A: Overview and Goals

1. **Mission**

   Enter the mission statement in the box below.

   Education is our primary mission, to sustain and amplify lifelong education. The foundation of our mission will always be research-based knowledge. We help Harris County residents improve their lives by creating high-quality, relevant educational programs that encourage lasting and effective change. We provide programs, tools, and resources – local and statewide – that teach people how to improve agriculture and food production, advance health practices, protect the environment, recover from disasters, strengthen our families and communities, and enrich youth. We provide equal access to all Harris County residents without regard to race, color, sex, religion, national origin, disability, age, genetic information, veteran status, sexual orientation, or gender identity.

2. **Vision**

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

   We strive to help Harris County residents by enriching our youth, improving our health, protecting our environment, growing our economy, and nourishing our world. We address the diverse range of issues that affect our communities.

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

3. **Department Overview**

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

Locally in Harris County we educate residents on topics such as:

Family & Community Health (FCH)
- Nutrition
- Managing Diabetes & Hypertension
- Staying active by "Walking Across Texas"
- Improving family mealtime
- Money Management
- Parenting
- Continuing Education for Child Care Providers

Agriculture & Natural Resources (ANR)
- Growing vegetables
- Lawn Care
- Urban Gardening
- Earth-Kind Landscaping
- Soil Fertility
- Rainwater Harvesting
- Controlling Wildlife
- Continuing Education for Pesticide Applicators

4-H & Youth Development
- Ag Literacy
- STEM Education
- Livestock Clinics

Community & Economic Development
- The Art of Homeownership
- Businesses in Development Certificate Program
- YEP 4 Success (Youth Entrepreneurship Program)

We have partnerships with HISD, Houston Community College, Harris County Juvenile Probation, University of Houston, YMCA of Greater Houston, Boys & Girls Clubs of Greater Houston, Girls Inc.

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4. **General Fund Division Summaries**

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

We have only one general fund (1000) managed by County Director, David Wright.

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5. **Non-General Fund Division Summaries**

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

Family Protection Fee Fund 2220. Fund co-managed by Domestic Relations, Harris Center for Mental Health, Texas A&M AgriLife Extension Service, Juvenile Probation, HC Protective Serv for Children & Adults, and Children's Assessment Center

6. **Goals**

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

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

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

1. Improve overall health and wellness of families, youth, and adults
2. Increase Ag Literacy
3. Improve/Increase visibility of green industry
4. Increase plant trials
5. Increase number of 4-H Youth and Volunteers
6. Emergency Management
   a. Response and Recovery
   b. Mitigation and Preparedness

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

1. Provide educational programs on diabetes prevention/management, memory care, family mealtime, kitchen safety, hypertension prevention/management, buying healthy food on a budget, preparing a healthy plate, reading food labels, and low carb eating.
2. Provide educational programs on Rainwater Harvesting, Ag Valuations & Taxes, Small Ruminant Production, Feral Hog Management in Urban Settings, Aquatic Pond management, and Continuing Education classes for licensed pesticide applicators.
3. Provide educational programs and online educational videos on various commercial and residential topics (Golf Course maintenance, continuing education for licensed irrigators, home vegetable garden production, Urban/Community Gardens, lawn care, beneficial insects in the garden, and landscape design
4. Partner with local agencies to obtain space needed and donated seeds/materials to plant, maintain, and collect data for trials
5. Meet with schools and other youth serving organizations to offer curriculum enrichment and start more 4-H clubs
6. With the addition of the new DAR (Disaster Assessment & Recovery) Agent for Harris County, we can provide even more support in emergency preparedness, response, & recovery. Provide active shooter workshops and assist Harris County residents with FEMA reimbursement filings and site inspections.

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

Our goals, services, and activities are in alignment with almost all the County's vision and goals. With our multi-faceted approach to improving the lives of Harris County residents, we are able to provide individuals across the county with programs, tools, and resources to improve their economic situations, neighborhoods and greenspaces, health, environment and emergency preparedness, and recovery after a disaster.

Section B: Supplemental Operational Information

Answer the six questions below.

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

2. *What are the organization's top five accomplishments in the past calendar year? Provide a bulleted list and brief one-sentence description for each accomplishment.*
   - Reached 244,305 youth and adults with educational programming and 256,346 via social media – total numbers reached via all programming reported for calendar year.
   - Provided $183,401.16 of in-kind volunteer hours – volunteer hours reported 7,212
   - Assisted with COVID-19 recovery efforts through PPE distributions to medical facilities, childcare providers and polling places, conducted 513 hours of contact tracing, and assisted eligible cities within Harris County with the "Small Cities Assistance Program"
   - Provided nutrition education to over 19,000 low-income and SNAP-eligible families and youth
   - Reached over 31,000 Harris County residents with residential horticulture assistance through the Master Gardener program

3. *What are the most important ongoing projects (up to ten) currently underway? Provide a bulleted list and brief one-sentence description for each ongoing project.*
   - <u>MOU with Houston ISD</u> – partnership to provide educational programming at all 210 HISD campuses
   - <u>MOU with Houston Community College</u> – cooperative effort to provide educational programming to HCC students and surrounding residents at all HCC campuses
   - <u>Securing space for multiple plant trials in Harris County</u> – plant trials allow for evaluation of plant performance in our local environment and provides research-based data to be shared with community
   - <u>Assisting with COVID-19 recovery efforts</u> - Childcare PPE Distributions, Polling Place PPE Distributions, Contact Tracing, assist TDEM (Texas Dept. of Emergency Mgmt.) with school-based COVID testing.
   - <u>Project G.R.E.E.N. Grant</u> - Through NRCS (Natural Resources Conservation Service) to provide learning experiences for the students at Spring Branch Elementary School in preparing vegetable beds, weeding and maintaining beds, planting and harvesting vegetables, and attracting pollinators
   - <u>Green Thumb Garden Series</u> – A collaboration with the Harris County Public Library System that provides monthly lectures on a variety of topics related to gardening and vegetable production.
   - <u>Home Grown Lecture Series</u> – a free, weekly educational session that provides urban agriculture/horticulture information that is relevant to the urban gardener.
   - <u>Texas Landowners Educational Series</u> – an online lecture series to provide research-based information to new and experiences landowners.
   - <u>Harris County Juvenile Probation</u> – A collaboration with JPD to work with and train students at HCJPD facilities in Horticulture and Food Handler training to help students learn applicable skills that can benefit them.

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

5. *Who are the department's key stakeholders in Harris County government? Provide a bulleted list.*
    - Harris County Judge Lina Hidalgo
    - Precinct 1 Commissioner Rodney Ellis
    - Precinct 2 Commissioner Adrian Garcia
    - Precinct 3 Commissioner Steve Radack
    - Precinct 4 Commissioner Jack Cagle
    - Juvenile Probation
    - Engineering Department
    - Domestic Relations
    - Children's Assessment Center
    - HC Protective Service for Children & Adults
    - Harris Center for Mental Health
    - Harris County Public Library

6. *Who are the department's key external stakeholders? Provide a bulleted list.*
    - Houston Community College
    - Urban Harvest
    - Target Hunger
    - Houston ISD
    - UT Health
    - Hope Through Housing
    - YMCA of Greater Houston
    - Boys & Girls Clubs of Greater Houston
    - Girls, Inc.
    - Houston Livestock Show & Rodeo
    - Texas Women's University
    - University of Houston
    - NRCS
    - USDA
    - FSA
    - United Way
    - BakerRipley
    - South Texas Golf Course Superintendents Association
    - Hermann Park Conservancy
    - Reach Unlimited
    - Mercer Botanic Gardens
    - Memorial Hermann Prevention and Recovery Center
    - Southeast Texas Regional Advisory Council (SETRAC)

Section C: Equity and Diversity Information

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

Answer the four questions below.

1. *Are you aware of disparities among the population you serve? If so, can you describe these disparities? If your department does not provide programs or services to the public, skip to Question #3.*
   - Limited resource
   - Low Income
   - SNAP eligible
   - Title I Schools
   - Senior populations

2. *What strategies, if any, does your department have in place to remove or address these disparities? If you did not list any disparities for Question #1, enter N/A below.*
   - BLT (Better Living for Texans) nutritional education programs requires that at least 50% of participants be SNAP-eligible participants
   - EFNEP (Expanded Food and Nutrition Education Program) helps young families and youth with limited resources, those most at risk to suffer from hunger, food insecurity, and the ability to connect with available support systems.
   - Senior populations – Master of Memory classes to identify strategies to help increase memory

3. *What strategies or tools, if any, does your department utilize to evaluate and increase the diversity of your staff? Does your department conduct outreach to any organizations to improve staff diversity?*
   - We provide equal opportunities in programs, activities, education, and employment to all persons regardless of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, or gender identity

4. *Does your department on-board, orient, or train staff on issues related to equity and institutional racism, unconscious bias, diversity, or inclusion? If so, please list those training and development opportunities and how often they are provided.*
   - Launched a sounding board to identify areas that are impacted by racism or other biases. Consider all area of programming, personnel management, operations, and office environments.
   - Work to develop recommendations for actions to be taken, including training and changes in business processes
   - "Coming Together for Racial Understanding"
   - Encourage employees to attend training opportunities provided by both Harris County and Texas A&M AgriLife Extension Service

FORM 1. Divisions

Division Name	Services Provided	FY 2020-21 Adopted Budget ($ Amount)	FY 2020-21 Adjusted Budget ($ Amount)	Actual Headcount (FTE)
Department Head	Internal Support Services - Liaison between Harris County and Texas A&M AgriLife Extension Service, supervise department staff, ensure that all goals, visions, and missions of department are carried out to Harris County residents.	$61,890	$61,890	1
Administrative Support Staff	Internal Support Services - Support department with administrative needs, perform all HR functions, perform all budgetary functions	$258,179	$258,179	4
4-H	Encourage youth and volunteer participation by recruiting and supporting new and existing 4-H members, families, and volunteers in Harris County. Provide youth horticultural education and certification in Harris County Juvenile Probation facilities	$285,327	$285,327	5
Ag/Natural Resources	Provide educational programming to Harris County residents and continuing education opportunities for licensed pesticide applicators	$27,240	$27,240	1
Horticulture	Provide educational programming and provide Harris County residents with research-based information related to horticulture that is relevant to the area of Harris County. Provides continuing education to licensed pesticide applicators, licensed irrigators and provides certification to Harris County Master Gardeners	$112,313	$112,313	2

Division Name	Services Provided	FY 2020-21 Adopted Budget ($ Amount)	FY 2020-21 Adjusted Budget ($ Amount)	Actual Headcount (FTE)
Family & Community Health	Provide educational programming and to improve the overall health and wellness of Harris County families, youth, and adults. Provides continuing education to licensed childcare providers	$60,888	$60,888	2
Community Relations	Engage the members of the communities within Harris County and to promote the department to Harris County families, youth, and adults.	$74,274	$74,274	1

Harris County Extension Organization Chart

TEXAS A&M AGRILIFE EXTENSION

PRAIRIE VIEW A&M UNIVERSITY — COLLEGE OF AGRICULTURE AND HUMAN SCIENCES — Cooperative Extension Program

Texas A&M AgriLife Associate Director County Operations
J. Ripley

Harris County Commissioners Court

Harris County Extension Director
David Wright

Imagine Science Grant
Jaden Kelly

CYFAR Grant
Jennifer Ramos

Office Manager
D. Groce

Wildlife Management
Vacant

Texas Sea Grant Planning Specialist
W. Peacock

Horticulture
P. WinsKi
Vacant

Master Gardener Coordinator
B. Keller

Master Gardener Volunteers

Horticulture Youth Program Assistant
Austin Smith

Agriculture & Natural Resources
S. Dietz
Vacant (PV)

Administrative Assistant
J. Menn

Master Naturalist Volunteers

Family & Community Health
S. Davis
A. Krippel
A. Alberto (PV)
T. Reed (PV)

Master Wellness Volunteers

Better Living for Texans
L. Jorgensen
K. Brown

Administrative Assistant
S. Hubert

Community Economic Development
Vacant (PV)

4-H & Youth Development
Vacant
B. Ivey
Vacant
J. Peaches (PV)
J Small (PV)

4-H Volunteers

4-H Program Associate
S. Frederick

4-H/FCH Program Assistants
R. Johnson
Z. Giblin
M. Chakraborty

Administrative Assistant
S. Caraway

Expanded Food and Nutrition Education Program (EFNEP)
L. Holt

Extension Assistant
K. Ghaffar

Associates
E. Chila
A. Bradley
K. Williams
N. Garibay
E. Vasquez

Adult Assistants
M. Acosta
A. Hernandez
H. Hungbui
C. Hutchins
T. Jones
T. Taylor

Office Assistant
C. Gauthier

Emergency Management Extension Agent DAR
M. Holmes, Jr

Community Relations
D Cunningham

Prairie View (PV) EFNEP
V. Harrison
T. McBride
P. Colbert
A. Harris

Grant Funded | **State & Federally Funded** | **State Funded** | **County Funded** | **Federally Funded** | **State & County Funded**

FORM 3. Goals and Objectives

Goal #	Department Goal (Description)	Strategic Objective #	Strategic Objective (Description)	Lead Division	Other Divisions Involved	Other County Departments Involved	Other External Stakeholders Involved
G1	Improve overall health and wellness of Harris County families, youth, and adults	SO1	Provide educational programs on diabetes prevention/management, memory care, family mealtime, kitchen safety, hypertension prevention/management, buying healthy food ona budget, prepareing a healthy plate, reading food labels, and low carb eating.	821	N/A	Public Health, Pct 1 Pct 2, Pct 3, Pct 4, Public Library, Community Centers, Senior Centers, YFS division	Baker Ripley, Target Hunger, UT Health, Houston Food Bank, Sheltering Arms Senior Services, Hope Through Housing
G2	Increase Ag Literacy among Harris County families, youth, and adults	SO2	Provide educational programs on Rainwater Harvesting, Ag Valuations & Taxes, Small Ruminant Production, Feral Hog Management in Urban Settings, Aquatic Pond management, and Continuing Education classes for licensed pesticide applicators	821	N/A	All Commissioner Precincts, Parks Departments, Community Centers, Flood Control	Texas Department of Agriculture, Texas Farm Bureau, Urban Harvest, City of Baytown, USDA
G3	Improve/Increase visibility of green industry (nursery growers, landscape design, maintenance, construction, arboriculture, floriculture, turf, irrigation. Soil management, retail garden centers, food production	SO3	Provide educational programs and online educational videos on various commercial and residential topics (Urban Food Production, Golf Course maintenance, continuing education for licensed irrigators, home vegetable garden production, Urban/Community Gardens, lawn care, beneficial insects in the garden, landscape maintenance, Earth-Kind Water Conservation, develop a series of Best Managment Practices videos that can be used by the industry to help in training their employees. Create newsletters, blogs	821	N/A	All Commissioner Precincts, Parks Departments, Community Centers	The Ground UP, Plants for All Season, Brookwood Greenhouses, Houston Rose Society, Houston Botanic Garden, Houston Area Urban Forestry Council
G4	Increase plant trials	SO4	Parner with local agencies to obtain space needed and donated seeds/materials to plant, maintain and collect data for trials. Plant trials allow for evaluation of plant performance in our local environment and provides research-based data to be shared with community. Vegetable trials have the added benefit of providing food that can be donated to local food donation supply points.	821	N/A	Commissioner Pct 4, Commissioner Pct 2	Houston Community College, The Ground Up, Nelson Plant Food, Plants for All Seasons, Treesearch Farms
G5	Increase youth and volunteer participation in 4-H programs	SO5	Increase partnerships with Harris County schools and other youth serving organizations	821	N/A	Community Centers, YFS division	Area 4-H clubs members and volunteers, Cy-Fair ISD, Crosby ISD, Katy ISD, YMCA of Greater Houston, Boys & Girls Clubs of Greater Houston, Girls, Inc.
G6	Support Emergency Management efforts in Harris County through support with Disaster Recovery, Emergency Preparedness, and Mitigation	SO6	Provide support in emergency preparedness, response, and recovery. Provide active shooter workshops. Assist Harris County residents with FEMA reimbursement filings and site inspections	821	N/A	Flood Control	Texas Department of Emergency Management, SE Texas Regional Advisory Council
G7	Increase partnerships with Title I Schools in Harris County	SO7	Provide educational programs specifically to Title I schools, those that are most at risk to suffer from hunger, food insecurity, and the ability to connect with available support systems	821	N/A	Department of Education	USDA, No Kid Hungry, Houston Food Bank, Hope Farms, Plant It Forward Farms, Target Hunger
G8	Foster a workplace that embraces and promotes diversity and inclusion	SO8	Require all staff to attend a minimum of 2 ounty Diversity and Inclusion trainings each year.	821	N/A	Human Resources Training	AgriLife Admin Services

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

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

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

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

Service Name:	Internal Support Services
Divisions (list all):	Department Head

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
	1

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

All departmental goals are supported by interpreting programming to Harris County Commissioners Court members, managing departmental staff to carry out their duties to the residents of Harris County, ensure that all goals, visions, and missions of department 821 are carried out and fulfilled.

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

Customers are Harris County Judge and Commissioners, Administration at Texas A&M AgriLife Extension Service, Harris County residents, departmental staff,internal and external stakeholders. Their expectations are that we uphold all goals as stated on the background template of our department. We collect feedback by multiple methods - customer satisfaction surveys, comments from websites and social media platforms, program area committee meetings. Use new feedback collection "Texas Speaks" to identify emerging issues in Harris County

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

N/A

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

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

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

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

Service Name: | Internal Support Services
Divisions (list all): | Administrative Support Staff

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
	4

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

Support Staff will administer support to all divisions and program areas to ensure that the goals of the department are carried out

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

Customers are the agents and program assistants in the department. Feedback is given to support staff through annual performance reviews.

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

N/A

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

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

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

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

Service Name:	Perform HR functions
Divisions (list all):	Administrative Support Staff

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
	4

1)	Describe the Service and how it supports department goals.
	HR functions cover a wide array of duties - payroll, benefits, learning and development, performance management, employee onboarding. It supports department goals by supporting the individuals charges with carrying out the departmental goals. Also supports the goal of fostering a workplace that embraces and promotes diversity and inclusion by scheduling and tracking required diversity training classes for department staff.

2)	Who are the customers for this service? What are their expectations? How do you collect customer feedback?
	The customers are departmental staff. Their expectations are that they receive their paychecks, benefits, and professional development. Their feedback is given to the department head.

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

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

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

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

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

Service Name: Perform all budgetary functions of department

Divisions (list all): Administrative Support Staff

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
	4

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

Obtain purchase orders for department needs (office supplies, professional membership dues, furniture, computers and related software) to support department staff to carry out their duties

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

Customers are departmental staff, feedback is given to department head

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

N/A

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

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

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

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

Service Name: Encourage youth and volunteer participation by
Divisions (list all): 4-H

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
	5

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

Plan, implement, and evaluate a progressive series of educational programs and experiences that work toward multiple life skill outcomes for Harris County youth. Work with Harris County schools and other youth serving organizations to develop comprehensive outcome and output program plans. This will support multiple goals of the department by improving the overall health and wellness of Harris County families and youth and increasing Ag Literacy. Work with Harris County Juvenile Probation facilities to deliver horticultural training in vegetable production, nursery production, greenhouse management, and career planning

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

The customers are Harris County families and youth. Their expectations are to receive educational programming. Feedback is collected through customer satisfaction surveys, social media platform comments, retrospective and pre/post knowledge increase surveys

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

N/A

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

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

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

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

Service Name:	Recruit and support new and existing 4-H members
Divisions (list all):	4-H

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
	7

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

Meet with Harris County schools and other youth serving organizations to offer curriculum enrichment and increase number of 4-H clubs in Harris County.

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

Harris County youth and families. They expect to have a quality 4-H program in Harris County that is available to all youth. Feedback is collected through customer satisfaction surveys, social media platform comments, retrospective and pre/post knowledge increase surveys

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

N/A

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

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

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

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

Service Name:	Provide educational programming to Harris County
Divisions (list all):	Ag/Natural Resources

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
	1

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

Plan, implement, and evaluate educational programs focused on agriculture and natural resources, urban food production, small acreage crop production, wildlife management, pesticide continuing education for licensed pesticide applicators. Supports the goal of increasing Ag Literacy and improving the visibility of green industry in Harris County

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

Customers are Harris County residents, those with a Texas Department of Agriculture Pesticide Applicator's License that expect to receive the required continuing education to renew their state licenses. Feedback is collected through customer satisfaction surveys, retrospective and pre/post knowledge increase surveys

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

N/A

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

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

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

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

Service Name: Provide Harris County residents with research-based
Divisions (list all): Horticulture

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
	2

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

Provide educational programs and online educational videos on various commercial and residential topics (Urban Food Production, Golf Course maintenance, continuing education for licensed irrigators, home vegetable garden production, Urban/Community Gardens, lawn care, beneficial insects in the garden, landscape maintenance, Earth-Kind Water Conservation, develop a series of Best Managment Practices videos that can be used by the industry to help in training their employees. Create newsletters and blogs. Supports the goals of increasing Ag Literacy, Improving/Increasing the visibility of the green industry, and Increasing plant trials.

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

Customers are Harris County residents who expect educational programs. Feedback is collected through customer satisfaction surveys, social media platform comments, retrospective and pre/post knowledge increase surveys

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

N/A

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

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

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

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

Service Name: Provide educational programming and to improve
Divisions (list all):   Family and Community Health

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
	2

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

Plan, implement, and evaluate educational programs that are designed to improve the overall health and wellness of Harris County families, youth, and adults. Programs include nutrition, diabetes management, financial management, increasing physical activity, character development, living well with hypertension. Supports department goals of improving overall health and wellness of Harris County families, youth, and adults.

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

Customers are Harris County residents who expect educational programs. Feedback is collected through customer satisfaction surveys, social media platform comments, retrospective and pre/post knowledge increase surveys

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

N/A

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

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

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

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

Service Name: Engage the members of the communities within
Divisions (list all):   Community Relations

Estimated Annual Cost for FY 2020-21 ($ Amount)	Headcount (FTE)
	1

1)	**Describe the Service and how it supports department goals.**
	Supports all goals of department by interpreting programs and services to Harris County residents and elected officials.
2)	**Who are the customers for this service? What are their expectations? How do you collect customer feedback?**
	Customers are Harris County residents who expect educational programs. Feedback is collected through customer satisfaction surveys, social media platform comments, retrospective and pre/post knowledge increase surveys
3)	**Is this service statutorily mandated? If yes, provide relevant statutory references and key excerpts.**
	N/A

FORM 4b. Performance Metrics

Service	Performance Metric Description	Is the performance metric currently in use or new?	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Metric Value (YTD)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Internal Support Services	Employee turnover rate (separations/headcount)	New	Internally tracked	All	20	22	Measure of employee satisfaction
Internal Support Services	% of staff that have completed two Diversity and Inclusion trainings in past year	New	Internally tracked	SO8	N/A	20	Diversity and Inclusion
Internal Support Services	# of support staff with "Commendable" or higher annual performance reviews	Currently in use	In	All	3	4	Measure of administrative efficiency
Community Relations	Number of meetings held with elected officials and/or community members/leaders	New	Internally tracked	All	N/A	8	Measure of output
Educational programming	Number of educational programs conducted annually (includes in-person, virtual)	New	In-depth Summaries Texas System data Internal tracking files	SO1, SO2, SO3, SO4, SO5, SO6, SO7	N/A	50	Measure of output
Educational programming	Number of attendees (physical and virtual)	New	In-depth Summaries Texas System data Internal tracking files	SO1, SO2, SO3, SO4, SO5, SO6, SO7	N/A	300	Measure of breadth of services
Educational programming	% of attendees that reported an increase in knowledge as a result of attending a program	New	Texas System data and Internal tracking	SO1, SO2, SO3, SO4, SO5, SO6, SO7	N/A	75%	Outcome measure
Educational programming	# of continuing education programs (pesticide applicator, childcare provider)	New	Texas System data and Internal tracking	SO1, SO2, SO3	N/A	7	Measure of output
Educational programming	# of attendees at continuing education programs (in-person and virtual)	New	Texas System data and Internal tracking	SO1, SO2, SO3	N/A	150	Measure of output
Educational programming	# of certification classes (Master Gardener, Urban Rancher, Urban Farmer)	New	Texas System data and Internal tracking	SO2, SO3	N/A	5	Measure of effectiveness
Horticulture Services	# of plant trials (Plant trials allow for evaluation of plant performance in our local environment and provides research-based data to be shared with community)	New	Texas System data and Internal tracking	SO4	N/A	3	Measure of output

FORM 5a. Prioritized Budget Request Summary for Additional Funds

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

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

Priority # | 1 |

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

Priority ID	Name of Service	Description of New Budget Request	Division	Which Strategic Objective does this address? (Enter SO # from Form 3)	Total # of Positions Needed	# of Existing Positions	# of New Positions Requested*	Request Amount - First Year (FY2021-22)				Ongoing Annual Cost - Future Years (if applicable)			5-Year Total Cost
								Vehicles, Equipment > $5,000, Other Capital	Materials, Supplies and Other Non-Labor	Salary & Benefits	Total First Year Funding Request	Materials, Supplies and Other Non-Labor	Salary & Benefits	Annual Ongoing Cost	
BR1	Cost of Living Pay Increase	Increase salaries of department staff by 3%	All	N/A	20	20				$26,403	$26,403				$26,403
BR2	New Position - Digital Marketing Coordinator	A new position to increase productivity of department and to increase outreach to Harris County residents	Administrative Support Staff	All	1		1			$79,214	$79,214				$79,214
BR3	New Position - Urban Wildlife Program Coordinator	A new position to increase productivity of department and to increase outreach to Harris County residents	Ag/Natural Resources	SO2	1		1			$79,214	$79,214				$79,214
BR4															
BR5															
BR6															
BR7															
BR8															
BR9															
BR10															
BR11															
BR12															
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BR20															
BR21															
BR22															
BR23															
BR24															
BR25															
BR26															
BR27															
BR28															
BR29															
BR30															

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

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

Instructions
Enter responses in each of the fields in the table below
Budget Request Priority ID, Name of Service, and Division (first three columns) should all match Form 5a

Budget Request Priority ID (From Form 5a)	Name of Service (From Form 5a)	Division (From Form 5a)	Position Title	Full-time, Part-time or Temp	Annual Hours (2080 = Full-Time)	Number of Positions		Annual Actual Base Salary (Per Position)	Annual Benefits (Per Position)	Annual Total Cost Per Position	Annual Total Cost - All Positions		Projected Hire Date	Number of Pay Periods to Fund	Pro-Rated Cost Per Position	Pro-Rated Cost - All Positions		Is Additional Office Space Required? (Y/N)
BR2	New Position	Administrative Support Staff	Digital Marketing Coordinator	Full	2080	1		$52,000	$27,214	$79,214	$79,214		3/1/2021	26	$79,214	$79,214		N
BR3	New Position	Ag/Natural Resources	Urban Wildlife Program Coordinator	Full	2080	1		$52,000	$27,214	$79,214	$79,214		3/1/2021	26	$79,214	$79,214		N

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

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

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

Budget Request Priority ID:	BR1
Funding Request Description:	Cost of Living Increase
Division:	All

Funding Request - Next Fiscal Year:	$26,403

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

Earn a livable wage

2)   Which department-level goals does this support?

N/A

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

Staff retention

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

Pay increase on first pay period of FY22

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

Fill in Table Below

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

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

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

Budget Request Priority ID:	BR2
Funding Request Description:	New position - Digital Marketing Coordinator
Division:	Internal support services
Funding Request - Next Fiscal Year:	$79,214

1)	**Describe the specific problem, challenge or opportunity (why funding is needed).**
	New position to support educational programming for Harris County residents. As more virtual programming is needed, usage of websites, social media platforms, youtube videos and other virtual options has dramatically increased. This position will work to improve and shape the future of virtual programming for department.
2)	**Which department-level goals does this support?**
	All
3)	**What do you want to achieve with these additional funds?**
	Increased outreach to Harris County residents
4)	**Describe the proposed approach and timeline to achieve the objective and any data or evidence supporting the chosen approach.**
	Fill new position by March 2021
5)	**List and describe the performance metrics that will be used to evaluate success and what your performance targets are.**
	Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Increased virtual programs	Texas Data System, internal tracking	SO1, SO2, SO3, SO4, SO5, SO6, SO7	25% higher number of Virtual programs	Measure of administrative efficiency

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

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

Budget Request Priority ID: BR3

Funding Request Description: New position - Urban Wildlife Program Coordinator

Division: Ag / Natural Resources

Funding Request - Next Fiscal Year: $79,214

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

As Texas becomes increasingly urban, the need for nature in our cities becomes increasingly critical. Over 86% of the Texas population live in urban areas. This position would provide Harris County residents with professional planning guidance, wildlife management recommendations, research and public outreach associated with wildlife, habitat, and natural resource management.

2)	**Which department-level goals does this support?**

Increase Ag Literacy among Harris County families, youth, and adults

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

Provide technical assistance to Harris County residents, conservation organizations, and local governments regarding issues pertaining to sensitive urban wildlife populations, site assessment, and management. Conduct various projects involving biological and environmental surveys, investigative research, and scientific studies in the areas of urban wildlife and resource conservation and management

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

Fill position by March 2021

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

Fill in Table Below

Performance Metric Description	Data Source	Which Strategic Objective does this Metric Measure? (Enter SO # from Form 3)	Target Metric Value for FY 2021-22	Rationale for Target Metric Value
Number of Harris County residents reached	Texas Data System, internal tracking	SO2	200	Measure outreach
Number of programs held annually	Texas Data System, internal tracking	SO2	10	Measure outreach
% of attendees with an increase in knowledge	Texas Data System, internal tracking	SO2	85	Outcome measure

Texas A&M AgriLife Extension Service - Harris County

Strengthening Connections to Impact Communities

Harris County has 4.7 million residents and is one of seven urban counties in Texas. Through Grants, Partnerships, and Unique programing Harris County is a model for reaching urban populations.

U HCJPD Youth Horticulture

54 youth involved weekly

Harris County Juvenile Probation Department

1 county funded position

4 sites

BBRC
HCLA
JJAEP
YV

10 –17 ages of youth

jobs therapy

G Imagine Science

1,000 youth involved

locally partnered with EFNEP

15 locations

↑ STEM opportunities

BOYS & GIRLS CLUB / the Y / girls inc. / 4-H national partnerships

↑ time & space dedicated to STEM

G CYFAR Growing U

60 youth involved

childhood obesity ↓

sites **2**
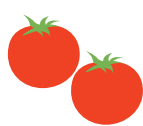
↑ gardening nutrition skills

50,000 funded by NIFA yearly

partnered with PVAMU

P Houston Community College Partnership

horticulture

agriculture

health and wellness

6 colleges
26 campuses

classrooms and offices for AgriLife employees

2 youth programs currently running

Texas A&M AgriLife Extension Service is an equal opportunity employer and program provider.

Texas A&M AgriLife Extension Service – Harris County

Strengthening Connections to Impact Communities

Family & Community Health

Healthy Holidays
A Taste of Latin/African Heritage
Heroes for Health
Healthy Bites, Healthy Moves
Child Care Providers Conference
Child Passenger Safety Education

EFNEP

18,454 reached

86 % youth → nutrition practices
92% adults

Community & Economic Development

The Art of Home Ownership
Youth Entrepreneurship Program
Women in Agriculture
The Art of the Startup

Businesses in Development Certification

knowledge
information
networking

male/female **50/50**
100% African American
15 underserved business people

Agriculture & Natural Resources

Master Gardener Training
Vegetation Management Conference
Pesticide Applicator CEU Programs
New Landowner/Rancher Program
South Texas Golf Course Seminar
Greater Houston Plant Conference
Houston Urban Tree Conference

partners: UHD Center for Urban Agriculture and Sustainability, PATH TO THE PLATE, PVAMU

Houston Urban Food Conference

participants **175**

commercial, food policy & health, backyard, and community gardens tracks

4-H & Youth Development

Harris County 4-H Project Training
Sustainable Communities Wrap U
HISD Garden Program
Choice Nation Academy Summer Camps
Girls Inc. Summer Camp
Summer Enrichment Program
Harris County 4-H Leaders Camp
TAE4-HA Fall Meeting

Youth Reach

members **1,100**
leaders **191**
clubs **26**

GOAL → 2,000 4-Hers in 2020

curriculum enrichment participants **14,070**

DISASTER ASSESSMENT RECOVERY

2019 – 2020

TEXAS A&M AgriLife EXTENSION

COVID-19 RESPONSE

Coronavirus Aid, Relief, and Economic Security (CARES) Act

> **490** county agents trained county judges, commissioners, municipal and school district officials

> **2,970** enrollments

> More than **600** local-jurisdiction inquiries answered

PPE (Personal Protective Equipment)
(general, child care providers, polling locations)

> **7,605** deliveries

> **17,708** pallets

> **7,646** child care providers reached

> **8,079** polling locations to support **56,840** workers

Contact Tracing/Data Entry

> **190** employees

> Up to **20** hours/week

> Contact tracing helps prevent further virus transmission by quickly identifying and informing people who may be infected and contagious so they can take steps not to infect others.

Medical

> **1,007** testing sites

> **231** counties

> **430,803** tests

> **230** ventilators

> **157** hospitals in **45** counties received remdesivir (A Texas hospital had one vial of remdesivir left when the new supply was delivered.)

Workforce
(or reengaging the economy)

> **276,229** enrollments in four online child care trainings that were developed at the request of the Texas Frontline Child Care Task Force

> **494** enrollments in the Coronavirus Food Assistance Program (CFAP)

Regional Teams

> Extension Agent-Disaster Assessment Recovery Locations

> Regional Disaster Assessment Response teams help local communities prepare, respond and recover from COVID-19. These teams also deliver PPE and medical supplies to health care facilities, support mobile test collection and provide education statewide.

TEXAS A&M AgriLife EXTENSION

> Plan for risk reduction
> Support community health
> Teach mitigation and recovery
> Collaborate with other agencies

> Animal supply and shelters
> Damage assessment
> Drainage assessment
> Mental Health First Aid liaisons

FOCUS AREAS

Community Risk Assessment

> Create Community Health and Resource Management workshops
> Deliver Citizen Planner Training workshops
> Develop standards to mitigate losses from flooding, storm surge and to enhance wetland protection

Mental Health First Aid (MHFA)

65 certified instructors in youth or adult MHFA

In **2019**:

FIRST AIDER COURSE TYPE	COURSE COUNT	FIRST AIDERS TRAINED
Adult	53	621
Youth	66	968
Total	119	1589

2020–2021 MHFA projections:

> Implement virtual MHFA program.
> Train **1,850** MHFA participants in South Texas.

Flood and Stormwater Mitigation

GIFT (Green Infrastructure for Texas)
> **59** volunteer workdays during **FY 2020** to propagate and plant native wetland vegetation
> **5-acre** stormwater wetland earthwork completed for Houston Botanic Garden
> **25,000** wetland plants installed for Houston Botanic Garden
> **200-acre** nature park and stormwater detention facility transformed from a former golf course—part of the Exploration Green project in Clear Lake City, Texas

Damage Assessments

> Communities, individuals and families
> Crop losses
> Livestock losses
> Agricultural infrastructure

Digital Resources

Texas Extension Disaster Education Network (EDEN)
https://texashelp.tamu.edu/

Resilient Texas
https://agrilife.org/resilienttexas/

Personnel

> Full-time representative at state operations center
> **19** Extension agents–Disaster Assessment and Recovery
> **226** specialist network
> **250** county coordinators
> **12** strike teams
> **40** regional team members

Expertise

> Help establish Federal Emergency Management Agency (FEMA) disaster recovery centers and USDA Disaster Supplemental Nutrition Assistance Program distribution locations.
> Support debris removal.
> Inspect temporary housing locations.
> Liaise between locations and incident command posts.
> Support preliminary damage assessments.
> Help with Texas Division of Emergency Management (TDEM) hazard mitigation grant applications.
> Assist with FEMA reimbursement filings.
> Conduct FEMA public assistance site inspections.

Natural and Man-Made Disasters Response

> Bahamas recovery
> Tropical storm Imelda
> Hurricane Laura
> Animal rescue
> Hurricane Harvey
> Flooding
> Wildfire recovery

LEGISLATIVE APPROPRIATIONS REQUEST (LAR) FY22-23
https://bit.ly/2ShK11W

COVID-19 RESPONSE & RECOVERY EFFORTS
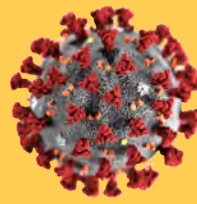
Texas A&M AgriLife Extension Service - Harris County Office

PPE DISTRIBUTIONS & DELIVERIES

To polling places in Harris County
928 Gallons of Hand Sanitizer
5,500 Face Shields
22,740 Cloth Face Masks

To 1,000+ child care providers in Harris County
Face Masks, Gloves, Hand Sanitizer,
Disinfectant, Touchless Thermometers
Bleach Wipes

CONTACT TRACING

513 hours of contact tracing over a period of 12-13 weeks
$7,695.00 of in-kind support (at the "minimum wage" of $15/hour for a county employee)

Contact Tracing - interviewing people in close contact with individuals diagnosed with COVID-19 and then recommending testing or self-quarantine

DISASTER, ASSESSMENT, & RECOVERY (DAR) EXTENSION AGENT

A new position to assist the county in emergency preparedness, response, & recovery
Damage Assessments
Assistance with FEMA reimbursement filings and site inspections
Fire Wise, CHARM and Active Shooter Workshops
Disaster Preparedness and Recovery Education
PPE distribution

SMALL CITIES ASSISTANCE PROGRAM

Provided support to 34 eligible cities within Harris County
Technical assistance for submitting expenses
Verifying eligibility
General help with applications for the $426 million in available funds from FEMA

CARES ACT

Leading an education effort to help local government and school districts
understand the CARES Act (US Congress) and providing technical support

The CARES Act (Coronavirus Aid, Relief, and Economic Security) has substantial funding for emergency assistance and health care responses related to the COVID-19 pandemic

TEXAS A&M
AGRILIFE
EXTENSION

For more information please contact David Wright:
David.Wright@ag.tamu.edu

PRAIRIE VIEW
A&M UNIVERSITY
COLLEGE OF AGRICULTURE
AND HUMAN SCIENCES
Cooperative Extension Program

EXPANDED FOOD AND NUTRITION EDUCATION PROGRAM

Educating Families since 1969

2020 /// Harris County Outreach

2,078 participants

9,493 family members
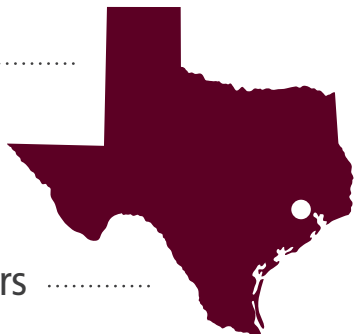
94% made a positive change in one or more food groups

224 volunteers

1,703 hours equals **$43,375** in-kind contribution

/// Adult Outreach

76% increased physical activity behaviors

$9 saved on family's monthly food expenses

76% practice better food resource management

MyPlate Practices
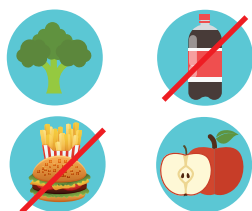
90% changed diet quality behaviors

56% increased vegetable intake

CLEAN   SEPARATE
COOK   CHILL

81% improved food safety practices

/// Youth Outreach

4,524 Kinder - 12th

89% improved ability to choose healthy food

61% improved safe food handling practices

53% improved physical activity behaviors

Expanded Food and Nutrition Education Program
Harris County

SUPPORTING TEXAS FAMILIES WITH GREATEST NEED SINCE 1969

The Expanded Food and Nutrition Education Program (EFNEP) helps young families and youth with limited resources – those most at risk to suffer from hunger, food insecurity and the inability to connect with available support systems. EFNEP offers practical lessons in basic nutrition, food preparation, food budget management and food safety in settings convenient for the participants. Program graduates reflect significant, lasting improvement in eating behaviors and healthy food habits. Texas has a need for EFNEP – 2019 data show that 16% of Texas families with children under the age of 18 were living below poverty level, compared to 14% of U.S. families.

EFNEP REACHES DIVERSE AUDIENCES

In Harris County, ethnically diverse EFNEP nutrition assistants reach youth and adult groups whose principal language may be English or Spanish.

In 2020,

- 2,078 families enrolled in EFNEP
- 4,524 youth contacts were made through the EFNEP youth program
- 92% of EFNEP participants have children under the age of 19
- 65% of families were at or below 100% of federal poverty level
- 69% of families enrolled in one or more food assistance programs

EFNEP MAKES A REAL DIFFERENCE

Adult Program

Using "hands-on" experiences, EFNEP adult participants complete at least a six-lesson series on stretching food dollars, improving eating habits, and practicing food safety principles. As a result of participation in EFNEP participants will learn to: prepare more meals and snacks at home, be more active, control portion size and have more energy.

Youth Program

The EFNEP – Youth program is directed toward low-income school-age youth. These students participate in a series of fun and educational lessons on good nutrition and food safety as part of summer programs, classroom and after-school activities. Through fun and engaging activities youth learn to: build a healthy plate, set limits on sugar, fats and sodium, be active, food safety and to practice healthy behaviors.

COST-BENEFIT OF EFNEP

Studies have shown that for every $1 spent on EFNEP, $10 were estimated to be saved in health care costs and $2 saved in food costs by participants. For Harris County, this is $6.6 million in estimated health care cost savings and almost $1.3 million in food costs.

VOLUNTEERS STRENGTHEN EFNEP

In 2020, 224 volunteers donated 1,703 hours of work to EFNEP in Harris County. At the Texas rate of $25.47/hr, this volunteerism has a minimum dollar value of $43,375. Volunteers make a difference in their own communities, and contribute to EFNEP's continued success.

For more information visit **efnep.tamu.edu.**

TexasEFNEP   TX_EFNEP   Texas EFNEP

A FRESH START
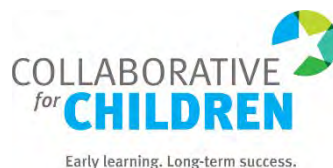## to a
Healthier You!

Join us from **4:00 – 5:00 pm** to learn
practical cooking, shopping, and nutrition tips!

- **Nov. 17th Creating Safe and Healthier Meals**
- **Dec. 1st Balancing Your Day**
- **Dec. 15th Save More at the Grocery Store**

To Register for this FREE event, visit:

https://freshstarthealthyyou.eventbrite.com

Finish all 3 sessions and receive free cooking items!

COLLABORATIVE
for **CHILDREN**
Early learning. Long-term success.

BETTER LIVING
FOR TEXANS
TEXAS A&M AGRILIFE EXTENSION

USDA is an equal opportunity provider and employer.
This material was funded by USDA's Supplemental
Nutrition Assistance Program — SNAP.

TEXAS A&M
AGRILIFE
EXTENSION

BETTER LIVING FOR TEXANS

IMPACTING TEXANS IN FY 2019

Texas A&M AgriLife EXTENSION

734,500 PARTICIPANTS

51% ADULT
49% YOUTH
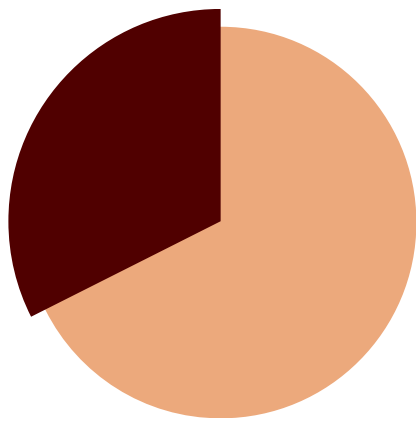
39% MALE
61% FEMALE

PARTICIPATING BETTER LIVING FOR TEXANS COUNTIES

208

FOCUS AREAS

NUTRITION   PHYSICAL ACTIVITY   GARDENING

| INCREASE FRUIT & VEGETABLE INTAKE | INCREASE PHYSICAL ACTIVITY | IMPROVING ACCESS TO FRUITS & VEGETABLES THROUGH GARDENING & FARMER'S MARKETS | FOOD SAFETY | FOOD RESOURCE MANAGEMENT |

WHAT DO WE DO?
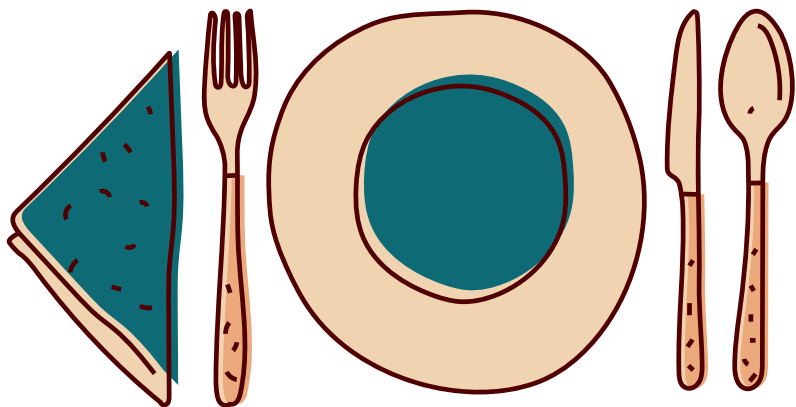
OFFER OPPORTUNITIES TO HELP OTHERS LIVE HEALTHEIR LIVES

BUILD CONFIDENCE IN OUR PARTICIPANTS TO LEARN PRACTICAL COOKING AND GARDENING SKILLS
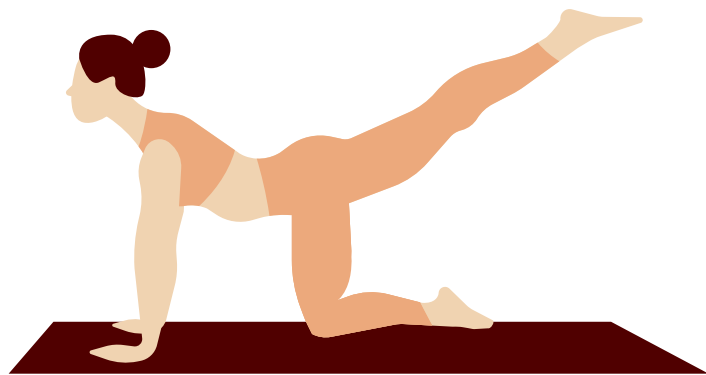
TEACH THE IMPORTANCE OF BEING PHYSICALLY ACTIVE

OFFER EDUCATIONAL ITEMS THAT REINFORCE WHAT IS TAUGHT

CREATE SUPPORT THAT ENCOURAGES FAMILIES AND FRIENDSHIPS

BETTER LIVING FOR TEXANS

BETTER LIVING FOR TEXANS

IMPACTING TEXANS IN FY 2019

Texas A&M AgriLife EXTENSION

PROGRAM AND BEHAVIOR IMPACTS

OF PARTICIPANTS COMPLETING BLT PROGRAMS...
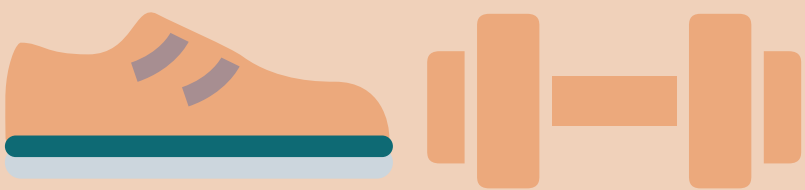
OVER HALF
REPORTED FILLING HALF OR MORE OF THEIR LUNCH AND DINNER PLATES WITH FRUIT OR VEGETABLES

57%
PLAN THEIR MEALS IN ADVANCE

94%
WASH FRUITS AND VEGETABLES BEFORE EATING OR PREPARING

OVERALL, PARTICIPANTS INCREASED BEING PHYSICALLY ACTIVE FOR 30 MINUTES OR LONGER BY ONE DAY A WEEK.

BETTER LIVING FOR TEXANS

VISION
CREATING OPPORTUNITIES, CHANGING LIVES

MISSION
WE PROVIDE RESEARCH AND EVIDENCE-BASED NUTRITION, HEALTH AND WELLNESS KNOWLEDGE TO EMPOWER INDIVIDUALS, FAMILIES, AND COMMUNITIES TO MAKE POSITIVE CHANGES FOR HEALTHEIR LIVES

PARTNERSHIPS

LOCAL SCHOOLS AND EDUCATIONAL AGENCIES

LOCAL CHURCHES, LIBRARIES, COMMUNITY CENTERS, PARKS & RECREATION PROGRAMS

COMMUNITY AGENCIES AND ORGANIZATIONS

LOW-INCOME AND TRANSITIONAL HOUSING AUTHORITIES

LOCAL FOOD BANKS, PANTRIES AND FOOD DISTRIBUTION SITES

BETTER LIVING FOR TEXANS

Are you a new landowner?

Absentee landowner?

Just need to brush up on the basics?

TEXAS A&M AGRILIFE EXTENSION
HARRIS COUNTY PRESENTS

Texas Landowners Educational Series

Oct. 8	Residential Rainwater Harvesting
Oct. 15	Ag Exemptions & Your Land
Oct. 22	Raising Small Ruminants on Small Acreage Areas
Oct. 29	Common Aquatic Herbicides Use & Mode of Action
Nov. 5	Feral Hog Management

1:30 p.m. - 2:30 p.m.

$20 fee, Register at:
https://2020texaslandownerseries.eventbrite.com/
Series is presented online.

END OF DAY 3