



HARRIS COUNTY, TEXAS

BUDGET MANAGEMENT DEPARTMENT

Administration Building

1001 Preston, Suite 500

Houston, TX 77002

(713) 274-1100

FY 2020-21 Budget Hearings

DAY 1

Monday, December 9, 2019

Department
<u>Sheriff's Department</u> Patrol & Admin. (540) Detention (541) Medical (542)
Sheriff's Civil Service (845)
District Attorney (545)
Public Defender (560)
County Courts (940) Court Appointed Attorneys-County (941)
District Courts (700) Court Appointed Attorneys-District (701)
District Clerk (550)
Pretrial Services (605)
Community Supervision (601)
Institute of Forensic Sciences (270)
<u>Probate Courts</u> Court 1 (991) Court 3 (993) Court 2 (992) Court 4 (994)
Justice Administration (207)
Veterans Services (283)

540-SHERIFF - LAW ENFORCEMENT

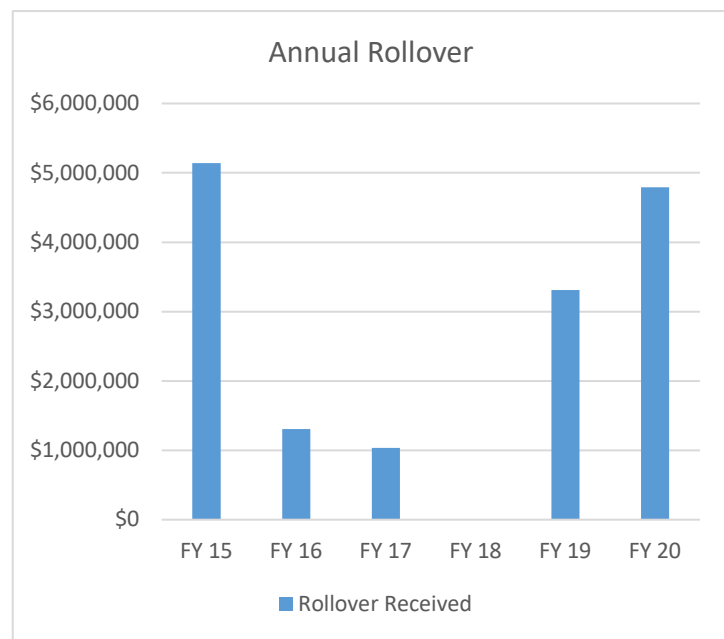
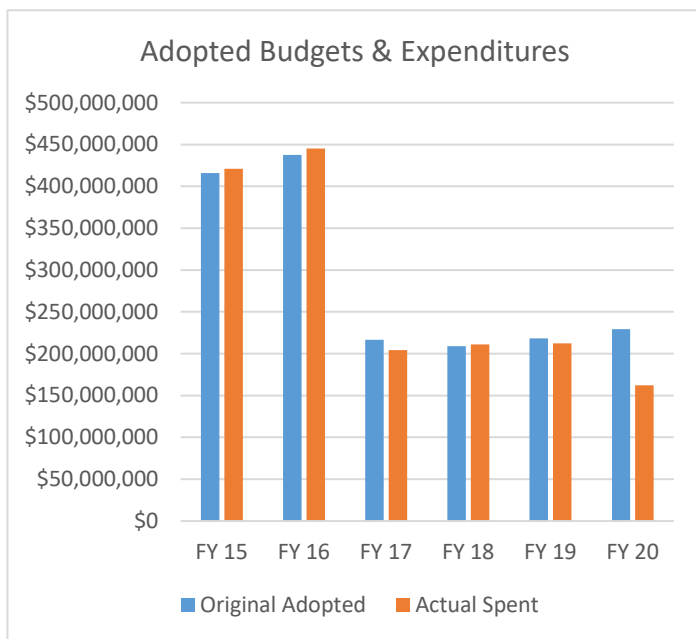
Data as of: 11/11/2019 Avg. Annual Budget Increase Last 5 Years (All Sheriff Budgets): 4.5%

FY 20 Adopted Budget Per Capita (Harris County): \$48.76

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$416,000,000	\$437,458,000	\$216,415,000	\$208,884,000	\$218,159,000	\$229,167,000
Final Adjusted	\$422,444,909	\$446,398,877	\$205,366,506	\$215,373,874	\$217,832,066	\$234,681,529
Rollover Received	\$5,138,321	\$1,304,818	\$1,034,627	\$0	\$3,311,623	\$4,789,440
Rollover % of Adopted	1%	0%	0%	0%	2%	2%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$350,194,486	\$372,739,553	\$177,693,578	\$182,483,693	\$183,196,734	\$137,899,471
Non-Labor/Transfers	\$70,814,383	\$72,395,571	\$26,469,516	\$28,773,088	\$29,158,802	\$24,254,826
Actual Spent	\$421,008,869	\$445,135,125	\$204,163,093	\$211,256,781	\$212,355,536	\$162,154,298



FY20 Rollover as a % of FY20 Adopted Budget: 2.1%

Other Department Resources

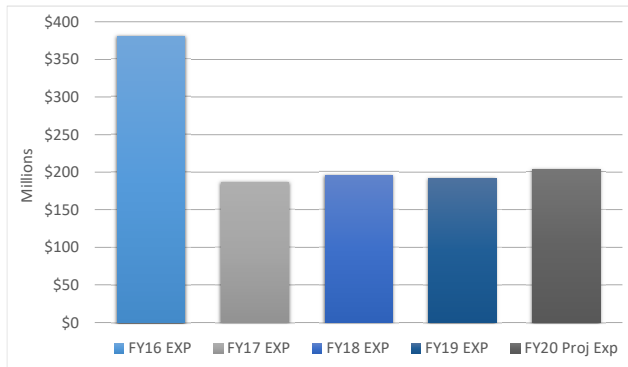
Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	73	\$19,436,768	\$37,250,085
20A0-PORT SECURITY PROGRAM	0	\$201,943	\$279,485
2370-DONATION FUND	0	\$1,408	\$90,075
2600-SHERIFF FORF ASSETS-TREASURE	0	\$176,939	\$797,762
2610-SHERIFF FORF ASSETS-JUSTICE	0	\$931,743	\$745,241
2620-SHERIFF FORF ASSETS-STATE	0	\$995,966	\$3,360,844
26A0-CH18 ST FORFEITED SHERIFF	0	\$785,716	\$1,498,222
26F0-HCSO ST FORF ASSETS CH 47	0	\$0	\$100,948
2750-LEOSE-LAW ENFORCEMENT	0	\$509,973	\$654,663
5540-INMATE INDUSTRIES	0	\$187,893	\$627,355
7016-Urban Area Sec Initiative II	0	\$1,789,974	\$667,203
7094-HURRICANE IKE 2008	0	\$5,171	\$9,151
7099-VICTIMS OF CRIME ACT	4	\$202,094	\$288,911
7234-FLOOD OF MAY 2015	0	\$43,482	\$174,282

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
7267-ICAC TASK FORCE	0	\$125,548	\$160,855
7301-MULTI AGENCY GANG PROJECT	0	\$734,756	\$3,837,567
7342-STEP - IDM	0	\$51,620	\$0
7626-HUMAN TRAFFICKING RESCUE ALLI	0	\$86,806	\$66,785
7636-LAW ENFORCEMENT SAFETY EQUIPMN	0	\$68,653	\$16,885
7637-MENTORING MOMS	0	\$55,980	\$173,218
7665-BODY-WORN CAMERAS BJA	0	\$0	\$2,509,624
7686-TELE-HEALTH PRGM EVALUATION	0	\$0	\$93,000
7689-TOBACCO ENFORCEMENT PROGRAM 19	0	\$0	\$70,000
7692-TOWING PROGRAM	5	\$0	\$1,701,031
7776-TRUNK-OR-TREAT SAFETY AWARENES	0	\$0	\$1,000
7786-OPERATION NORTH STAR FY2020	0	\$0	\$175,000
7789-CRIME SCENE UNIT EQUIPMENT	0	\$0	\$83,939
8001-MISC FOUNDATIONS GRANTS	0	\$6,002	\$904
8008-H.I.D.T.A. ENFORCEMENT GRANTS	1	\$1,137,328	\$2,059,315
8034-PORT SECURITY GRANT PROGRAM	0	\$415,323	\$4,955,489
8525-HOMELAND SECURITY GRANT PROG	0	\$171,622	\$198,495
8560-COPS	0	\$299,352	\$6,500
8641-REGIONAL LAW ENFORCEMENT TRAIN	0	\$215,931	\$4,069
8642-A/R GRANT CONTRACTS	0	\$1,536,904	\$915,800
8710-AUTO THEFT PREVENTION	23	\$3,554,383	\$4,574,807
8715-JUSTICE ASSISTANCE GRANT	0	\$384,972	\$2,292,970
8895-STEP-COMPREHENSIVE	0	\$507,122	\$768,571
8897-COMP COMMERCIAL VEHICLE SAFETY	0	\$41,379	\$235,183
8910-MOTOR ASSISTANCE PROGRAM (MAP)	40	\$4,210,784	\$3,054,936

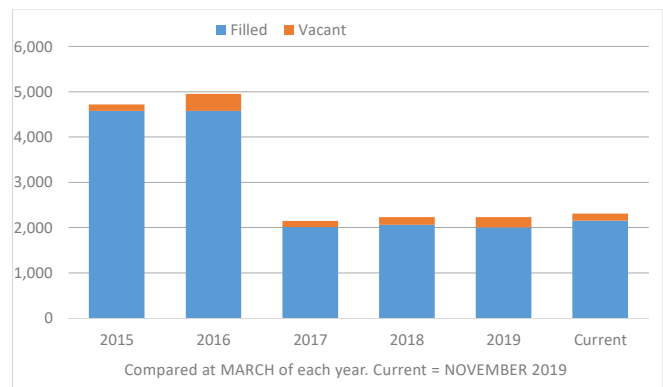
PERSONNEL SUMMARY FOR SHERIFF - PATROL & ADMIN.

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

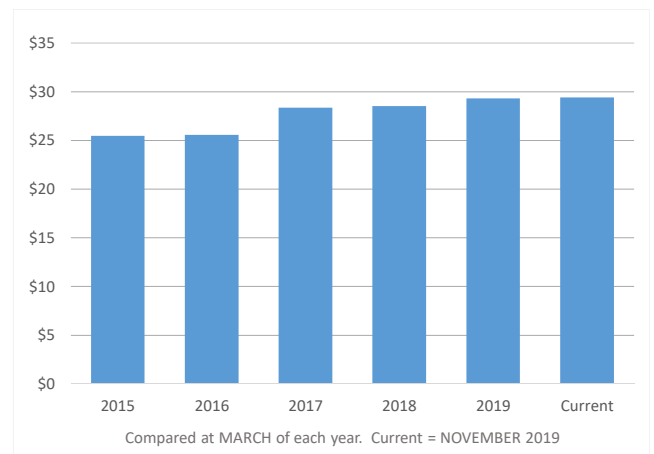


Avg. Salary Increases For Existing Full-Time Employees

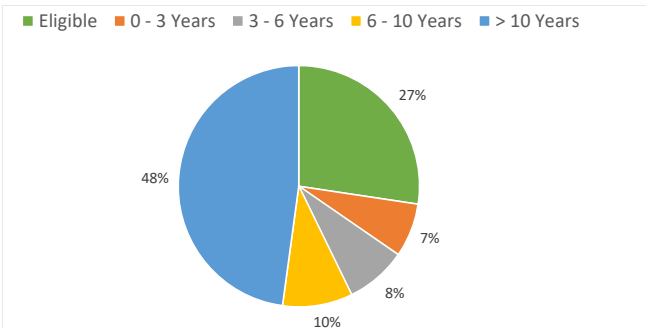
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	1,732	6.9%	6.9%
Sept 2017	1,624	8.7%	4.3%
Sept 2016	1,516	11.1%	3.6%
Sept 2015	1,383	17.8%	4.2%
Sept 2014	1,245	23.6%	4.3%

	Filled	Vacant	Total
R32+	2,119	149	2,268
Part	2	1	3
Temp	32	2	34

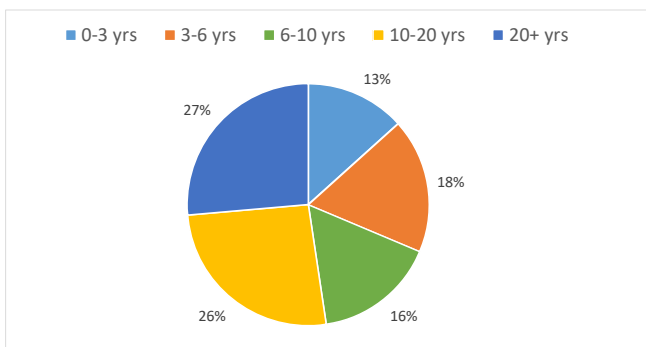
Dept. Average Hourly Base Pay Rate



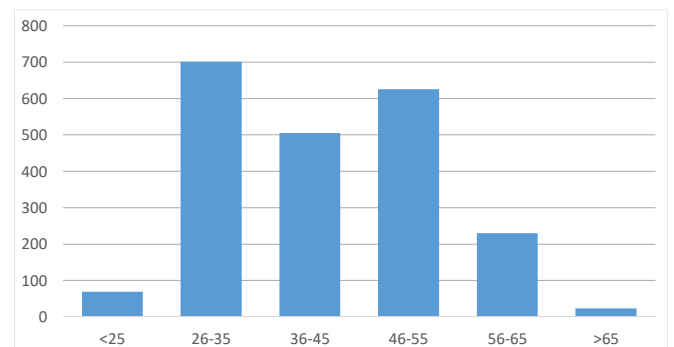
Retirement Eligibility



Employee Tenure



Number of Employees by Age



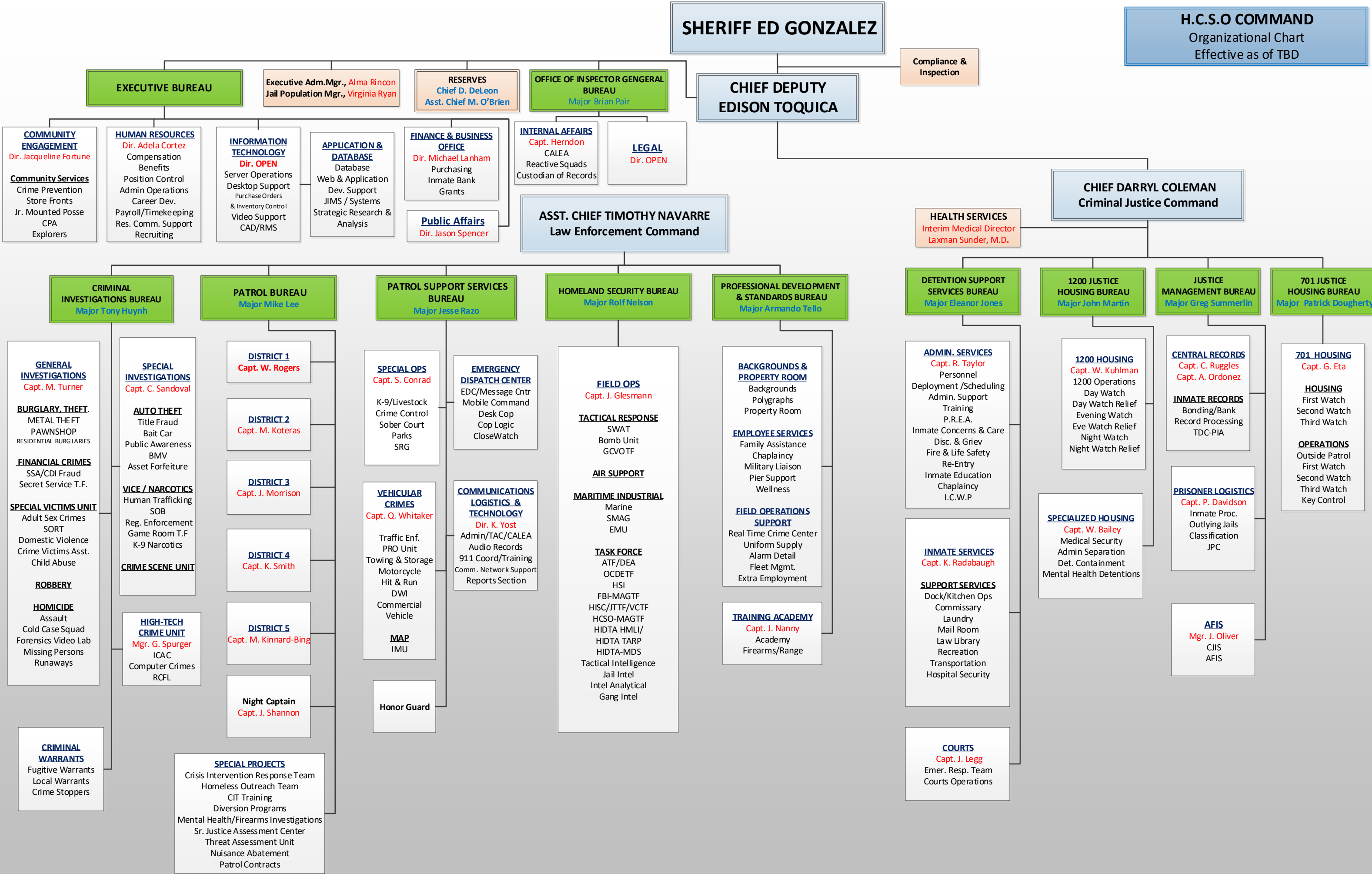


Department-Provided Information

SHERIFF ED GONZALEZ

H.C.S.O COMMAND

Organizational Chart
Effective as of TBD



Form #1: Department Mission and Metrics

Sheriff - 540

A) Department Purpose/Mission

The Harris County Sheriff's Office mission is to enhance public safety and protect the trust of Harris County citizens by enforcing the law with integrity and professionalism.

Core values are:

Merit and maintain the public's trust

Embrace and deliver professional service

Protect our citizens with honor and courage

Exemplify ethical conduct at all times

Develop, encourage, and care for our Sheriff's Office family

B) Discuss your department's accomplishments in the last year.

PATROL

- Launched the multi-agency Regional Traffic Enforcement Unit in response to Houston Chronicle reporting that showed Harris County has the most dangerous roadways in America. HCSO and partner agencies have conducted monthly traffic enforcement initiatives that have resulted in 498 traffic arrests, including 359 for DWI. Harris County traffic fatalities have declined since 2018, while DWI arrests have increased to 13,001 for 2019, compared to 11,471 in 2018.
- Opened the Ed Emmett Mental Health Diversion Center
- Implemented a Tele-psychiatry pilot in Patrol. The program provides iPads to patrol deputies that they can use to consult directly with mental health professionals in the field to help them determine the best course of action for a person experiencing a mental health crisis.
- Hired the department's first ever In-Custody Jail Population Manager to assist in reduction of low-level offenders with serious mental illness in the jail.
- Implemented a process to seize firearms from persons in mental health crisis. 64 firearms seized.
- Expanded the Homeless Outreach Teams from 2 deputies to 6 deputies and 1 Sergeant.
- Nuisance Abatement Unit addressed 965 citizen complaints

Form #1: Department Mission and Metrics

- Graffiti Abatement Unit addressed 255 complaints
- Graduated 136 new deputies from the Basic Peace Officer Course and 530 Detention Officers from the Basic Correctional Officer Course.
- Formed Wellness Unit to coordinate the Family Assistance Unit, Military Liaison Unit, Cigna Health Coach, CISM/Peer Support Team and the HCSO Chaplaincy.

CRIMINAL INVESTIGATIONS

- Created the Safe Surrender Program by working with 280th Family District Court to have guns taken from respondents who are under Court Protective Orders regarding domestic violence. We have received ten orders and taken 25 guns from respondents.
- Created the Sheriff's Mobile Advocacy Response Team (SMART) comprised of Domestic Violence Investigators and Victim Advocates to respond to and directly assist victims of violent crimes. They "patrol" the streets on swing shift, from 5 p.m. to 3 a.m., and will immediately respond to incidents involving domestic violence, sexual assault, or robbery to provide support to victims. This is a pilot program in Patrol District 1.
- Reduced the number of murders stemming from domestic violence. In 2018, 34% of our murders stemmed from domestic violence. Thus far in 2019, 12% of our murders stemmed from domestic violence.
- Selected by the Department of Justice Bureau of Justice Assistance to be the grant site for the Public Safety Partnership. We are the first Sheriff's Office in the nation to receive such grant. This grant does not have money attached but affords investigators with outside training and an opportunity to implement best practices dealing with violent crimes.

HOMELAND SECURITY

- Created an Active Shooter training program that SWAT deputies present free of charge for government offices, businesses and community groups.
- Air and Industrial Unit personnel assisted in a County-wide coordinated effort to control two large industrial incidents
- SWAT, Air, and Marine Unit personnel effectively responded to and resolved a dangerous protest action where protesters used their bodies to close the Port of Houston to shipping traffic
- Air and Marine Unit capabilities were increased for flood water rescue through the procurement of equipment and training

Form #1: Department Mission and Metrics

EMERGENCY DISPATCH CENTER

- Successfully transitioned staff and operations into the new Emergency Dispatch Center in Aldine

COMMUNITY RELATIONS

- Conducted regular classes on Rape Aggression Defense
- Conducted regular car seat installation inspection events
- Conducted crime prevention consulting

C) Discuss actions taken to drive efficiency and productivity in your department.

PATROL

- Tele-psychiatry pilot in Patrol allows deputies to utilize an iPad from their patrol car to speak to a clinician to determine the disposition of a call. Prevents unnecessary arrests and/or trips to hospital emergency rooms.
- Patrol Bureau divided into two separate bureaus (Patrol and Patrol Support)
- The Patrol Bureau established a Patrol Administration Office to manage Bureau Operations more. This has increased efficiency and effectiveness of the largest bureau in the HSCO.
- Expanded the Homeless Outreach teams to more effectively address homeless encampments in unincorporated Harris County.
- Cite & Release will allow deputies to release Class B violators at the scene with a citation and a court date and avoid trips to the jail, time spent in booking.
- Ed Emmett Diversion Center diverted 1,795 persons away from jail resulting in less bookings and jail costs
- Contract deputies meet regularly with board members and citizens to encourage communication on neighborhood quality of life issues.
- Patrol Bureau moved the Crime Control Division from Patrol Support to Patrol Bureau and created District Tactical Units to increase efficiency and productivity relating to violent crime in Districts 1 & 3.
- Added an agency first, Mental Health Investigator Deputy position to conduct follow-up work that was previously handled by CIRT (co-responder teams), thus allowing CIRT to stay in the field and respond to more 911 calls for service

CRIMINAL INVESTIGATIONS

- Reviewed and revised the process of how investigative cases get assigned to

Form #1: Department Mission and Metrics

investigators

Reviewed and revised how cash is handled within the Vice, Narcotics, and Warrants operations

- Reviewed and revised how and when on-call investigators should respond to scenes to reduce overtime accrual while increasing checks and balance on how cases should be worked

PROPERTY ROOM

- Improved Property Room policies, procedures and organization to reduce amount of stored cash from \$1.4 million down to \$400,000.

EMERGENCY DISPATCH CENTER

- Increased daily staffing, which requires additional overtime to maintain required National Emergency Number Association service levels.

D) Describe any new responsibilities your department assumed this year.

PATROL

- Added 6 deputies for a security detail at the Ed Emmett Mental Health Diversion Center.
- Graffiti Abatement Unit added task of removing bandit signs along roadways in unincorporated Harris County.
- All mental health firearm seizure cases from Constables 4 & 5 are being investigated by HCSO since they utilize the HCSO property room.
- Mental Health Investigator is liaison to the Senior Justice Assessment Center (SJAC) and required to spend minimum 8-hour weekly working SJAC cases.
- Created the Behavioral Threat Management Unit to handle domestic violence and stalking cases that have a mental health nexus.
- Developed the Project Lifesaver program that will equip deputies with technology and training to quickly locate missing persons with special needs.
- 18 new law enforcement contracts with neighborhoods

CRIMINAL INVESTIGATIONS

- Created a new investigator position to handle animal cruelty cases
- Collecting and storing weapons collected via the Safe Surrender Program

HOMELAND SECURITY

Form #1: Department Mission and Metrics

- Homeland took lead in 2019 in the development of policy and training protocol for the Sheriff's Office drone program
- Marine Unit engaged in training and assignment as members of the county's new, high-water rescue group

EMERGENCY DISPATCH CENTER

- Implementation of Secure Watch program that provides enhanced security video footage sharing capability with area businesses.
- Teaching 911 texting to the elderly

E) Specify any costs your department incurred this or last year that you won't have next year.

All non-recurring costs were paid for with either Seized or Grant funds.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

PATROL

- The Patrol Bureau added a Bureau Crime Analyst position to provide a more accurate monthly crime analysis report, which will better assist the Patrol District Captains in the deployment of resources to areas affected by higher crime, resulting in a reduced crime rate.
- Monthly tracking and evaluation of patrol contract deputies through computerized tracking of calls for service.
- Tele-psychiatry for Patrol is being evaluated for effectiveness by the University of Houston-Downtown and the Arnold Foundation.
- Implemented a CIT /mental health calls for service dashboard from information pulled from the Superion reporting system. This data is produced in a Microsoft Power-BI database.
- All Patrol activities (calls for service, response times, accidents, arrests, crime, etc..) are tracked each month and compared month to month and year to date versus previous year
- This bureau conducts training for several hundred deputies annually. Students complete evaluations on each class.
- The Patrol Bureau established a Patrol Administration Office, staffing it with a Sergeant, Admin Deputy, Analyst, and Clerk, which is responsible for policies, directives, staffing, resources, productivity reports, and many additional

Form #1: Department Mission and Metrics

administrative functions in an attempt to track and evaluate the overall productivity, effectiveness, and needs of the HCSO Patrol Bureau.

CRIMINAL INVESTIGATIONS

- Each section within the bureau provides monthly report/statistics to show key performance measures regarding each section, such as: cases received, cases reviewed, and cases assigned. Each report documents current month and all previous months

HOMELAND SECURITY

- Air Unit number of missions conducted is the performance indicator. Total missions executed in 2018 - 430 and in 2019 - 474 (*through 11-1-19)
- Task Force Unit seizure of kilograms of narcotics is a performance indicator. Total kilograms of narcotics seized in 2018 – 7802 and in 2019 – 39786 (*through 11-1-19)

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

PATROL

- The data for the Ed Emmett Mental Health Diversion Center is currently being studied by an independent research company.
- The Tele-psychiatry in Patrol Pilot is being evaluated by UH and the Arnold Foundation and the 1-year study concludes May 2020.
- Feedback from citizens and Precinct Commissioners on the removal of graffiti and nuisance abatement issues.
- Feedback from the MUD/HOA Board of Directors on deputy response, performance, and attendance.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department:

540 - Sheriff - Patrol & Admin.

FY19/20 General Fund Adopted Budget: **\$229,167,000**

Rollover Budget Received in FY19/20: **\$4,789,440**

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Patrol	\$87,400,000	907	260	\$15,968,242	18.3%		Yes
2	Patrol Support Services	\$40,200,000	424					
3	Criminal Investigations	\$36,800,000	296	21	\$2,064,756	5.6%		Yes
4	Homeland Security	\$14,800,000	128					
5	Professional Development and Standards	\$13,500,000	136					
6	Executive Bureau (leadership staff, finance, HR, community services, public relations)	\$10,800,000	83					
7	Information & Technology	\$6,800,000	33					
8	Office of Inspector General (internal affairs)	\$4,400,000	40					
9	Fleet (fuel, repairs & maint., and replacement cost for nearly 1,500 vehicles)	\$13,700,000			\$2,100,000	15.3%		Yes
10	Radio charges from Universal Services	\$2,200,000						
11	Telephone services	\$1,100,000						
12	Uniforms	\$1,000,000						
Department-Estimated Totals		\$232,700,000	2047	281	\$20,132,998	8.7%		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: Sheriff (Dept #540)

Functional Area: Patrol
Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		15,968,242
Other Recurring Costs		
Total Request	\$	15,968,242

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The Sheriff's Office lacks Deputy staffing to adequately address law enforcement needs throughout the unincorporated areas of Harris County. Those needs have been increasing over a period of many years as the County's population has grown, traffic fatalities have increased, and crime rates have risen.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
<p>The Sheriff's Office proposes a two step approach to address this problem:</p> <ol style="list-style-type: none"> 1. Focus on specific projects and initiatives (eg.....HIVE, Project Lifesaver, Safe Surrender, etc...) Combined need 92 Deputies. 2. Expand Patrol presence throughout all Districts as both a deterrent and a means to provide a more timely response to calls for service. Combined need 168 Deputies. <p>These actions will be implemented as quickly as personnel can be hired and trained, an effort that is expected to continue throughout the coming fiscal year.</p>
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
<p>See the following attached documents:</p> <p>"HCSO Patrol Bureau - Staffing Survey Report - 2019"</p> <p>"HCSO Patrol Bureau – Staffing Needs for FY21"</p> <p>"HCSO Crash Data supporting need for additional Deputies"</p> <p>"HCSO Patrol Support Bureau – Crash prevention through...."</p> <p>"Safe Surrender Program Plan"</p>
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
See attached document "HCSO Measures used to track Internal Performance"
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Annual report and periodic updates
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
260 Deputy positions at base annual salary of \$50,814. Request funding for 92 of these positions at 26 pay periods, 60 positions at 24 pay periods, 48 positions at 18 pay periods, and 60 positions at 12 pay periods.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: Sheriff (Dept #540)

Functional Area: Criminal Investigations

Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		2,064,756
Other Recurring Costs		
Total Request	\$	2,064,756

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The Sheriff's Office lacks Investigator staffing to adequately address law enforcement needs throughout the unincorporated areas of Harris County. These needs have been increasing over a period of many years as the County's population has grown, resulting in increased criminal investigations and an ever expanding case backlog.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
<p>The Sheriff's Office proposes to expand Criminal Investigations staffing across the following areas in order to address case backlogs and proactively address specific areas of need:</p> <ol style="list-style-type: none"> 1. Human Trafficking – 2 Investigators 2. Crime Scene Unit – 2 Investigators 3. Homicide Unit – 2 Investigators 4. Violent Crimes Unit – 2 Investigators 5. Victim Advocacy Unit – 3 Investigators 6. Domestic Violence Unit – 2 Investigators 7. Child Abuse Unit – 3 Investigators 8. Fugitive Warrants Unit – 2 Investigators 9. Technical Operations Unit – 3 Investigators <p>See attached document "Criminal Investigations staffing request" for greater detail on each specific area.</p>
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
See attached document "Criminal Investigations staffing request"
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Each unit within Criminal Investigations Bureau provides monthly reports/statistics to show key performance measures such as: cases received, cases reviewed, cases assigned, and cases cleared.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Annual report and periodic updates
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
21 Investigator positions at a base annual salary of \$68,328. Request funding for all 21 of these positions at 26 pay periods.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: Sheriff (Dept #540)

Functional Area: Fleet
Dept. Funding Priority #: 3

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		2,100,000
Total Request	\$	2,100,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The Sheriff's Office fleet has been aging faster than vehicles are being replaced for at least the past 10 years. Expansion of Deputy staffing and increased patrol presence will also require additional vehicles.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The Sheriff's Office proposes to phase out high mileage (greater than 150,000 mile) vehicles during the coming fiscal year and to establish a replacement policy going forward that will retire and replace such vehicles as they cross the 150k mile benchmark. The Sheriff's Office also proposes to increase the fleet in FY21 by 100 patrol vehicles to accommodate anticipated patrol staffing increases.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
See the following attached documents: "HCSO FY20 Fleet Analysis" "HCSO Fleet Replacement Projection"
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
A policy for retirement of patrol vehicles at 150k miles will be established and vehicle mileage will be monitored with the assistance of Harris County VMC.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Annual fleet analysis updates
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
None
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Patrol Bureau Staffing Survey



2019

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Summary

The Harris County Sheriff's Office is one of the largest agencies in the United States and the largest county in the State of Texas. Harris County is one of the fastest growing populations in the United States and expected to reach 5 million people in 2020. Currently, unincorporated Harris County has a population of 1.8 million people and expected to be over 2 million in the 2020 Census.

The Harris County Sheriff's Office core values are 1) Merit and maintain the public's trust, 2) Embrace and deliver professional service, 3) Protect our citizens with honor and courage, 4) Exemplify ethical conduct at all times, and 4) Develop, encourage and care for our Sheriff's Office family. To achieve these stated core values, the Sheriff's Office should provide the appropriate staffing.

All of these core values are equally important, but to embrace and deliver professional service and to protect our citizens should be the most important aspect of the Sheriff's Office since we are to serve the citizens of Harris County.

The intent of this survey was to evaluate the current staffing allocations of the Sheriff's Office compared to other agencies within the State of Texas, the County, and the United States. Another goal of this survey was to develop a strategy to provide safety and security to the citizens of Harris County by properly staffing our Patrol Bureau to handle the increase in population and calls for service. Lastly, to identify staffing plans and recommendations which the Sheriff can utilize to request future funding for staffing and equipment to meet the required goals.

The survey revealed the Harris County Sheriff's Office has experienced drastic changes in the past 10 years. The changes have been declines in staffing, crime levels, population, and strategies to confront crime. Furthermore, this survey intended to achieve the following goals:

- Reduce response times
- Crime reduction
- Increased service to the citizens
- Efficiency of the Patrol Bureau

The Analysis indicated the national average is **2.4 per 1,000**, and the State of Texas is **2.2 per 1,000**. Our sister agency, Houston Police Department, is **2.24 per 1,000** and the Harris County Sheriff's Office is **1.14 per 1,000**. Currently at the time of this analysis, the Harris County Sheriff's Office Patrol Bureau is **0.30 per 1,000**. This 0.30 per 1,000 is using both district and contract units not including PPD's and Sergeants. After removing the contract units from the equation, the number dropped drastically to **0.14 per 1,000**.

To provide a more in-depth analysis, ratios were calculated against other factors. First factor was deputy to square mile per district using two categories, District Units and District/Contract Units, this calculation was divided by district;

- ❖ District 1 (0.14 and 0.31)
- ❖ District 2 (0.10 and 0.31)
- ❖ District 3 (0.26 and 0.49)
- ❖ District 4 (0.14 and 0.42)
- ❖ District 5 (0.12 and 0.34)

The last factor used was Calls for Service per deputy. During the evaluation period of September 2018 through August 2019, the Sheriff's Office answered **946,044** calls (Dispatched & Self-Initiated) with **326,480** dispatched and **576,241** self-initiated. With 615 Deputies assigned to the Patrol Bureau, that is **1,538** calls a year per Deputy.

Another concern when conducting this analysis, the FBI and other reporting authorities, base their numbers on all certified officers employed by an agency. Not all certified officers employed by the Harris County Sheriff's Office answer Calls for Service, using that evaluation, it would greatly inflate the per-capita number for the Sheriff's Office indicating that staffing was at an acceptable level. The 0.32 per-capita ratio was including the Contract Units assigned to the districts but remember Contract Units are limited to the time they are allowed to spend outside the contractual area they serve. Most of these areas are 70-30 contracts, meaning that unit can only spend 30% of their time outside the contract.

In conclusion, based on the numbers from the 2014 Staffing Analysis compared to the 2019 Staffing Analysis, the Harris County Sheriff's Office decreased in staffing. In 2014 the per-capita ratio was **0.4** and in 2019 the per-capita ratio is **0.32**. It also recommended adding additional personnel to the Patrol Bureau but based on the analysis, we lost 142 district units but added 85 contract units, with a **total loss of 57 deputies overall**.

Major Mike Lee, Patrol Commander, recommended a Staffing Analysis be conducted for the Patrol Bureau to determine the current staffing condition of the Five District assigned to Patrol. In addition, to determine a formula to better assign personnel to the districts to level out the staffing among the districts based on the population, square miles, and amount of Calls for Service by each district.

The analysis was conducted by referencing several sources; FBI Uniform Crime Report, IACP – International Association Chiefs of Police, Harris County Budget Office, and United States Census Bureau.

As of September 2019, the Patrol Bureau has **615** certified deputies assigned and **86** PPD's currently in training with another **36** PPD's entering training in mid-October.

For this analysis, I looked at the overall picture of the district's percentage of population compared to the total unincorporated population for Harris County, percentage of district deputies by district compared to the overall assigned deputies, percentage of district deputies after adding 122 PPD's to the districts, and all deputies (including Contracts) assigned to the district. Also used in the evaluation was a picture of the Calls for Service volume across the five district for a one-year period (Sept. 2018 – Aug. 2019).

The following are recommendations to increase the staffing of the Patrol Bureau to meet the requirements and goals of the Harris County Sheriff's Office.

- Hire 319 Deputies for \$24,450,712 dollars
- Hire over 3 years – 106 Deputies year 1 & 2 at \$8,124,688 dollars per year and 107 Deputies in the 3rd year at \$8,201,336 dollars for the year.
- Overtime – 20, four (4) hour shifts per week at \$3,288,896 dollars per year.
- Hire 150 Deputies now and pay overtime – 150 Deputies at \$11,497,200 dollars and 20, four (4) hour shifts per week at \$3,288,896 dollars for the year.

Staffing Analysis Data

There are typically four approaches when determining staffing needs, per-capita, minimum staffing, authorized-level, or workload. (IADLEST.org, 2012)

The per-capita approach requires determining an optimum number of officers per person, then calculating the number of officers needed for the total population. Advantages of this method include its simplicity and ease of interpretation. Disadvantages include its failure to address how officers spend their time, the quality of their efforts, and community conditions, needs, and expectations. Given these disadvantages and others, experts strongly advise against using population rates for determining police-staffing needs.

The minimum-staffing approach requires police decision-makers to estimate a sufficient number of patrol officers to deploy at any one time. This is a fairly common approach reinforced by policy and collective bargaining. There are, however, no objective standards for setting the minimum staffing level. This may result in deploying too few officers when workload is high and too many when it is low.

The authorized-level approach uses budget allocations to specify a number of officers that may be allocated. It does not typically reflect any identifiable criteria but rather an incremental budgeting or other political decision-making process. As such, it can become an artificial benchmark for need, creating the perception that the agency is understaffed and overworked if the actual number of officers does not meet the authorized number.

A more comprehensive approach would determine workforce levels based on actual police workload. Workload-based approaches derive staffing indicators from demand for service. Such an approach estimates future staffing needs by modeling current levels of activity. There are challenges to such an analysis: definitions and measures of “work” may vary by agency. Still, staffing models based on workload and performance objectives are preferable to other methods not accounting for environmental and agency-specific variables.

The steps of a workload-based assessment are:

1. Examine the distribution of calls for service by hour, day, and month
2. Examine the nature of calls
3. Estimate time consumed on calls for service
4. Calculate an agency shift-relief factor
5. Establish performance objectives
6. Provide staffing estimates

This 2019 Patrol Bureau Staffing Analysis used the **workload-based assessment (Calls for Service)** and **per-capita approach** to determine the staffing needs. To determine the workload, Calls for Service data was analyzed for a one-year period between August 2018 and August 2019. The population for the unincorporated area of Harris County was obtained to help determine the per-capita ration.

Agency Per Capita Information

National Police Employment, Officers Per Capita Rates for the U.S.

(Governing.com, 2019)

According to a study conducted by Governing.com in 2019, in 2016, police departments serving cities with a populations exceeding 25,000, employed an average of 16.8 officers and 21.4 total personnel for every 10,000 residences.

According to the FBI, Washington D.C. and Chicago recorded the highest tallies of officers per capita among large cities.

Jurisdiction Population	Average Officers Per 10k Population	Average Total Personnel Per 10k Population	Number of Departments
25,000-50,000	17.0	21.2	773
50,000-100,000	16.1	20.7	433
100,000-200,000	15.9	20.9	171
200,000-500,000	18.7	24.5	76
500,000+	24.3	30.8	32
All over 25,000	16.8	21.4	1,485

SOURCE: Governing calculations of 2016 FBI UCR data.

The following table shows numbers of police officers and total law enforcement (including civilian employees) per capita as of 2016. The data is shown for all police agencies serving jurisdictions of at least 25,000 that are recorded in the FBI's Uniform Crime reporting (UCR) data.

Police Department	Officers per 10K Population	Officers	Total Employees per 10K Population	Total Employees
Horsham Township, Pennsylvania	15.0	40	17.6	47
Hot Springs, Arkansas	28.6	102	36.4	130
Houma, Louisiana	23.5	81	28.5	98
Houston, Texas	22.2	5,182	28.4	6,632
Howell Township, New Jersey	16.4	86	19.5	102
Huntersville, North Carolina	15.8	85	16.9	91
Huntington Beach, California	10.5	214	16.4	334
Huntington Park, California	8.5	51	14.4	86
Huntington, West Virginia	21.6	105	23.9	116

SOURCE: Governing calculations of employment and population data from 2016 FBI Uniform Crime Reporting program

About the data:

- FBI defines officers as employees who “ordinarily carry a firearm and a badge, have full arrest powers, and are paid from governmental funds set aside specifically to pay sworn law enforcement.”
- Total employee figures include civilian positions, such as dispatchers, clerks, and correctional officers.

Multiple agencies serving a single jurisdiction are not reflected in per capita totals.

Police Chiefs Desk Reference 2nd Edition (IACP)

Many police agencies have used their resident population to estimate the number of officers a community needs. The per capita method compares the number of officers with the population of a jurisdiction. To determine an optimum number of officers per population—that is, an optimum officer rate—an agency may compare its rate to that of other regional jurisdictions or to peer agencies of a similar size. Although it is difficult to determine the historical origin of, or justification for, the per capita method, it is clear that substantial variations exist among police departments.

Advantages of the per capita approach include its methodological simplicity and ease of interpretation. The population data required to calculate this metric, such as census figures and estimates, are readily available and regularly updated. Per capita methods that control for factors such as crime rates can permit communities to compare themselves with peer organizations. The disadvantage of this method is that it addresses only the relative quantity of police officers per population and not how officers spend their time; the quality of their efforts; or community conditions, needs, and expectations. Similarly, the per capita approach cannot guide agencies on how to deploy their officers.

Agencies using the per capita method may risk a biased determination of their policing needs. There are several reasons for this. First, a generally accepted benchmark for the optimum-staffing rate does not exist. Rather, there is considerable variation in the police rate depending on community size, region, and agency structure and type. For example, it is generally known that police rates are substantially higher in the northeastern than in the western regions of the United States. When comparing individual jurisdictions, it is not uncommon for similar communities to have per capita rates that are substantially different.

Given the disadvantages noted above as well as others, experts have strongly advised against using population rates for police staffing. The IACP warns, “Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions. Defining patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and a sizable body of reliable, current data.”

DOJ/FBI Uniform Crime Report – 2017 (UCR, 2017)

- A total of 13,128 law enforcement agencies provided data on the number of full-time law enforcement employees (sworn officers and civilian personnel) on staff in 2017.
- Nationwide, the rate of sworn officers was 2.4 per 1,000 inhabitants. The rate of full-time law enforcement employees (civilian and sworn) per 1,000 inhabitants was 3.4.
- In 2017, the highest rate of officers to individuals among the city population groups was an average of 3.8 officers per 1,000 inhabitants in cities with fewer than 10,000 residents.
- County agencies reported an average of 2.8 officers per 1,000 inhabitants.
- Sworn officers accounted for 70.0 percent of all law enforcement personnel in the United States in 2017.

Table 77 of the 2017 UCR ratio per inhabitants by State.

State	Total law enforcement employees	Total officers		Total civilians		Number of agencies	2009 estimated population
		Male	Female	Male	Female		
TEXAS	89,867	48,579	6,278	15,472	19,538	1,010	24,590,665

$$24,590,665/54,857 = 0.00223 \times 1,000 = 2.2$$

Harris County Sheriff's Office comparison to other Texas Agencies (Google) (Bureau) (Report H. C., 2018)

Use data provided by the U.S. Census Bureau and the Law Enforcement Agency websites to provide the following information for the comparison of Harris County Sheriff's Office and other Texas Law Enforcement Agencies for 2017.

Per-Capita Comparison to other Texas Agencies

Agency	LE per 1,000 Population	# of Officers	2019 Population
Austin Police Department	1.90	1,807	950,715
Dallas Police Department	2.45	3,279	1,341,000
Houston Police Department	2.24	5,182	2,313,000
Katy Police Department	5.31	97	18,282
Pasadena Police Department	1.70	260	153,219
San Antonio Police Department	1.40	2,152	1,532,433
Harris County Sheriff's Office	1.14	2,346	2,064,400

A comparison for the same agencies between 2014 and 2017 provided an overall picture of the increase or decrease in certified officers, population, and over ratio of officer to capita.

Agency	LE per 1,000 Population	# of Officers	2017 Population	LE per 1,000 Population	# of Officers	2014 Population	LE per 1000 % Difference from 2014 to 2017	# of Officer % Difference from 2014 to 2017	Population % Difference from 2014 to 2017
Austin Police Department	1.90	1,807	950,715	0.71	605	853,020	167.6%	198.6%	11.4%
Dallas Police Department	2.45	3,279	1,341,000	1.69	2,139	1,262,521	44.9%	53.3%	83.2%
Houston Police Department	2.24	5,182	2,313,000	1.32	2,775	2,098,000	69.6%	86.7%	10.2%
Katy Police Department	5.31	97	18,282	5.92	97	16,380	-9.9%	0.0%	11.6%
Pasadena Police Department	1.70	260	153,219	0.70	107	152,281	142.8%	142.9%	0.6%
San Antonio Police Department	1.40	2,152	1,532,433	0.78	1,103	1,407,147	79.4%	95.1%	8.9%
Harris County Sheriff's Office	0.26	485	1,888,103	0.44	681	1,561,463	-47.7%	-28.8%	20.9%

The Harris County Sheriff's Office number of Officers included all certified deputies assigned to the Patrol Bureau. These numbers did not include supervisor ranks, but did include those deputies assigned to contracts.

Based on the numbers between 2014 and 2017, the Harris County Sheriff's Office (HCSO) decreased the number of deputies by **28.8%**, to 435 from 681 deputies.

Between 2014 and 2017, the unincorporated population of Harris County increased by **30%**, from 1,561,463 million to 1,888,103 million. The Harris County Budget Management Office estimated the population for unincorporated Harris County at 2,064,400 million in 2019, an increase of 9.34%. (Report H. C., 2018)

Unincorporated Harris County

Harris County is the nation's third most populated county with 4.6 million residents as of February 2018 and one of the fastest growing in the country. In 2014, the population was 4.09 million and since has increased by 14.8 % to 4.6 million in 2018.

Within Harris County are 34 cities to include Houston, the fourth largest city in the United States.

Sheriff's Office Responsibilities

The Texas Code of Criminal Procedure dictates that the Sheriff is the conservator of peace of the County and his office, Sheriff's Office, has law enforcement responsibility over the county.

Other agencies inside Harris County have the ability to refuse calls for service, the Sheriff's Office does not have this right. The Sheriff's Office Patrol Bureau cannot refuse to answer calls for service in contracts held by other law enforcement agencies, nor can it refuse to answer calls within the city limits of other jurisdictions.

There are several statutes, which mandate the Sheriff's Office to maintain a Patrol Bureau to meet the needs of the citizens of Harris County. These statutes mandate the Sheriff's Office has the responsibility for responding to and investigating all request for law enforcement services within the County.

Texas Code of Criminal Procedures Art 15.01 states the Sheriff's Office is commanded to take custody of a person when a warrant of arrest is written.

Texas Transportation Code Chapter 701 states it is the duty of the Sheriff's Office to be the county traffic officers.

Texas Code of Criminal Procedures 2.12 states the Sheriff is a Peace Officer and the Sheriff's Office has responsibility over the County.

Texas Code of Criminal Procedures Art. 2.13, 37, 44, 45 states that it is the duty of every peace officer to preserve the peace within the officer's jurisdiction.

Texas Code of Criminal Procedures Art. 2.17, 41, 48, 49 states the Sheriff's Office shall be the conservator of the peace in their county and shall arrest all offenders against the laws of the state and take them before the proper court for examination or trial. The Sheriff's Office shall apprehend and commit to jail all offenders until an examination or trial can be had.

Texas Criminal Code of Procedures Arts. 14.06, & 15.17 the Sheriff's Office shall prevent or suppress crime, execute lawful processes issued to the officer by the magistrate or court, give notice to magistrate of all offenses committed within the officer's jurisdiction, and arrest offenders without warrant in every case where the officer is authorized by law.

Texas Local Government Code Chapter 85.006 states that the Sheriff's Office shall patrol the highways of the county located outside the corporate limits of the county seat.

Vernon's Ann. Civ. St. Art. 6869 imposes a duty on the Commissioner's to fund a county police force who should devote their entire time to patrolling that part of country outside of the corporate limits of the county seat.

Texas Code of Criminal Procedures 5.05 states the Sheriff's Office must establish procedures within the department to ensure officer's responding to calls are aware of protective orders concerning family violence.

Texas Code of Criminal Procedures 8.01 states it is the Sheriff's Office duty to suppress riots and other disturbances.

Texas Code of Criminal Procedures 63.009 states it is the duty of the Sheriff's Office to investigate reports of a missing child or person in county.

Texas Code of Criminal Procedures Art. 15.01 The Sheriff's Office must arrest any individual under warrant.

Texas Code of Criminal Procedures statutes on Fugitive Warrants Art. 15 defines each of the duties of the Sheriff's Office regarding warrants, arrest, receiving/discharging, extradition of prisoners and reporting of prisoners.

Harris County Homeland Security Annex G: Law Enforcement states the Sheriff's Office and its Reserves are the Primary organization responsible for effectively performing emergency law enforcement requirements. These responsibilities include the protection of life and property,

enforcement of criminal laws, and coordination of or assistance in the movement of people and resources in and around the affected area. Such emergencies may require law enforcement to undertake a number of tasks not typically performed on a daily basis, including protection of key facilities, enforcing curfews and restrictions on the sales of certain products and controlling access to damaged areas. The Harris County Sheriff's Office (HCSO) will play a significant supporting role in the conduct of consequence management activities and will help coordinate its efforts with other local, state, and federal agencies.

Harris County Homeland Security Annex R: Search and Rescue states the Sheriff's Office plays a supporting role in the organizational arrangements for search and rescue operations during emergencies. The Sheriff's Office does have the responsibility of patrolling the waterways of the Gulf of Mexico.

Harris County Homeland Security Annex C: Shelter & Mass Care states the Sheriff's Office plays a supporting role in providing mass care services to persons affected by a disaster.

Patrol Bureau Staffing

The Harris County Sheriff's Office Patrol Bureau is divided into Five (5) Districts throughout unincorporated Harris County to respond to calls for service. Currently the Patrol Bureau has a total of **615** certified deputies to answer those calls for service. The total population for these five districts is **2,064,400 million**. Currently the Patrol Bureau has **86** probationary patrol deputies (PPD's) in training. These 86 PPD's were not calculated into the current response numbers. Note: The Patrol Bureau will add an additional 36 PPD's to the training in October 2019, bring the total PPD's to 122.

The current staffing for the Patrol Bureau by district:

District	Certified Deputies	PPD's
District 1	139	17
District 2	99	18
District 3	88	15
District 4	173	21
District 5	116	15

Staffing in 2014 compared to 2019 analysis

According to the Harris County 2013 Budget Population Study (*used for the 2014 Staffing Analysis*), the Harris County Sheriff's Office, there were **435** district deputies and **246** contract deputies. During this time, the population of the unincorporated area of Harris County was **1,561,463 million**.

Currently the Harris County Sheriff's Office has **293** district deputies and **326** contract deputies assigned to the Patrol Bureau. The population of the unincorporated area of Harris County is **2,064,400million**.

	2014	2019	Difference	%
District Deputies	435	293	-142	-32.6%
Contract Deputies	246	326	80	32.5%
Population	1,561,463	2,064,400	502,937	32.2%

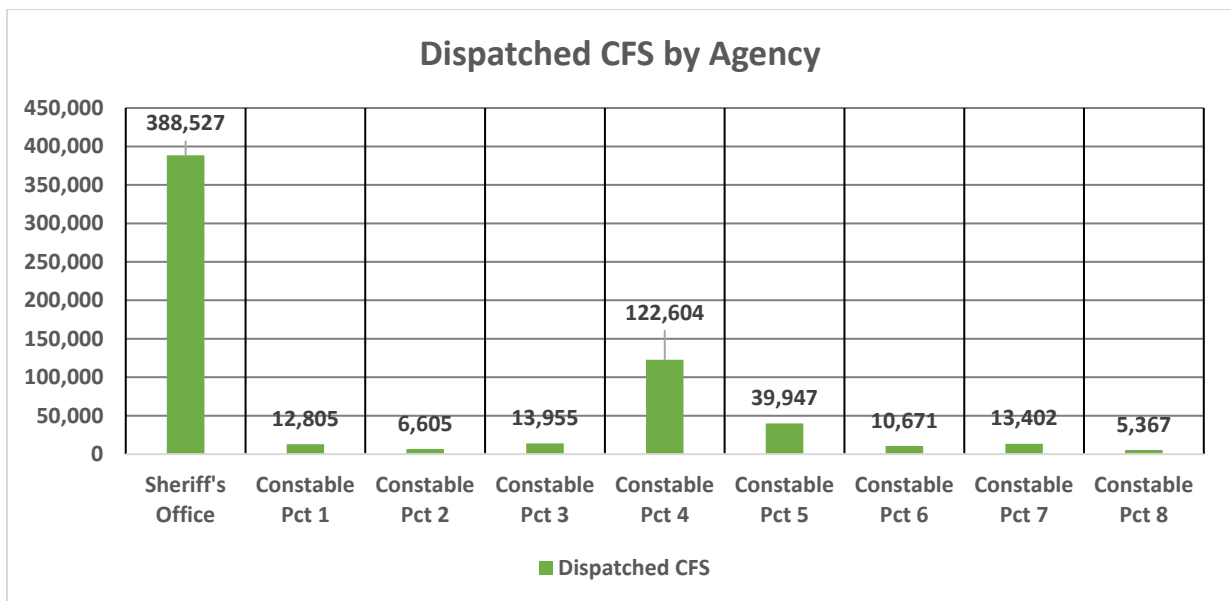
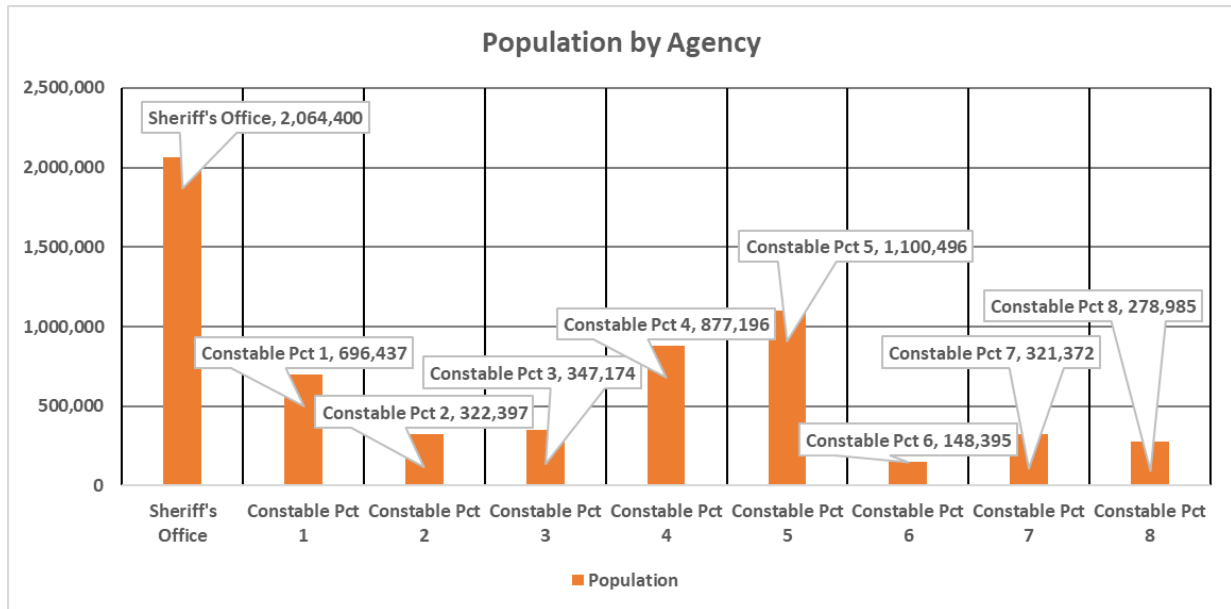
Based on the comparison from 2014 to 2019, the Harris County Sheriff's Office Patrol Bureau lost 142 District Deputies in just 5 years, a **32.6%** loss in personnel. During the same period, the Sheriff's Office gained 80 Contract Deputies, a 32.5% increase. The loss was at the same time the population grew by 32.2%.

Calls for Service

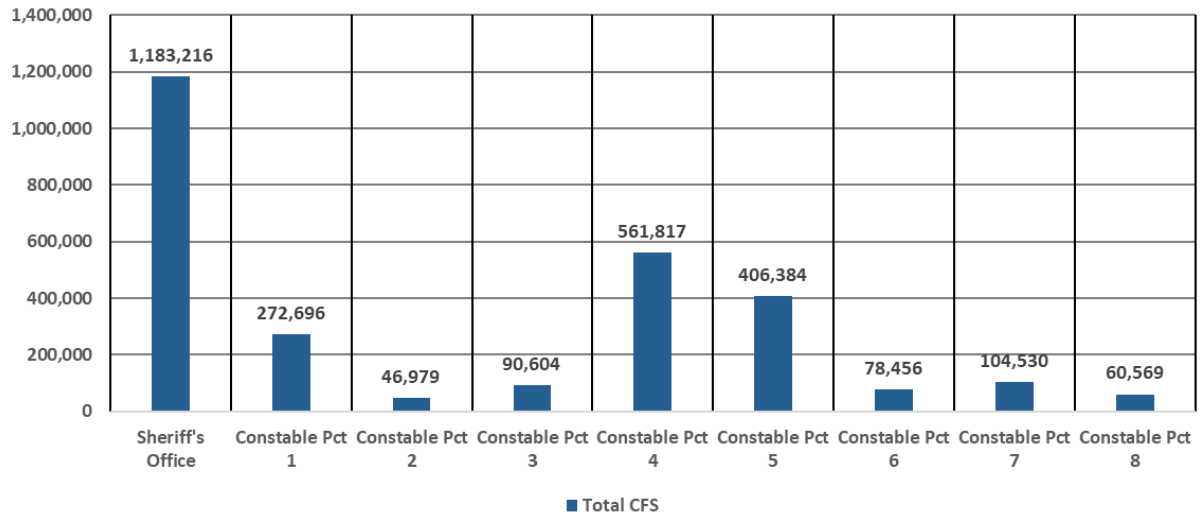
For the purpose of this analysis, calls for service between September 2018 and August 2019 determined the over calls for service.

County Law Enforcement Comparisons

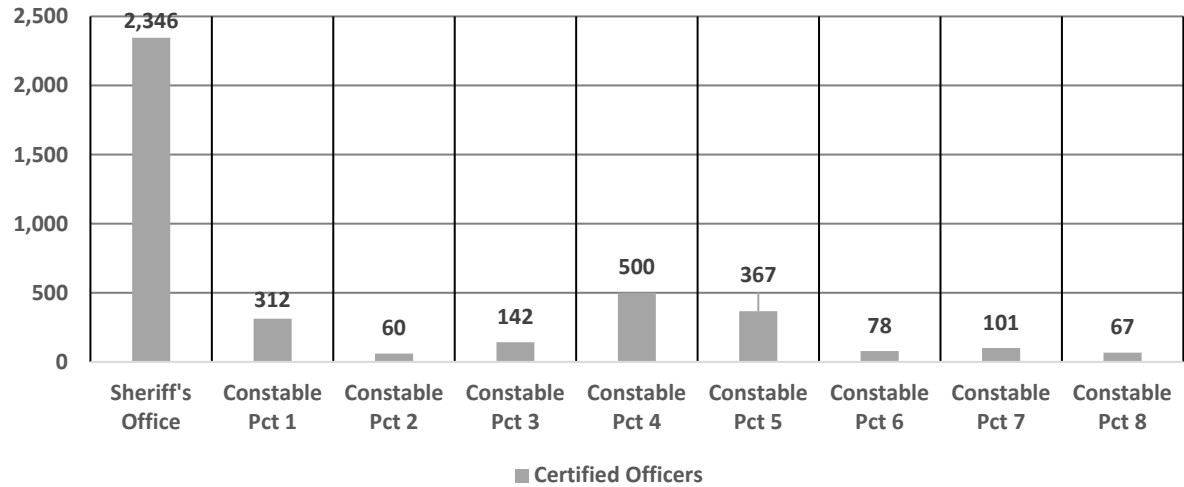
The section of the survey compares the Harris County Sheriff's Office to the eight Constables Offices in Harris County.



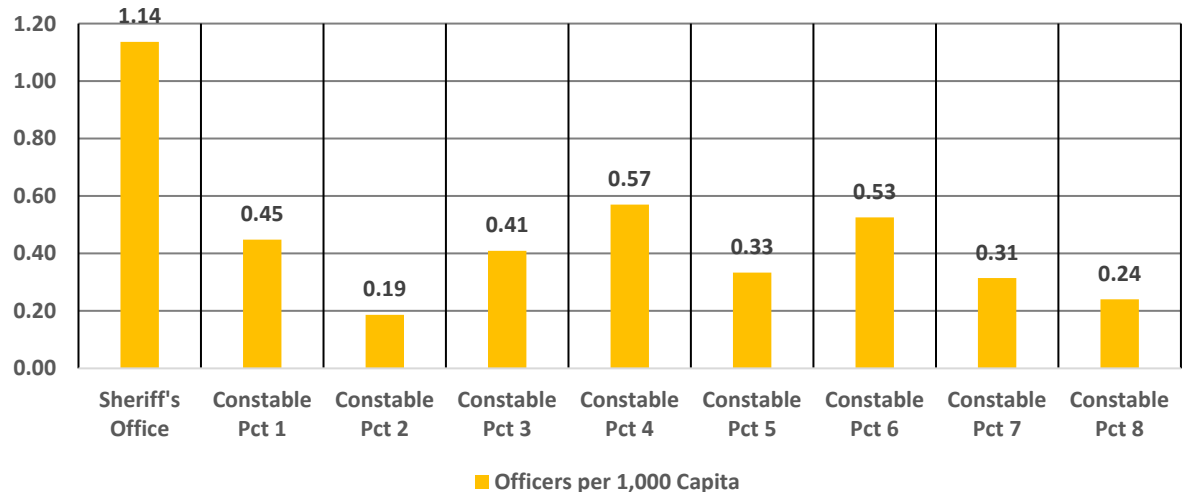
Total CFS by Agency



Certified Officers by Agency



Officer per capita by Agency

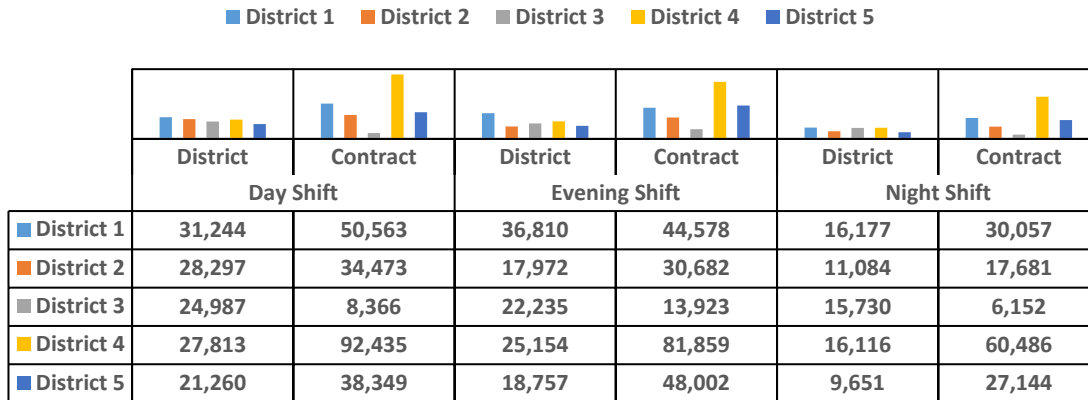


Sheriff's Office Call for Service

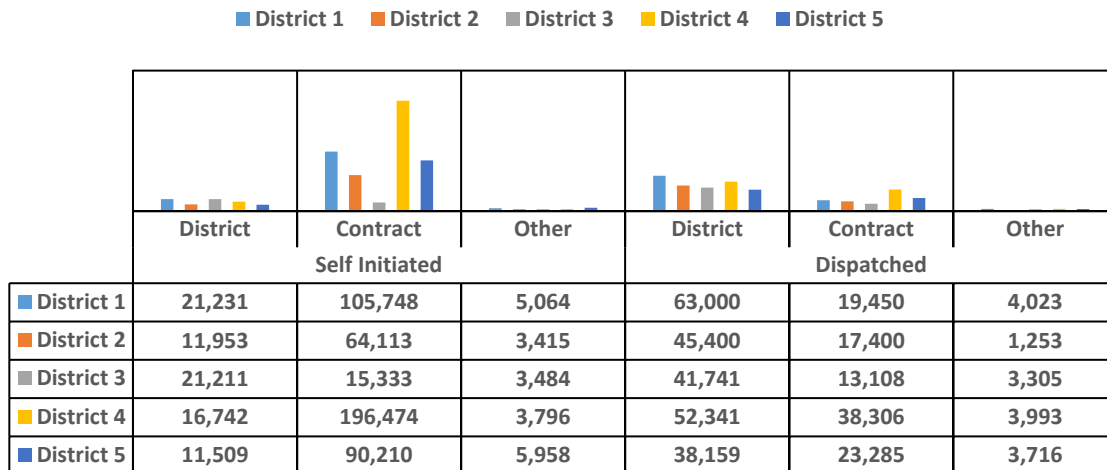
Based on the data during the evaluation period, the Sheriff's Office answered 946,044 calls.

Categories of Calls for service evaluated were, Shift, Self-Initiated, and Dispatched. See the below charts.

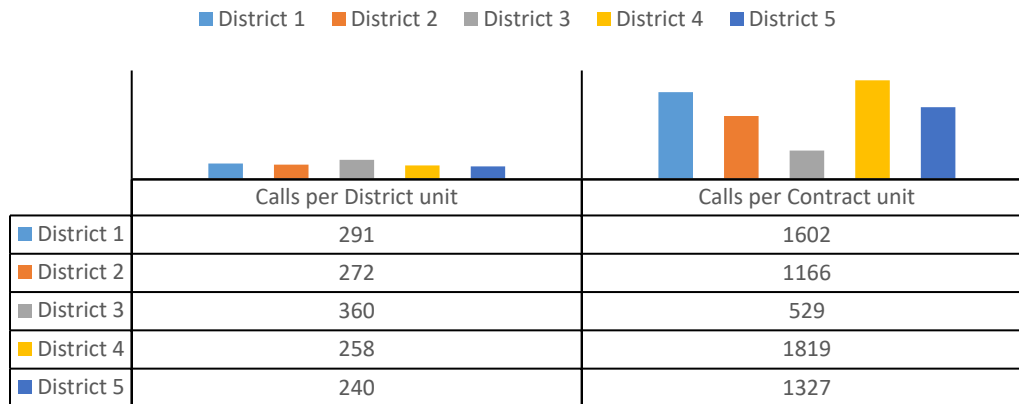
NUMBER OF CFS BY SHIFT PER DISTRICT SEPT. 2018 - AUG. 2019



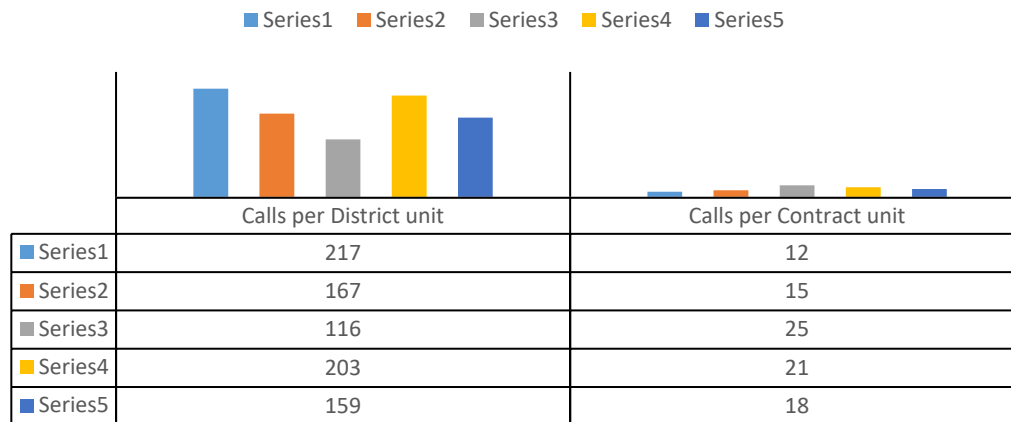
NUMBER OF SELF-INITIATED AND DISPATCHED CFS SEPT. 2018 - AUG. 2019



NUMBER SELF-INITIATED CFS PER DEPUTY SEPT. 2018 - AUG. 2019



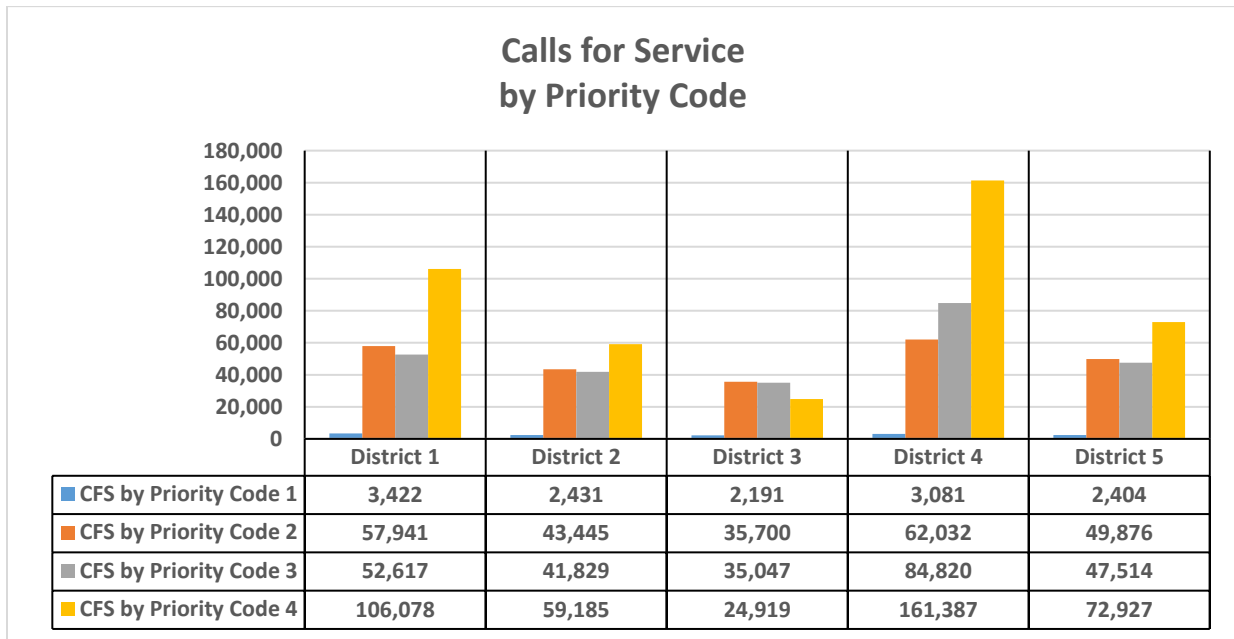
NUMBER OF DISPATCHED CFS PER DEPUTY SEPT. 2018 - AUG. 2019



The Calls for Service answered by district indicated:

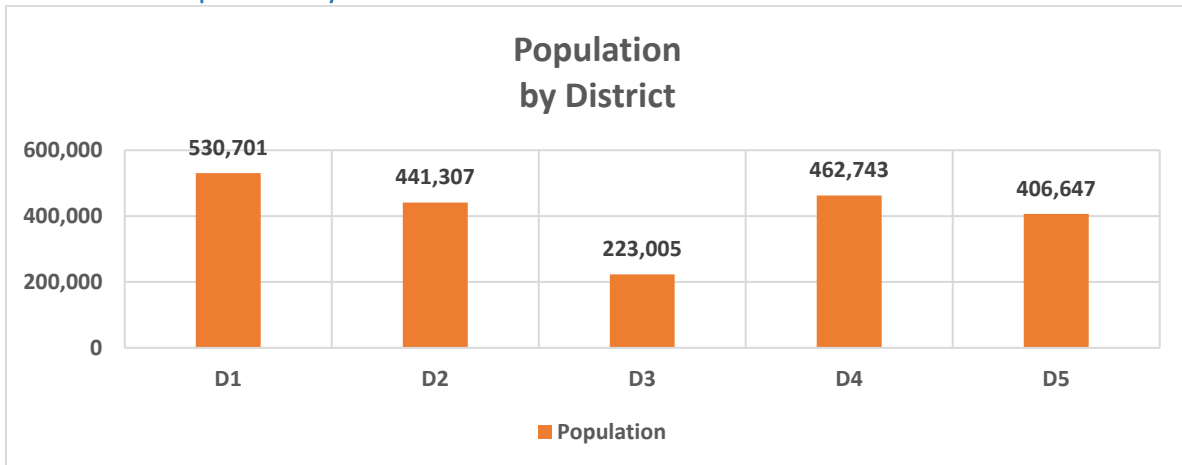
Call for Service September 2018 - August 2019															
District	Day Shift		Evening Shift		Night Shift		Total CFS		Self Initiated			Dispatched			Grand Total CFS
	District	Contract	District	Contract	District	Contract	District	Contract	District	Contract	Other	District	Contract	Other	
District 1	31,244	50,563	36,810	44,578	16,177	30,057	84,231	125,198	21,231	105,748	5,064	63,000	19,450	4,023	218,516
District 2	28,297	34,473	17,972	30,682	11,084	17,681	57,353	82,836	11,953	64,113	3,415	45,400	17,400	1,253	144,857
District 3	24,987	8,366	22,235	13,923	15,730	6,152	62,952	28,441	21,211	15,333	3,484	41,741	13,108	3,305	98,182
District 4	27,813	92,435	25,154	81,859	16,116	60,486	69,083	234,780	16,742	196,474	3,796	52,341	38,306	3,993	311,652
District 5	21,260	38,349	18,757	48,002	9,651	27,144	49,668	113,495	11,509	90,210	5,958	38,159	23,285	3,716	172,837

Calls for Service by Priority Code

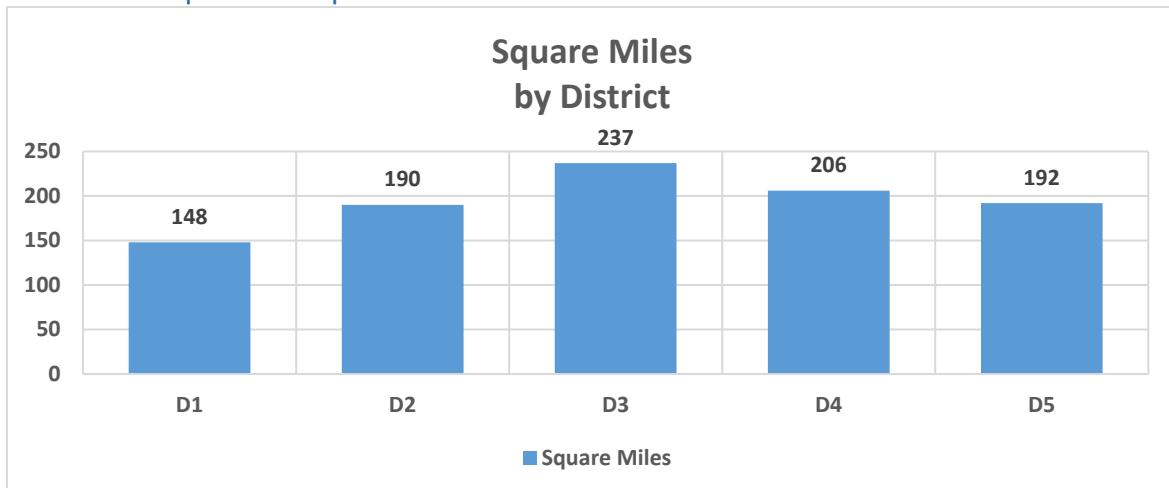


Population Harris County

Sheriff's Office Population by District



Sheriff's Office Square Miles per District



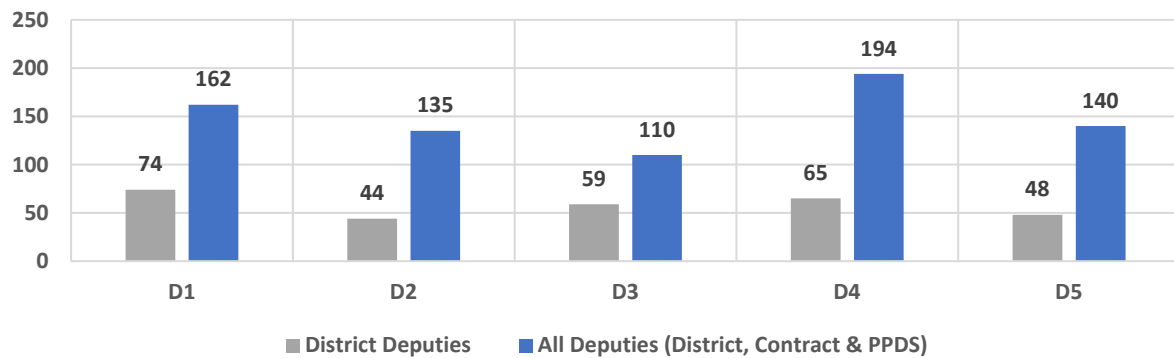
Sheriff's Office Per-Capita Ratio
District and Contract Deputies

Certified Deputies Only

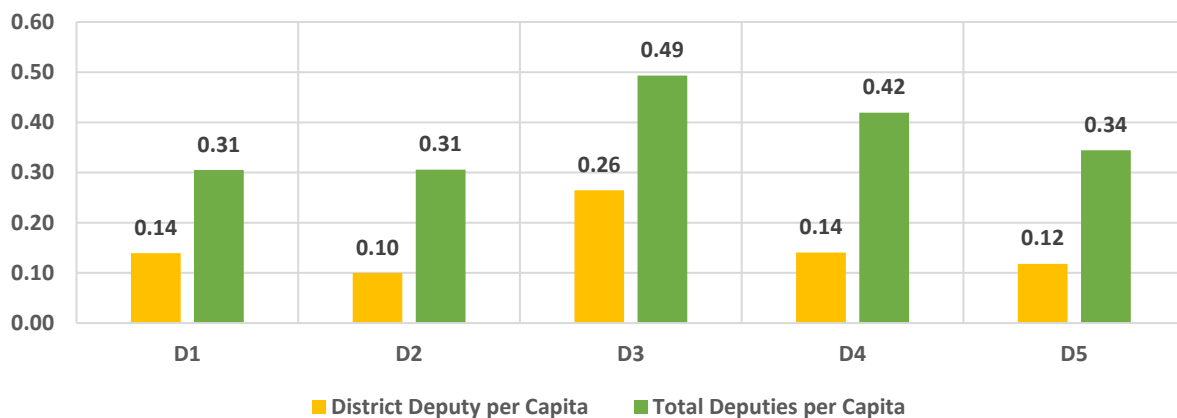
District	Square Miles	Population	District Deputies	District Deputy per Capita	All Deputies (District, Contract & PPDS)	Total Deputies per Capita
D1	148	530,701	74	0.14	162	0.31
D2	190	441,307	44	0.10	135	0.31
D3	237	223,005	59	0.26	110	0.49
D4	206	462,743	65	0.14	194	0.42
D5	192	406,647	48	0.12	140	0.34

County Totals	2,064,403	290			741	0.36
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Staffing by District



Per-Capita by District



Patrol Staffing Plan

The Patrol Bureau recently conducted an evaluation of the current staffing levels for the Patrol Districts. During this evaluation, it was discovered that the staffing levels needed to be adjusted and leveled out to meet the Calls for Service for each District. To establish a formula for staffing, I evaluated the following categories; District's percentage of current staffing, Calls for Service, population & square miles.

District	Total Deputies (701)	% of Deputies	Dispatched CFS (352,190)	% of CFS	Population 2,064,400	% of Population	Square Miles (973)	% of Square Miles	Average (Dep., CFS, Pop, & Sq. Miles)
District 1	156	22.2%	82,450	23.4%	538,915	26.1%	148	15.2%	21.8%
District 2	117	16.7%	62,800	17.4%	440,608	21.3%	190	19.5%	19.0%
District 3	103	14.7%	54,849	15.8%	213,840	10.4%	237	24.3%	16.3%
District 4	194	27.7%	90,647	25.7%	464,760	22.5%	206	21.7%	23.9%
District 5	131	18.7%	61,444	17.7%	406,101	19.6%	192	19.7%	18.9%

The average percentage of Deputies, CFS, Population, & Square miles established a staffing requirement for each district to maintain level staffing to meet the CFS per District (Highlighted in Yellow above).

On October 11, 2019, the Patrol Bureau added an additional 36 Probationary Patrol Deputies to the Districts. The PPD's were assigned to the Districts as follows:

October PPD's							
District	PPD's assigned	% of PPD's 36	Total Deputies as of Oct 2019	% of Deputies 737	Deputies assigned as of Sept 2019	% of Deputies 701	Staffing Requirement
District 1	6	16.7%	162	22.0%	156	22.2%	21.8%
District 2	14	38.9%	131	17.8%	117	16.7%	19.0%
District 3	7	19.4%	110	14.9%	103	14.7%	16.3%
District 4	0	0.0%	194	26.3%	194	27.7%	23.9%
District 5	9	25.0%	140	19.0%	131	18.7%	18.9%

On November 30, 2019, the Patrol Bureau will add an additional 52 Probationary Patrol Deputies to the Districts. The PPD's will be assigned to the Districts as follows:

November PPD's							
District	PPD's assigned	% of PPD's 52	Total Deputies as of Nov 2019	% of Deputies 789	Deputies assigned as of Oct 2019	% of Deputies 737	Staffing Requirement
District 1	15	28.8%	177	22.4%	162	22.0%	21.8%
District 2	12	23.0%	143	18.1%	131	17.8%	19.0%
District 3	7	13.5%	117	14.8%	110	14.9%	16.3%
District 4	9	17.3%	203	25.7%	194	26.3%	23.9%
District 5	9	17.3%	149	18.8%	140	19.0%	18.9%

In the future, using the established formula, the Patrol Bureau should maintain a balanced staffing level among the five districts to meet the Calls for Service levels within the Districts. This formula should be evaluated and adjusted on a regular basis due the changes in the Calls for Service volume and increased population growth within the unincorporated areas of Harris County.

Recommendations

Recommendation #1 – Hiring of Deputies

This recommendation is to hire deputies outright. There are three scenarios to accomplish the process.

Scenario #1:

Hire 319 Deputies at once at a pay rate of \$36.85 per hour (which includes benefits in the hourly rate) at 40 hours per week totaling \$24,450,712.00 dollars.

Rate	Hours	Deputies	Total per week	Yearly Total
\$36.85	40	319	\$470,206	\$24,450,712

Scenario #2:

Hire 319 Deputies over a three (3) year period.

Rate	Hours	Deputies	Total per week	Yearly Total
\$36.85	40	106	\$156,244	\$8,124,688
\$36.85	40	106	\$156,244	\$8,124,688
\$36.85	40	107	\$157,718	\$8,201,336

Recommendation #2 – Paying overtime

Pay overtime which would require 80 hours per week, twenty (20), four hour shifts.

Rate	Hours	Deputies	Total per week	Yearly Total
\$39.53	80	20	\$63,248	\$3,288,896

Recommendation #3 – Hiring and Overtime

Hire 150 deputies now and pay overtime for twenty, four (4) hour shifts per week.

Rate	Hours	Deputies	Total per week	Yearly Total
\$36.85	40	150	\$221,100	\$11,497,200
\$39.53	80	20	\$63,248	\$3,288,896

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Staffing Needs of the Patrol Bureau

1. Five (5) Administrative Lieutenants: Currently each patrol district only has a Lieutenant to supervise each patrol shift, there is no administrative Lieutenant to oversee the Admin personnel at the district or to investigate internal affairs complaints.
2. Twenty (20) Gang Investigator Deputies: Each of the 5 Patrol Districts should have a street-level Divisional Gang Unit to proactively address criminal gangs across unincorporated Harris County. Currently the HCSO has zero street level gang investigators. Gang issues in the county are on the increase and need to be addressed before it becomes unmanageable.
3. Ten (10) District Traffic Enforcement/Radar Units: Each of the patrol districts should have 2 traffic enforcement units to combat speeding, red-light running, etc.... A common complaint from citizens across unincorporated Harris County is that speeding, road rage, accidents, and aggressive driving are out of control and not being addressed by the HCSO.
4. Ten (10) DWI Enforcement Units: Each of the patrol districts should have 2 DWI units to aggressively enforce DWI laws. Harris County continues to lead the state and nation as one of the worst jurisdictions for DWI deaths.
5. Twenty-Eight (28) Deputies plus Three (3) Lieutenants and Three (3) Sergeants for District Tactical Units: these teams would work at each district to prevent and suppress criminal activity using proactive and analytical techniques. Focus would be primarily on violent crime.
6. Thirty (30) Patrol Sergeants: Needed to maintain an adequate span of control for supervision purposes.
7. Three Hundred Nineteen (319) District Patrol Deputies (To be added over the next 3 years): Needed to adequately provide law enforcement services with acceptable response times to the citizens of Harris County. HCSO district patrol staffing has been severely hampered by the increase of Contract Deputies as well as patrol resources being provided to the 8 Constable agencies instead of the HCSO. These 319 additional deputy positions need to be limited to district patrol duties only, not contract patrol.
8. Four (4) Homeless Outreach Team (HOT) Deputies: To effectively address homeless issues in the unincorporated area of Harris County, each Patrol District should have a dedicated Homeless Outreach Team. Currently there are 6 HOT Deputies and a Sgt. which allows us to have a team in Districts 1, 3, and 4. We need these additional 4 HOT Deputies to place teams in Districts 2 & 5.
9. Seven (7) Deputies for Neighborhood Quality of Life Teams: The majority of citizen complaints at community meetings are in regards to quality of life concerns in their neighborhoods such as abandoned/junk cars, abandoned house, bandit signs, high weeds, trash, etc.. The proposed concept is to take the current 2 Nuisance Abatement Deputies and 1 Graffiti Abatement Deputy and combine them with these 7 new deputy positions to create a 2-person Neighborhood Quality of Life team for each of the 5 Patrol Districts across unincorporated Harris County.
10. One (1) Mental Health Investigator: This investigator is needed to keep up with the ever increasing number of cases involving firearm seizures from persons in mental health crisis as well as the increased caseload from the Senior Justice Assessment Center. Currently there is only 1 Mental Health Investigator, a second is needed.

11. One (1) Mental Health Instructor: Currently there are only 2 instructors for the Mental Health Training Unit, which is tasked with providing multiple 1-week classes a month to all new cadets, laterals, detention officers as well as annual mandatory CIT Update classes for all of patrol. In addition, these 2 instructors are asked to present at symposiums, conferences, attend training to keep up with skills, and work on multiple projects such as creating training videos, writing articles, drafting training policy, etc.. This work load is too heavy for just 2 individuals. If we want to remain as a leader in this area of policing, we need to add this additional position.

Justification for Additional Personnel

Harris County, Texas has remained the deadliest county in America. Over the years Vehicular Crimes Division (VCD) has appealed for additional staffing. Those petitions were based on one important dependent variable, population growth. Six units were assigned to combat impaired driving on September 1, 2016. The population was 4.6 million. Today the population is 4.9 million, and only seven deputies are assigned to the DWI Unit. In 2019, the Regional Traffic Enforcement Unit (RTEU) was created to address the impaired driving problem. Annually VCD had continued requesting additional staffing for the DWI Unit and recommends attacks from a four pronged approach (targeting hotspots, develop a T.E.D. Unit, increase DWI Unit manpower, and Public Service Announcements). Gains have been made with the DWI Unit and RTEU. The below diagrams signify persuasive evidence to suggest, if staffing were increased, impairment arrests would increase and fatality crashes involving impaired driving would decrease. **Table 1** reveals the following:

- Overall fatality crashes in Harris County are down
- Overall fatality crashes involving alcohol are down
- Overall fatality crashes in unincorporated Harris County are down
- Overall fatality crashes in unincorporated Harris County are down
- Impairment arrests in Harris County are up
- Impairment arrests in unincorporated Harris County are down

Table 1: Fatality, Arrest Stats

	2015	2016	2017	2018	2019
F/C Harris Co (all)	368	↑ 427	↓ 432	↓ 368	U/N
F/C w/alcohol (all)	120	↑ 154	↓ 146	↓ 110	U/N
F/C HCSO Jx.	132	↑ 151	↓ 143	↓ 138	92
F/C w/alcohol (HCSO Jx.)	67	↓ 60	↑ 66	↓ 64	27
DWI Arrest Harris (all)	10,953	↑ 11,434	↑ 12,389	↑ 14,185	13,108
DWI Arrests HCSO Jx.	2,553	↑ 2,781	↓ 2,419	↓ 1,716	1,127
HCSO DWI Unit Arrests	N/A	244	↑ 705	↓ 527	491
	= as of 10/31/2019				

Tables 2 thru 6 reveals VCD regularly identifies worst intersections in each District. The T.E.D. Unit (Motorcycle Unit) would target those intersections.

Table 2: District 1

Top 5 Intersections	#	Peak Times
SH 249 @ or near Bammel N Houston Rd	6	7P - 9P
IH 45 @ or near FM 1960	5	2P - 6P
N Sam Houston Pkwy @ or near SH 249	5	Various times
Kuykendahl Rd @ or near Louetta Rd	4	11A - 2P
FM 1960 @ or near Louetta Rd	4	7A - 11A

*Note: the above locations are reported to be 0 - 500 Ft. from the intersection.

Table 3: District 2

Top 5 Intersections	#	Peak Times
Sam Houston Pkwy @ or near Mesa Dr	5	2P - 6P
US 59 @ or near Little York Rd	5	3P - 5P
Aldine Bender Rd @ or near Aldine Westfield Rd	4	8A - 10A
US 59 @ or near Aldine Mail Rd	4	12P - 4P
US 59 @ or near Hopper Rd	4	3A - 7A

*Note: the above locations are reported to be 0 - 500 Ft. from the intersection.

Table 4: District 3

Top 5 Intersections	#	Peak Times
IH 10 @ or near Sheldon Rd	10	2P - 5P
E Sam Houston Pkwy @ or near US 90	8	2P - 5P
E Sam Houston Pkwy @ or near Wallisville Rd	8	7A - 11A
E Sam Houston Pkwy @ or near Woodforest Blvd	7	Various times
SH 288 @ or near Sam Houston Pkwy	8	Various times

*Note: the above locations are reported to be 0 - 500 Ft. from the intersection.

Table 5: District 4

Top 5 Intersections	#	Peak Times
SH 6 @ or near Bellaire Blvd	13	1P - 4P
IH 10 @ or near SH 99	8	4P - 6P
SH 6 @ or near Clay Rd	8	11A - 2P
IH @ or near Mason Rd	8	3P - 6P
SH 6 @ or near Kieth Harrow Blvd	5	2P - 7P

*Note: the above locations are reported to be 0 - 500 Ft. from the intersection.

Table 6: District 5

Top 5 Intersections	#	Peak Times
FM 1960 @ or near Wortham Blvd	6	6P - 8P
West Rd @ or near Jones Rd	5	5P - 7P
FM 1960 @ or near Jones Rd	5	2P - 6P
US 290 @ or near Barker Cypress Rd	4	7A - 9A
FM 1960 @ or near US 290	3	7A - 1A

*Note: the above locations are reported to be 0 - 500 Ft. from the intersection.

Figures 1 and 2 reveals when one hot spot is targeted fatalities decrease. However, a significant increase in manpower is needed to address the problem area in multiple spots. Figure 2 shows how the problem changed from one District to another District.

Figure 1: Fatality Hot Spot (D1):

2016 Fatalities
Hot Spot Analysis Map

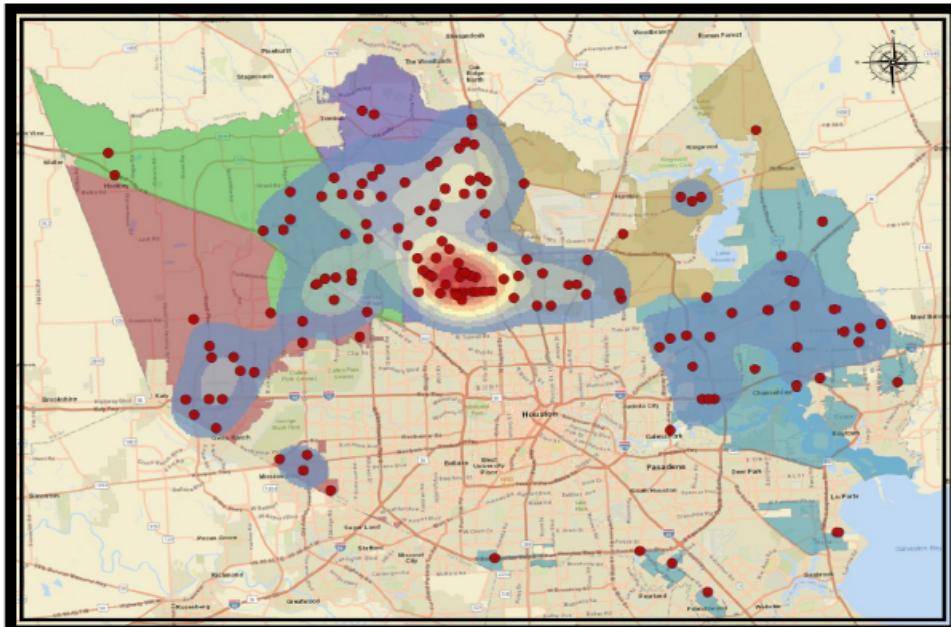
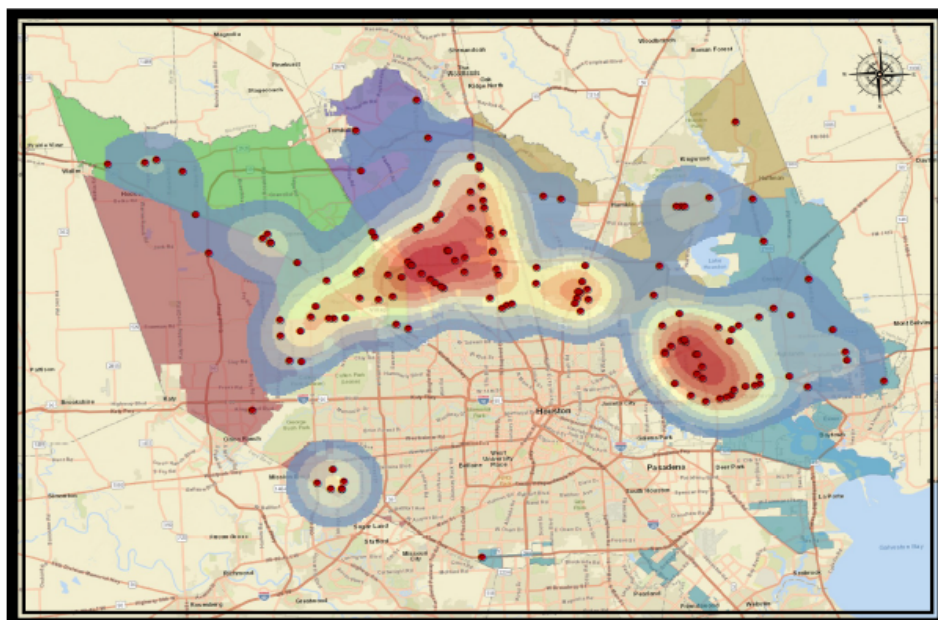


Figure 2: Fatality Hot Spot (D3):

2017 Fatalities
Hot Spot Analysis Map



05 November 2019

CRASH PREVENTION THROUGH HIGH-VISIBILITY ENFORCEMENT
Proposed Program Details

Describe the problem, challenge, or opportunity.

Several major roadways and intersections within patrol districts serviced by the Harris County Sheriff's Office have been identified as areas where a higher concentration of major and minor crashes occur. Since these intersections are heavily traveled, the probability for crashes resulting in serious bodily injury or death is increased, jeopardizing public safety.

Describe the proposed approach to address the problem, challenge, or opportunity and expected outcomes. Provide a timeline.

The Harris County Sheriff's Office Vehicular Crimes Division seeks to form a specialized unit consisting of motorcycle deputies assigned to conduct high-visibility traffic enforcement at the locations where the highest frequency of crashes occur. An ideal full staffing model will include at least five deputies and one sergeant on day shift and five deputies and one sergeant on evening shift. The deputies will focus enforcement efforts on moving violations in visible locations within the enforcement area. The deputies and sergeants will employ positive attitudes and emphasize the program goals with motorists. The ultimate goal of this program is the prevention of crashes by visible enforcement and transparent engagement with the community. This program will be data-driven and continuous, and short- and long-term goals will be established and evaluated (between three months and a year per enforcement location).

Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.

External data regarding frequent crash locations and common contributing factors will be obtained from the Texas Department of Transportation Crash Data and Analysis section. Internal data will be obtained from Harris County Sheriff's Office crash report records and districts where frequent fatal crashes have occurred. Community input regarding areas that might require focused attention will be welcomed and analyzed to determine deployment needs. All relevant data will be compiled to determine enforcement needs prior to the deployment of the high-visibility enforcement unit.

How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?

After the high-visibility enforcement unit is deployed at the first specific area of frequent crashes, the data generated will be evaluated after the first short-term period (three months) to see whether crashes were prevented through the enforcement efforts (a reduction in the total number of crashes is expected). Other data to compile include: how many stops were made for moving violations, how many citations were issued for moving violations, how many motorists were aware of the program, etc. These results will be compared to the data gathered prior to the enforcement period (and after deputies have been relocated out of the area) to determine the effectiveness of the high-visibility enforcement.

How will you communicate the results of your evaluation and metrics to Commissioners Court?

Relevant information pertaining to the high-visibility enforcement program will be compiled at regular intervals (monthly, quarterly, annual, etc.) for presentation in reports. Data gathered from specific enforcement locations across the separate time frames will be analyzed, and the changes in crash occurrence will be reported and evaluated. The information gathered will also be provided to media outlets to showcase the program effectiveness to maintain public acceptance through transparent engagement.

Is additional office space needed, or will existing space need to be built-out for requested new positions?

No additional office space will be needed, and no need to build-out existing space is foreseen as the deputies and sergeant may work out of existing substations and storefronts as necessary based on enforcement location.



HARRIS COUNTY, TEXAS

BUDGET MANAGEMENT DEPARTMENT

Administration Building

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Houston, TX 77002

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November 5, 2019

To: County Judge Hidalgo
Cc: Commissioners Ellis, Garcia, Radack & Cagle
From: William Jackson

Re: Safe Surrender expansion plan

At the request of County Judge Hidalgo, Commissioners Court on Oct. 29th asked the Budget Management Department (BMD), the Harris County Sheriff's Office (HCSO) and other departments to prepare a plan to expand the HCSO Safe Surrender program in the 280th Family District Court to the County's 22 felony state district courts.

Commissioners Court ordered the expansion plan brought back for review and approval on Nov. 12th. In addition to BMD and HCSO, the Harris County Institute of Forensic Science (HCIFS) and District Court Administration (DCA) were involved in the project. Harris County Public Health (HCPH) was also asked to review the recommended expansion.

Background:

The Harris County Domestic Violence Coordinating Council formed a policy working group in 2018 that developed a pilot program run by the HCSO called Safe Surrender or Gun Surrender – an initiative that allows judges to order the surrender of firearms from the targets of protective orders. Through the evidence-based surrender of firearms, the program's ultimate goal is to reduce gun violence in domestic violence scenarios while increasing victim and community safety. The program currently resides exclusively in the 280th Family District Court, which hears protective order cases.

The Domestic Violence Coordinating Council initially sought grant funding for this project via a request to the Governor's office. That request was denied. However, Sheriff Ed Gonzalez realized the importance of this program and ultimately funded a pilot by providing one deputy investigator from the Domestic Violence Unit to the program on a part-time basis.

At this point, 25 weapons have been surrendered in ten cases.

The need:

Domestic violence accounts for a large portion of violent crime locally and nationally. In 2017, there were more than 43,000 domestic violence incidents reported to Harris County law enforcement agencies. Harris County prosecutors filed 12,235 domestic violence charges in 2018. Ninety-one (91) of those incidents involved individuals murdered in domestic violence homicides. Consider this:

- Women in the U.S. are 11 times more likely to be murdered with a firearm than women in other high-income countries. In the U.S., a woman is fatally shot by her partner every 16 hours. The presence of a gun in a domestic violence episode means the victim is five (5) times more likely to be killed.
- The most important red flag to predict a lethal response from a partner is recent separation, with 45 percent of domestic violence homicides occurring within 90 days of separation, most within the first few days. In addition to increased homicide risks, batterers also employ guns as tools of terror and intimidation against their victims.
- An estimated 4.5 million women in the U.S. have been threatened with a gun by an intimate partner.
- Victims of domestic violence often seek civil protection orders. Due to the known dangers associated with a violent intimate partner having access to a gun, federal law and the laws of many states allow

judicial orders of surrender of firearms from persons under certain types of protection and/or “no contact” orders.

- Enforcing court orders that prohibit abusers from possessing firearms is one of the most important ways to significantly enhance the safety of domestic violence victims and their families.

How the program works:

In Safe Surrender, the court issues an order of firearm surrender to the respondent and the Court Coordinator notifies the HCSO Gun Surrender Deputy. The respondent is ordered to contact Gun Surrender Program Deputy within 24 hours of the issuance of a signed order.

The Deputy and respondent agree on a meeting location, date and time to obtain the firearm(s). The respondent meets with the Deputy and surrenders their weapon(s). There is also an option for the respondent to sell their weapon(s) to a licensed gun dealer not related to the respondent.

From there, the deputy obtains a case number, fills out Gun Surrender Program Form, which the respondent acknowledges by signature and is provided a copy. The deputy enters report, photographs weapon(s), seals weapon(s) in HCSO-approved plastic packaging with a tag affixed, fills out the HCIFS forms and secures the weapon(s) in a secure HCSO locker to be submitted to the Firearms Lab for testing.

HCIFS test fires weapon(s) and enters the results into a national database (NIBIN). They notify the deputy upon completion of the test. The results are then placed into the case folder for future reference. Basically, HCIFS is looking to find whether the weapon has ever been used in a crime before and to document it in case it is ever used during one in the future.

The deputy then places the weapon into the HCSO property room and where the weapon(s) remains until such time as the weapon(s) are returned or destroyed. The weapon may not be returned during the life of the protective order and a court order is required before it is returned.

Should Commissioners Court approve expanding the program, the 22 felony state district judges then could exercise independent judicial discretion in the implementation of the program in their respective courts. Once data on the effectiveness of the expanded program can be analyzed, a future discussion on further expansion to the County’s misdemeanor courts can move forward.

Funding

To expand Safe Surrender to all felony district courts would initially require an investment of \$247,147 in FY 2021. This first full year of funding will come through the budget process and be built into the annual spending requests from HCSO and HCIFS. Any funding required before the end of the current fiscal year to get the expansion started can come out of the County’s General Fund with Commissioners Court approval.

The expansion requires the following:

- Two additional positions for the HCSO. (One for a HCSO Surrender Deputy and the second for a position at the HCSO Property Room) \$205,054
 - \$28,586 for one HCSO truck equipped with a gun safe.
 - \$13,507 for one-time repairs and expansions for Safe Surrender gun storage at HCSO Property Room.
- Total start-up expenditures: \$247,147

This estimate is based on what investment is required to initially expand the program. HCSO may have to return to Commissioners Court for additional funding depending on how many weapons are surrendered and stored, and how many courts take advantage of the program. Further repair and need for expansion at the aging HCSO property room might come into play if the program becomes popular with judges or if a large number of weapons are surrendered. That might also be true for HCIFS depending on how much the demand for testing of surrendered firearms increases.

Depending on how many felony district courts use Safe Surrender and the particulars of each case, the expansion of the program could also possibly create more need for funds for appointed counsel.

When a defendant answers the question of whether or not he possesses a firearm in a criminal court, he could be admitting to a number of state and federal crimes, according to the DCA. Before answering a question about firearms, the defendant should receive legal advice on invoking his Fifth Amendment rights.

The use of Safe Surrender, in some instances, could occur before an attorney has been hired in a criminal case or, if the defendant is indigent, before an attorney is appointed. Felony judges would have to appoint an attorney in those situations where Fifth Amendment rights could be invoked.

If such costs would be significant is unknown. That would depend on the number of courts participating in the program and the circumstances of individual cases. Any data on these possible costs should be examined as the program expands. Commissioners Court should be informed if a need for more funds for appointed attorneys is created.

Overall, all departments involved agreed the most prudent course of action was to keep investment at a minimum in terms of positions allocated and additional equipment until it can be determined how much the felony district court judges will utilize the program. That will allow for a more accurate assessment of the exact need created by the expansion. Estimates on the number of weapons that will be surrendered by a larger program vary wildly and cannot be determined with any real accuracy until the expansion is given a chance to work.

All departments involved also agreed those in the Safe Surrender positions be utilized for other duties should the program not engage them on a fulltime basis. In addition, once the expansion is operational funding possibilities through a partnership with the City of Houston should also be explored.

Deliverables:

So that Commissioners Court, BMD, HCSO and all other agencies involved can assess the success of the program, the expansion and any needs moving forward, it is asked that the following information be tracked on a yearly basis by the HCSO with the assistance of the DCA:

- Number of cases where Safe Surrender program was used, in what courts and the number of weapon(s) surrendered.
- Number of tested weapons surrendered through Safe Surrender and how many tests yielded a link to a previous crime.
- A listing of the courts using the Safe Surrender program.

In addition, at the recommendation of HCPH, HCSO and public health officials should work together as the program expands to determine if there is an opportunity to refer those surrendering weapons to services that might benefit them, like mental health screenings. Data could then be gathered to see if a firearms surrender is a good point to intervene with such referrals.

Recommendations:

It is the recommended Commissioners Court approve the expansion of the program as outlined above so it can start as soon as feasible and that the HCSO and HCIFS put costs associated with the expansion into their annual budget requests. It is further recommended the County General Fund be used to cover any expenses for the program until the beginning of FY 2021 and that any expansion beyond the 280th and 22 felony district courts only be undertaken after further departmental review of the success of the program and consultation with Commissioners Court.

Harris County Sheriff's Office – Criminal Investigations staffing request for FY21

Human Trafficking – this crime and topic have been making headline news in recent years and is currently the most discussed topic. We currently have three investigators assigned to two different task forces; one investigator assigned to the District Attorney's Project 180 Initiative and two investigators assigned to the regional Human Trafficking Rescue Alliance. These investigations take a very long time and very difficult to make. Thus far this year, our investigators have filed on fifty individuals for Promotion Prostitutions/Human Trafficking charges. From these 50 arrests, we can very conservatively estimate that we have saved 150 victims from continuing to be trafficked. I request that we increase this unit by two more investigators.

Crime Scene Unit – Crime Scene Investigators currently cover all scenes Monday through Friday and utilizing weekend scenes with call-outs. 21% of total scenes occur on Saturday and Sunday. This is not an effective or efficient manner to deploy manpower because those that come in on the weekend will have to utilize their earned comp time during the following work week. Not only does this slow down the evidence processing for investigators but also hinders the weekday staffing plan. By adding a minimum of two more Crime Scene Investigators, we can move toward the possibility of staffing CSU as a true 24/7 operation with dedicated staff working the weekend scenes and minimizing accrued time off.

Homicide Unit – Homicide Unit is projected to lose four investigators within the first quarter of 2020 due to promotion. The unit also has two current vacancies. A succession plan has to be implemented to have investigators transferred into the unit to get trained and be prepared to fill the major void by early next year. The Cold Case Unit is currently staffed by one part-time deputy investigator. This is not sufficient to monitor and thoroughly work over 600 cold cases. I request and recommend that we staff this unit up with one supervisor and two investigators.

Violent Crimes Unit – due to the fact that our agency will acquire the NIBIN machine by early 2020 from the PSP grant, our ability to quickly receive leads on spent cartridge casing matches will increase greatly. We receive an average of 2800 guns into our property room every year for the last four years. Unfortunately, it is unknown at this time how many shell casings we receive but I can speculate that it is five to six times more than guns. We will also begin training and pushing out messages to patrol deputies to begin collect all spent cartridge casings that they come across so we can begin to analyze and collect intelligence through the NIBIN machine. I request that we create a Gun Intelligence Unit with two investigators to quickly analyze correlation reports and following up leads to link cases together. Thus, reducing violent crimes and getting more guns off the streets.

Victim Advocacy – not only do we continue to employ the traditional crime fighting model of reviewing incident reports generated by patrol deputies, identify potential suspects through leads, and filing charges on suspects to hold them responsible for their actions, we also have to address victims' needs and assisting them by placing them in positions where they don't continue to be victims of crimes,

specifically domestic violence. We do this through our newly created Sheriff's Mobile Advocacy Response Team (SMART). These units are currently deployed in District 1 as a pilot program where they directly respond to incidents such as domestic violence, robbery, or sexual assault. The team consists of an investigator and a civilian advocate to address the immediate and long term needs of victims. I request three more civilian advocate positions and three investigator positions for this program to be able to expand to each patrol district. Not only do the investigators assigned to this unit are able to assist the victims on the spot with their victim advocate partner, the investigators are also able to assist the patrol deputy on the scene so the patrol deputy can quickly return to service.

Domestic Violence - A successful model that has been employed by the Atlanta Police Department regarding domestic violence is the Program to Interrupt Violence thru Outreach and Treatment (PIVOT). This is a multi-facet, multi-pronged approach to combat violence utilizing community based resources. This model looks at the problem as a public health issue. It is a very targeted, data driven approach. I request an analyst, three civilian support staff, two investigators, and a supervisor for this new unit. Our investigator has made contact with the Atlanta Police Department and is in the process of learning best practices with this approach.

Child Abuse Unit – this unit received approximately 150 new cases each month of physical and/or sexual abuse incidents on minors; 99.9% of these incidents are committed by known offenders. In addition, the unit receives over 1,200 CPS referrals each month to vet through to make sure no criminal act has occurred, and if so, they get addressed appropriately. We currently do not have enough investigators to properly review and work these cases for the best interest of these children. I request three more investigators for this unit.

Warrants Unit – for the last few years, the Harris County Sheriff's Office Warrants Division has been responsible for receiving warrants from the District Clerk's Office, entering warrants into NCIC/TCIC, maintaining 32,000 warrant files, transporting arrested wanted subjects from other jurisdictions back to Harris County, and executing some of these warrants. The warrant file has increased to 39,000 this year and our current entry backlog is approximately 1,400 warrants. We need to get aggressive on going after violent, wanted offenders as much as making certain that all warrants get entered into NCIC/TCIC. I request two Record Specialists to work exclusively on entering warrants because this can potentially be an officer safety issue. I would like to form another squad of investigators consisting of a supervisor and five investigators to go after extremely violent, repeat offenders. Furthermore, with the increase in the number of warrants filed, there has also been an increase in fugitive trips needed to bring wanted subjects back to Harris County. I have also learned that due to short staff, investigators have had to travel by himself/herself on trips that should have been handled by two investigators. This in itself is a safety concern. I request two more investigators be added to the Fugitive Unit.

Technical Operations Unit - This unit will provide support for the entire department. They will provide the technical expertise with undercover surveillance equipment to either keep our officers safe or the ability to capture suspect's action to make a stronger case for prosecution, such as: pole cams, recording devices, LPRs, etc. They will be able to assist in all operations within HCSO to include Vice, Narcotics, Chat Ops, Homeland Security Bureau operations, and all patrol operations. Right now every unit has

makeshift technical personnel who have their own limited equipment. They operate in silos with no real guidance and support. By having a dedicated unit for the whole department, we will be able to staff all operations with the right personnel who have the right expertise and equipment. I request three investigators for this unit.

HCSO Fleet

Vehicle Replacement History and Projection

<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
150 veh. @\$30k ea. =\$4.5M	150 veh. @\$35k ea. =\$5.25M	150 veh. @\$40k ea. =\$6.0M	150 veh. @\$45k ea. =\$6.75M	150 veh. @\$50k ea. =\$7.5M	300 veh. @\$50k ea. =\$15.0M	200 veh. @\$50k ea. =\$10.0M	200 veh. @\$50k ea. =\$10.0M	200 veh. @\$50k ea. =\$10.0M	200 veh. @\$50k ea. =\$10.0M

Payments for
vehicle purchases
by year:

2011	\$ 650,000	\$ 650,000								
2012	\$ 750,000	\$ 750,000	\$ 750,000							
2013	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000						
2014	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000					
2015		\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000				
2016			\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000			
2017				\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000		
2018					\$ 1,350,000	\$ 1,350,000	\$ 1,350,000	\$ 1,350,000	\$ 1,350,000	
2019						\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
2020						\$ 1,500,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
2021								\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
2022								\$ 2,000,000	\$ 2,000,000	
2023										\$ 2,000,000

Total Annual Cost -	\$ 3,200,000	\$ 4,100,000	\$ 4,500,000	\$ 4,950,000	\$ 5,400,000	\$ 7,500,000	\$ 8,100,000	\$ 9,050,000	\$ 9,850,000	\$ 10,500,000
						\$ 2,100,000				
						increase over prior year				

Note: Considering our current (as of Oct. 2019) nearly 1,500 vehicle fleet, this schedule puts us on a roughly 7 year replacement cycle going forward.

Deputies log an average of 21k miles per year on vehicles, so this schedule also equates to a roughly 150,000 mile replacement cycle.

This model assumes that downed vehicles and their accelerated payoff average out over time.

Also assumes the first wave of increased vehicle orders will begin arriving and be placed into service mid-way through 2020

Also, an additional 100 vehicles are included in 2020 to accommodate anticipated patrol staffing increases

Comprehensive Fleet Analysis



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Acknowledgments

We would like to thank Deputy Cervantes, Deputy Thomas-Williams, our Vehicle Coordinators, and Universal Services for their assistance in the creation of this report.

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1200 Housing		Sgt. S. Drawdy



Introduction

This is the first edition of the Comprehensive Fleet Analysis Report prepared by the Business Office.

The purpose of this report is to familiarize the reader with HCSO Fleet composition and the challenges of maintaining it and to provide analysis to assist management decision making in the areas of replacement financing, fleet utilization/distribution and fuel economy.

The focus will be on Sedans, SUVs and Pickup Trucks used in Patrol, Homeland Security, Criminal Investigations and Special Operations.

Make	# of Units	Model	Units
Ford	764	Taurus	386
Chevrolet	605	Impala	246
Dodge	46	Explorer	196
Nissan	20	Malibu	157
Chrysler	9	Tahoe	108
Jeep	3	F150	81
Toyota	3	Fusion	33
Mazda	2	Silverado	32
Cadillac	1	Ram	26
Honda	1	Crown Vic	22
Hyundai	1	F350	18
Volkswagen	1	Charger	16
Buick	1	Altima	15
GMC	1	C2500	11
Grand Total	1,458	F250	10
		1500 EXT	9
		2500 EXT	8
		Suburban	7
		C15 Truck	7
		Misc one off's	70
Type	Units	Grand Total	1,458
Pickup Trucks	235		
SUV's	327		
Sedans	896		
Grand Total	1,458		



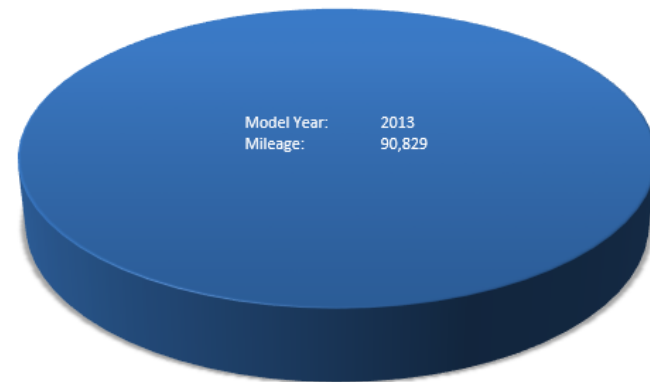
Composition

There are almost 1,500 active fleet assets in service today (excluding specialty vehicles).

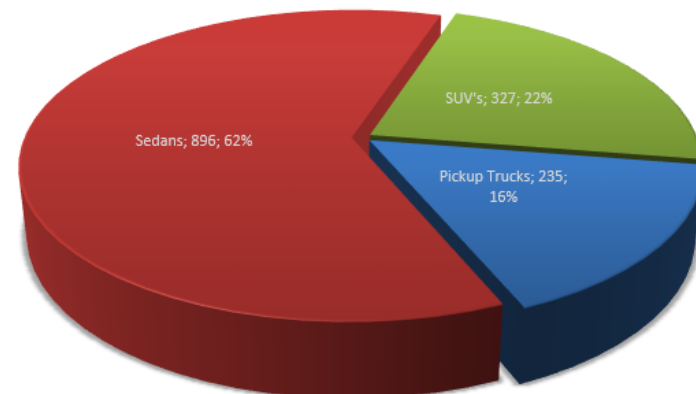
62% of our fleet are Sedans, 22% are SUVs and 16% are Pickup Trucks. There's been a recent shift towards purchasing SUVs so this ratio will likely change in the next 3 – 5 years.

The average vehicle in our fleet has 90k miles and is roughly 6 years old. Reducing both of these numbers would help control maintenance costs and enhance operator safety.

**Average Vehicle
in HCSO's Fleet**



**Fleet
Composition**

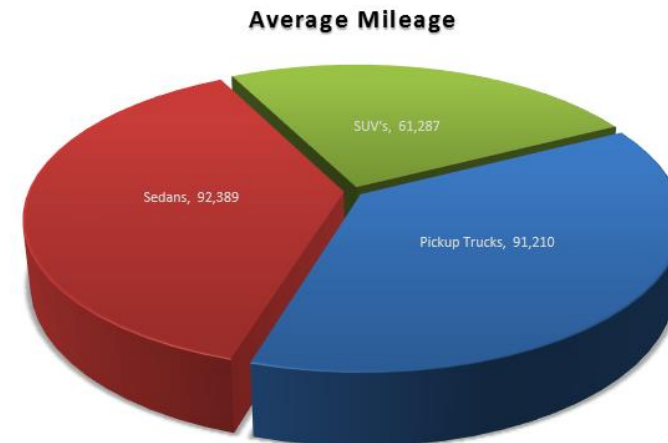
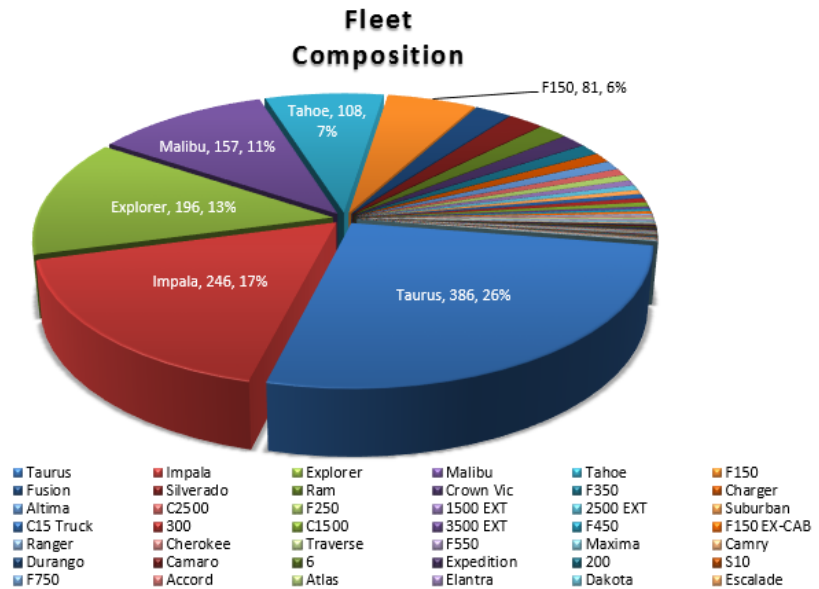


The top five vehicles in our fleet are as follows:

- Taurus – 386 units, 26%
- Impala – 246 units, 17%
- Explorer – 196 units, 13%
- Malibu – 157 units, 11%
- Tahoe – 108 units, 7%

Average mileage by class:

- Sedans – 92k
- Pickup Trucks – 91k
- SUVs – 61k



Units with greater than 200k miles

89 of the 1,458 (6.1%) vehicles have greater than 200k miles.

- Average model year 2008
- Average mileage 224,666

High mileage units such as these are being prioritized for replacement with the exception of trucks because they have a longer life expectancy.

Type	Model	# of Units	Avg. Year	Avg. Mileage
Marked	Tahoe	19	2007	233,328
	Impala	7	2009	215,141
	C15 Truck	5	2012	222,562
	Silverado	5	2008	238,126
	C2500	4	2009	234,383
	F150	4	2006	207,842
	Crown Vic	3	2011	234,581
	F350	3	2008	230,492
	2500 EXT	1	2006	337,322
	C1500	1	2003	207,160
	Taurus	1	2013	209,236
Marked Total		53	2008	229,443
Unlisted	F150	1	2009	203,375
	Taurus	1	2013	200,873
Unlisted Total		2	2011	202,124
UnMarked	Impala	21	2007	220,879
	Malibu	4	2006	208,261
	F150	3	2008	228,686
	Tahoe	2	2005	224,090
	2500 EXT	1	2004	207,493
	F250	1	2004	212,915
	Silverado	1	2008	202,822
	Suburban	1	2007	201,579
UnMarked Total		34	2007	218,546
Grand Total		89	2008	224,666



Units with 150k – 200k miles

219 of the 1,458 (15.0%) vehicles in our fleet are between 150k and 200k miles.

- Average model year 2009
- Average mileage 173,746

Type	Model	# of Units	Avg. Year	Avg. Mileage
Ghost	Impala	4	2010	158,161
	F250	1	2009	191,001
Ghost Total		5	2010	164,729
Marked	Impala	39	2009	177,173
	Taurus	26	2013	168,144
	Tahoe	18	2009	174,164
	Crown Vic	12	2011	172,768
	F150	5	2009	171,994
	C1500	5	2004	191,396
	C2500	4	2008	183,969
	C15 Truck	2	2012	186,433
	F250	2	2009	176,675
	Charger	1	2012	185,529
	F450	1	2011	154,349
	Expedition	1	2009	163,055
	F350	1	2009	178,398
	Suburban	1	2007	151,829
	Silverado	1	2005	195,988
	3500 EXT	1	1998	199,389
Marked Total		120	2010	174,977
Unlisted	1500 EXT 2WD	1	2002	183,619
	Impala	1	2011	185,082
Unlisted Total		2	2007	184,351
UnMarked	Impala	55	2008	171,506
	Malibu	12	2006	167,833
	Tahoe	10	2009	173,615
	F150	9	2007	183,850
	Suburban	2	2007	182,805
	Crown Vic	1	2004	181,560
	2500 EXT	1	2002	157,185
	Dakota	1	2002	168,049
	Ranger	1	2002	150,818
UnMarked Total		92	2008	172,400
Grand Total		219	2009	173,746



Units with 100k – 150k miles

248 of the 1,458 (17.0%) vehicles in our fleet are between 100k and 150k miles.

- Average model year 2011
- Average mileage 125,807

Type	Model	# of Units	Avg. Year	Avg. Mileage
Ghost	Impala	1	2010	127,946
Ghost Total		1	2010	127,946
Marked	Taurus	84	2014	124,124
	Impala	25	2009	128,063
	Tahoe	13	2010	129,666
	F150	6	2012	121,458
	F150 EX-CAB	3	2015	117,742
	F350	3	2008	113,017
	C2500	2	2010	114,763
	Crown Vic	2	2011	141,880
	Charger	2	2013	112,749
	F250	2	2008	130,562
	Silverado	1	2005	122,716
	C1500	1	2012	122,908
	F450	1	2011	124,247
Marked Total		145	2012	124,858
Unlisted	F250	1	2006	146,599
Unlisted Total		1	2006	146,599
UnMarked	Impala	52	2010	128,819
	Malibu	23	2009	122,511
	Tahoe	13	2011	129,552
	F150	5	2008	115,376
	F250	3	2010	137,920
	Ranger	2	2002	130,148
	Silverado	1	2011	145,884
	Taurus	1	2014	102,104
	1500 EXT	1	2011	121,743
UnMarked Total		101	2010	126,942
Grand Total		248	2011	125,807



Units with 50k – 100k

296 of the 1,458 (20.3%) vehicles in our fleet are between 50k and 100k miles.

- Average model year 2014
- Average mileage 72,568

Type	Model	# of Units	Avg. Year	Avg. Mileage
Ghost	Explorer	4	2017	60,996
	Taurus	2	2013	59,005
Ghost Total		6	2016	60,332
Marked	Taurus	144	2015	72,306
	Impala	9	2010	79,834
	Tahoe	7	2014	78,693
	Explorer	6	2017	58,226
	F150	6	2014	68,527
	F350	5	2013	78,028
	Suburban	2	2010	66,305
	Silverado	2	2009	77,263
	Crown Vic	2	2011	67,975
	C3500	1	1998	91,601
	1500 EXT	1	2017	57,565
	P/U Big Foot	1	2000	82,965
	F450	1	2014	82,348
Marked Total		187	2014	72,565
UnMarked	Malibu	48	2014	70,750
	Impala	22	2013	77,302
	Taurus	13	2015	75,288
	Tahoe	8	2015	75,970
	F150	3	2014	59,199
	Silverado	2	2017	62,738
	Accord	1	2000	51,338
	Crown Vic	1	2011	93,238
	Suburban	1	2010	94,814
	Escalade	1	2005	69,710
	2500 EXT	1	2013	96,104
	F350	1	2014	97,982
	Fusion	1	2017	59,167
UnMarked Total		103	2014	73,287
Grand Total		296	2014	72,568



Units with 0 – 50k miles

493 of the 1,458 (33.8%) vehicles in our fleet have less than 50k miles.

- Average model year 2017
- Average mileage 23,203

Type	Model	# of Units	Avg. Year	Avg. Mileage
Ghost	Explorer	10	2017	36,573
	Tahoe	8	2018	8,816
Ghost Total		18	2017	24,237
Marked	Explorer	124	2017	17,745
	Taurus	89	2016	31,392
	F150	9	2016	23,257
	F350	5	2016	29,507
	Silverado	4	2014	26,263
	1500 EXT	4	2017	37,979
	3500 EXT	3	2010	42,998
	Tahoe	3	2016	33,301
	F550	1	2012	32,400
	F750	1	2017	4,033
	P/U -Moster	1	2012	37,800
	F450	1	2017	24,698
Marked Total		245	2017	24,228
Unlisted	Ram	25	2018	22,646
	F150	23	2018	20,979
	Altima	13	2018	25,708
	Charger	12	2019	21,185
	300	7	2018	19,278
	Silverado	5	2018	23,311
	Malibu	4	2018	22,475
	Maxima	3	2018	17,305
	Cherokee	3	2018	9,146
	Traverse	3	2017	30,973
	Impala	3	2018	20,821
	Explorer	3	2016	18,990
	Camaro	2	2019	25,768
	6	2	2018	20,243
	Camry	2	2019	19,717
	Arcadia	1	2018	30,514
	F150 EX-CAB	1	2017	32,994
	Fusion	1	2018	17,692
	Atlas	1	2018	25,450
	Rogue	1	2018	22,158
	Durango	1	2019	22,596
	Titan	1	2017	32,767
	Verano	1	2017	28,292
	Pacifica	1	2019	6,125
	200	1	2016	20,169
	Challenger	1	2019	26,285
Unlisted Total		121	2018	22,039

Type	Model	# of Units	Avg. Year	Avg. Mileage
UnMarked	Malibu	50	2018	12,963
	Fusion	31	2017	30,113
	Taurus	9	2017	25,083
	Silverado	8	2016	27,480
	Tahoe	3	2016	41,464
	F150	3	2016	30,665
	Impala	2	2015	45,221
	Elantra	1	2012	18,689
	Expedition	1	2017	45,509
	F550	1	2017	2,154
UnMarked Total		109	2017	22,022
Grand Total		493	2017	23,203

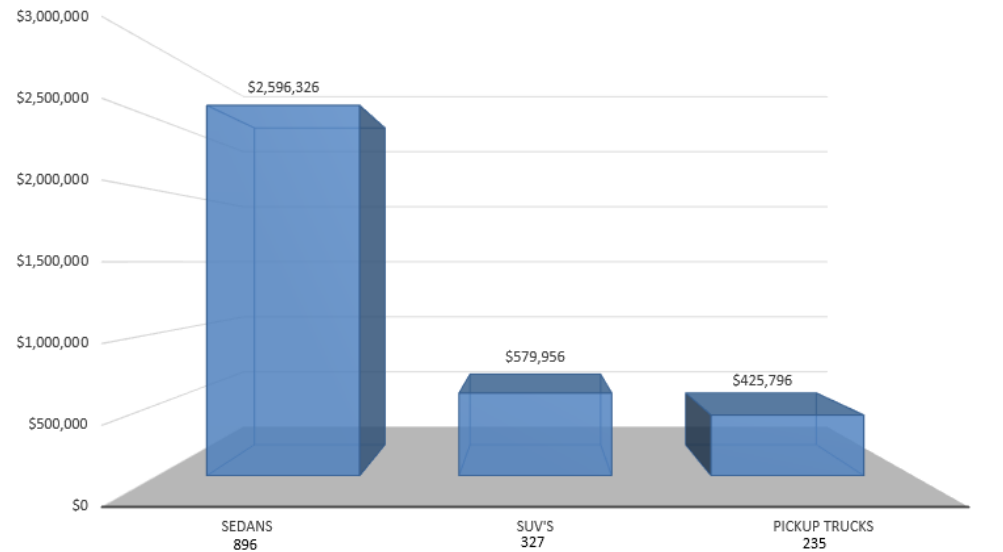


Maintenance

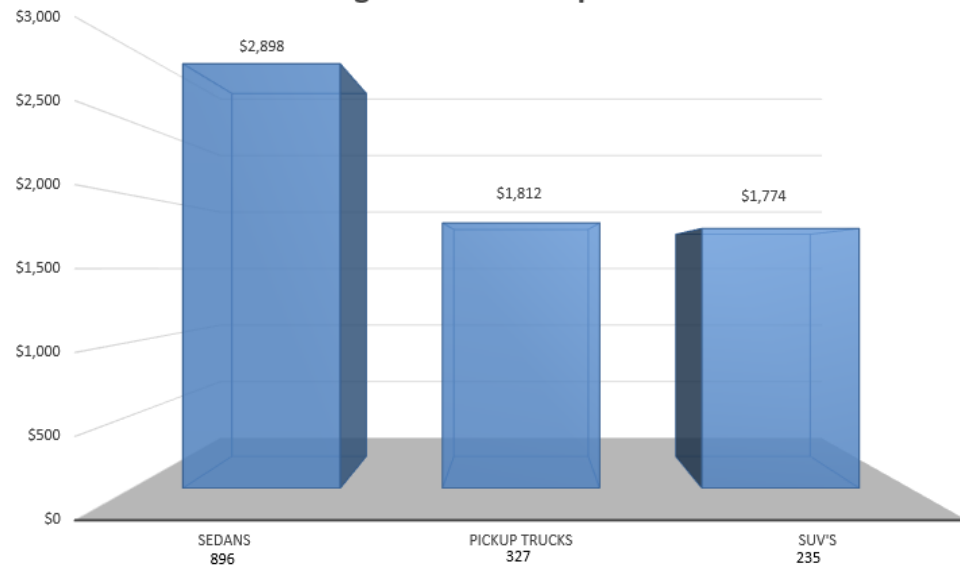
In FY19 we spent \$3.6m on repairs and maintenance, roughly \$2,500 per vehicle. Sedans were nearly \$2,900 and SUVs were \$1,774 per vehicle.

***Analysis was performed using model years, not in service dates because of missing or inaccurate information in FleetWave.

Total Maintenance



Average Maintenance per unit



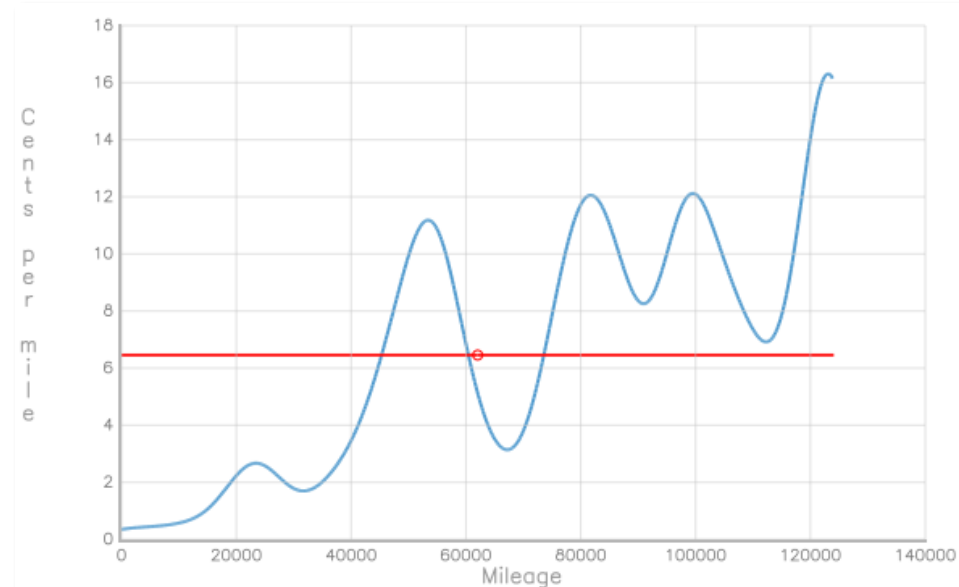
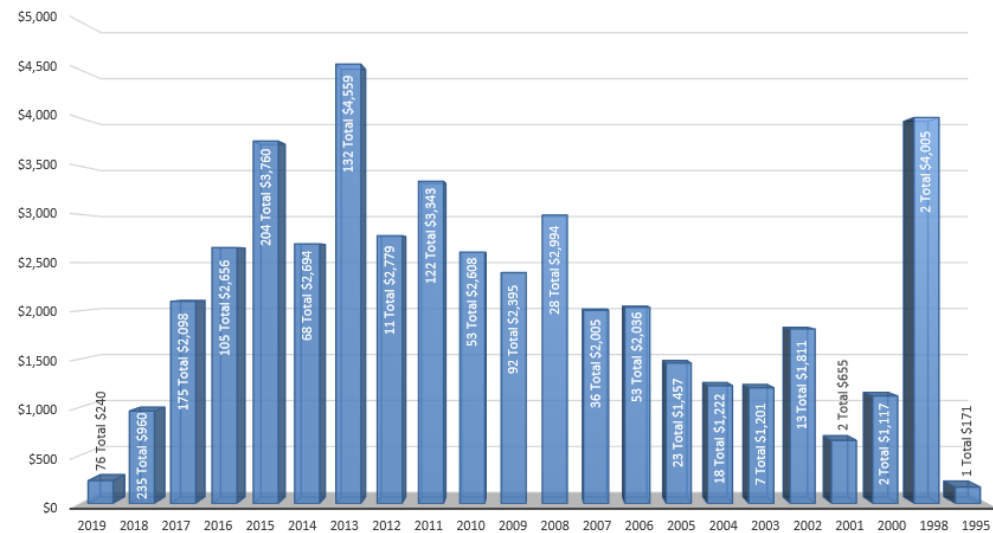
Maintenance per unit by Model Year

Vehicles 3 years old and newer cost on average \$1,500 per year while vehicles older than this averaged \$3,100 per year.

A study by Grant Wohl and Dr. Craig Zirbel of Bowling Green State showed that maintenance per mile spikes when a vehicle reaches 40k miles, which in our case is around the 3 year mark.

While the vehicles they studied (minivans) were not necessarily comparable to ours, their findings mirror our maintenance by model year.

Maintenance per unit by Model Year



Maintenance by Category

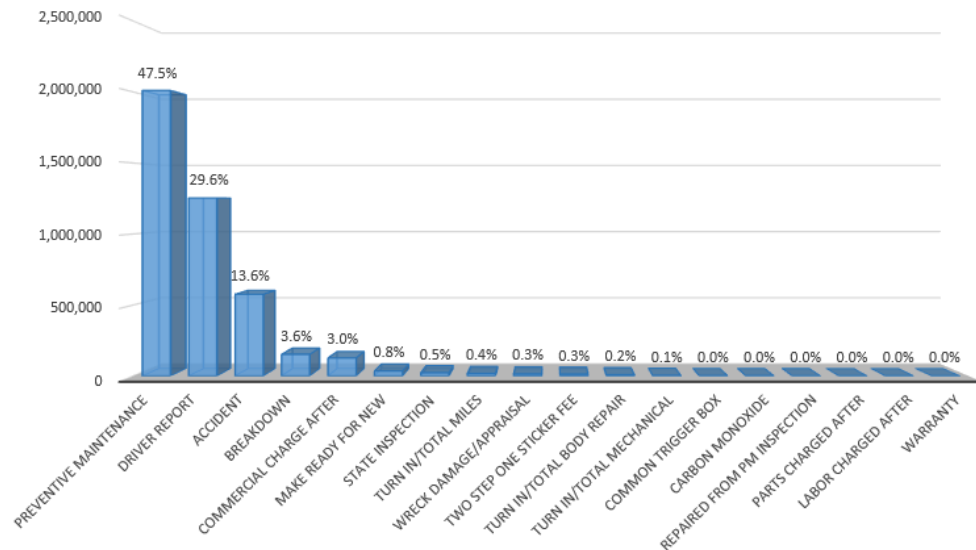
Three categories account for 91% of maintenance: Preventative Maintenance, Driver Report and Accidents.

Almost half of all maintenance is prescheduled preventative maintenance that is driven by a mileage and age schedule (47.5%).

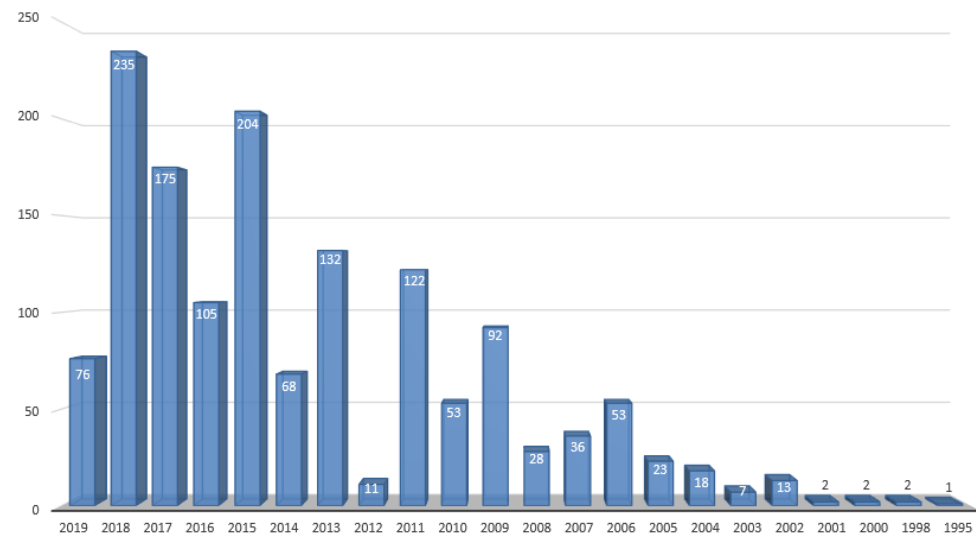
Driver Report is defined as maintenance stemming from a driver initiated event which is typically performance related.

Driver reported incidents account for 29.6% (\$1m) of our total maintenance expenditure and the spike starting with vehicles between 4 and 8 years old mirrors the increase in overall maintenance expenses.

MAINTENANCE BY CATEGORY



Number of Units



Maintenance - Impala

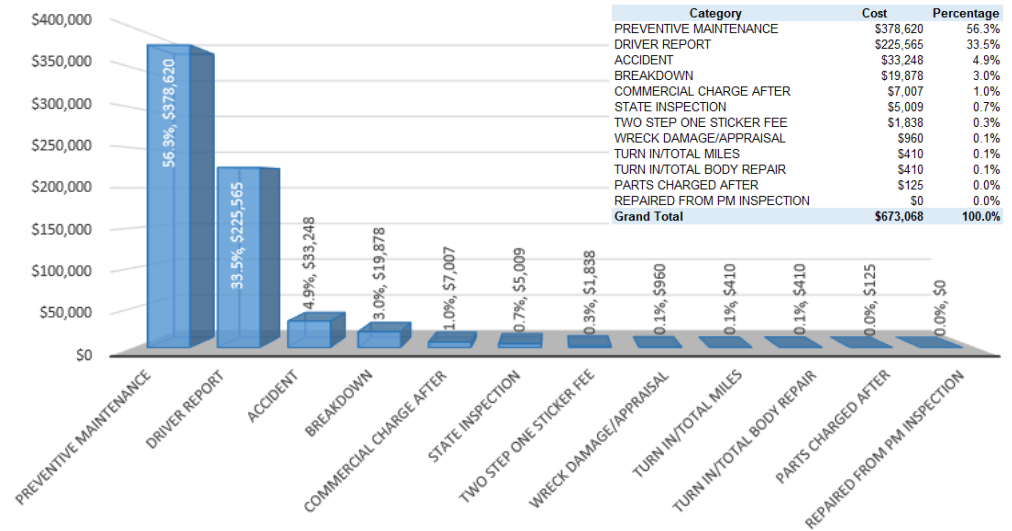
The Chevy Impala police package was discontinued a number of years ago, however we still maintain a fleet of close to 250 units that are on average 10 years old and have 149k miles.

These sedans which are amongst the older units in our fleet account for a little over 900 maintenance and repair incidents totaling \$673k.

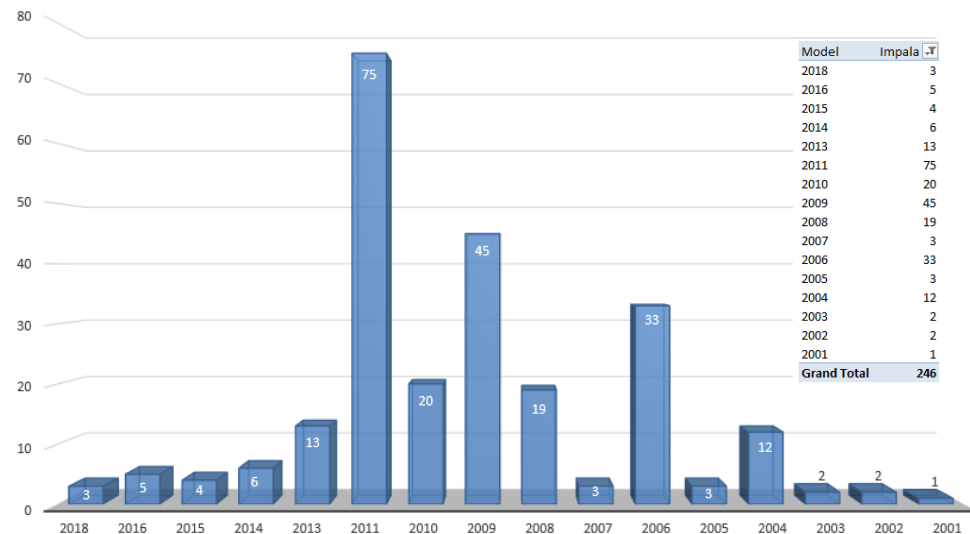
Twenty-six of these Impalas had over \$10k dollars in maintenance repairs in FY19 which is almost 40% of the original purchase price.

The average maintenance spend per Impala of \$2,700 is greater than the total average spend of \$2,500 for all other vehicles.

Impala Maintenance



Number of Impala's



Maintenance - Malibu

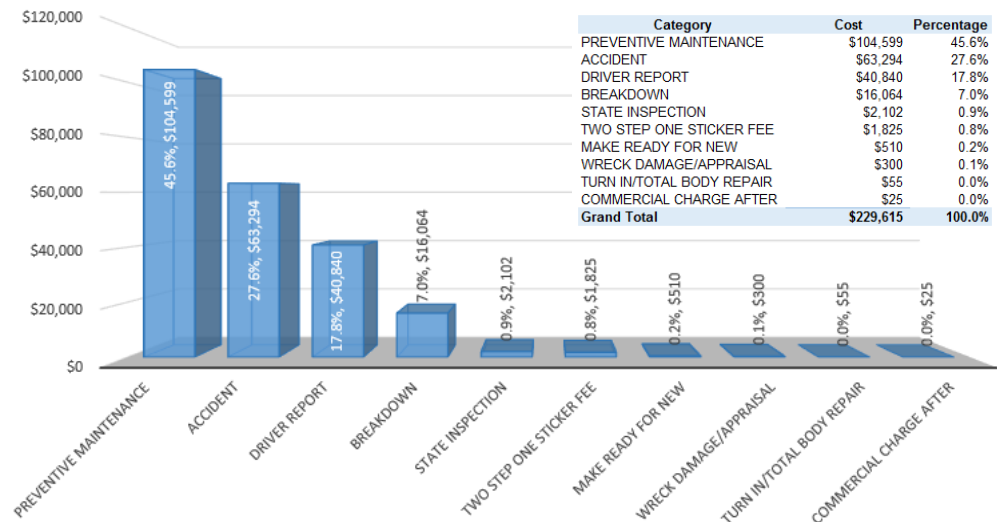
Total maintenance expenditures in FY19 for the Chevy Malibu were \$230k, accounting for only 6% of all maintenance and \$1,500 per vehicle. This is far below the \$2,500 expense for all other vehicles.

This is the most cost efficient vehicle in our fleet, however it's not used in Patrol so mileage and other factors skew the results.

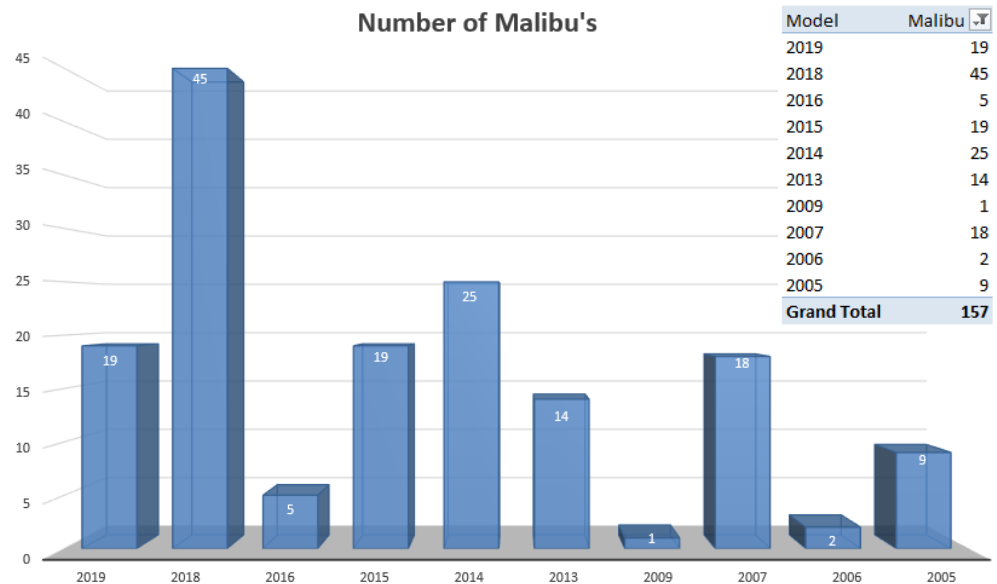
The Malibu is the least preferred vehicle amongst respondents according to a recent poll, in large part due to its small size and perceived lack of maneuverability.

Though it is the least preferred amongst investigators it is by far the most economical in regards to maintenance and fuel consumption and should remain a staple in our fleet.

Malibu Maintenance



Number of Malibu's



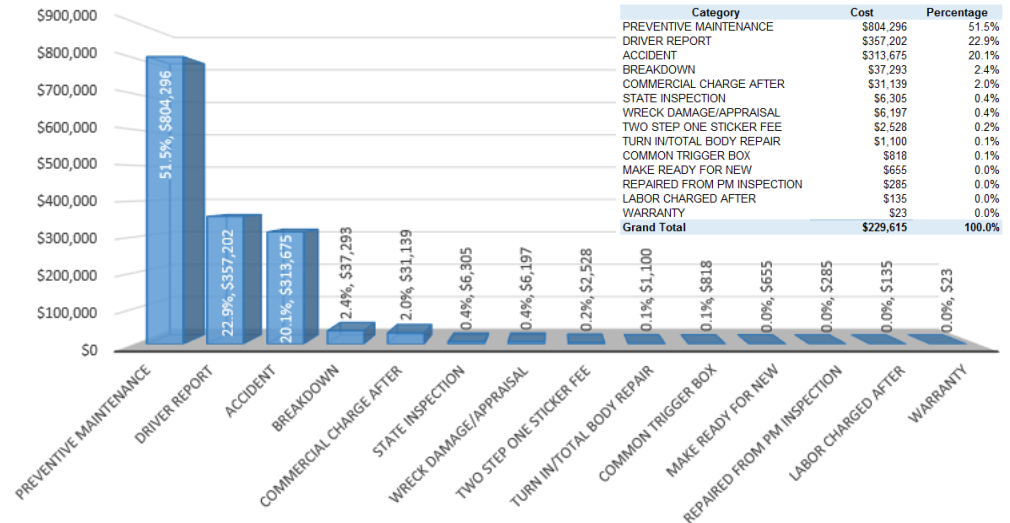
Maintenance - Taurus

The Ford Taurus accounts for 44% of all maintenance and repairs with \$1.6m. It's also the least cost efficient sedan at close to \$4,000 per unit, well above the total for all other vehicles of \$2,500.

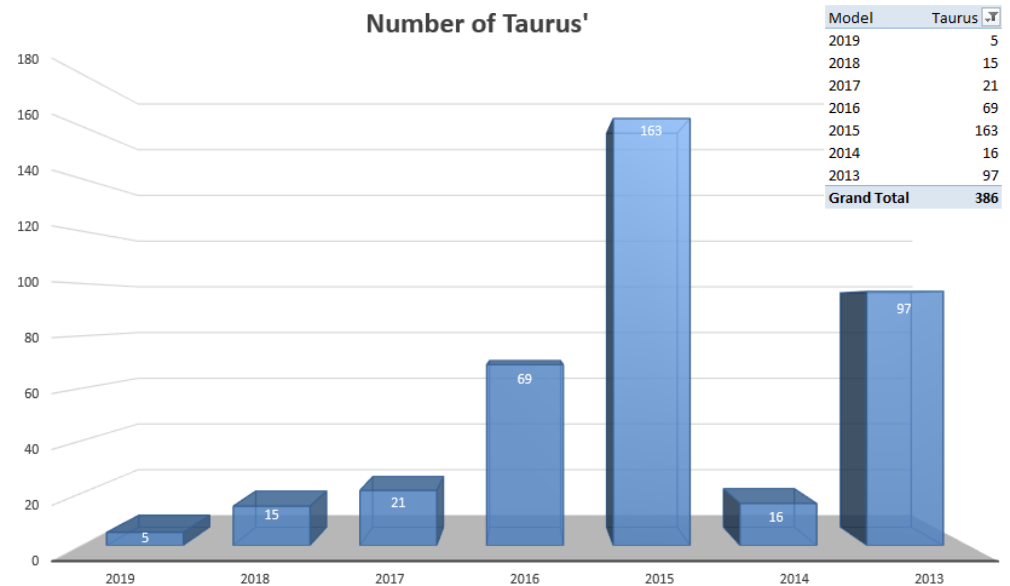
This is the most common sedan in our fleet with almost 400 units. While larger than the Malibu or Fusion it was also not a preferred vehicle of choice because of gear capacity.

Predominantly used in Patrol we should expect this unit to have inferior numbers yet it outpaces the Impala at \$4,000 vs. \$2,700. What's further concerning is that the Taurus is on average 5.5 model years newer than the Impala.

Taurus Maintenance



Number of Taurus'



Maintenance - Explorer

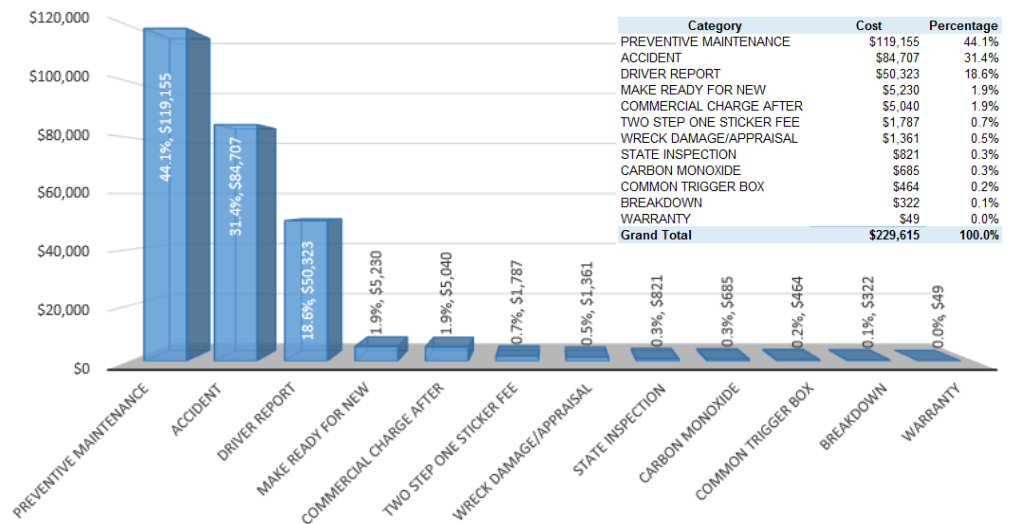
Policing agencies across the country are moving towards purchasing larger vehicles, specifically SUVs, as is the case with HCSO.

The average Ford Explorer in our fleet is model year 2017. There are only 5 Explorers with a model year 2016 or earlier so analysis will be skewed because of the lack of historical data.

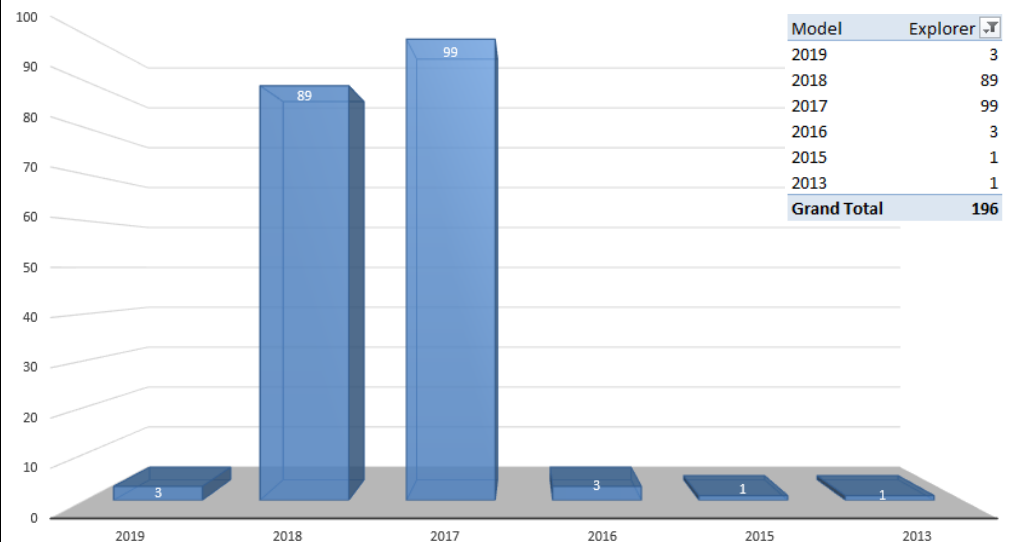
Average maintenance of these vehicles is \$1,400 per year but with predominantly new vehicles, expenses are expected to be low.

The initial outlook seems promising but further analysis will need to be conducted in the coming 5 – 7 years to truly get an idea if these SUVs are more efficient than others and how they compare to traditional sedans.

Explorer Maintenance



Number of Explorers



Maintenance - Tahoe

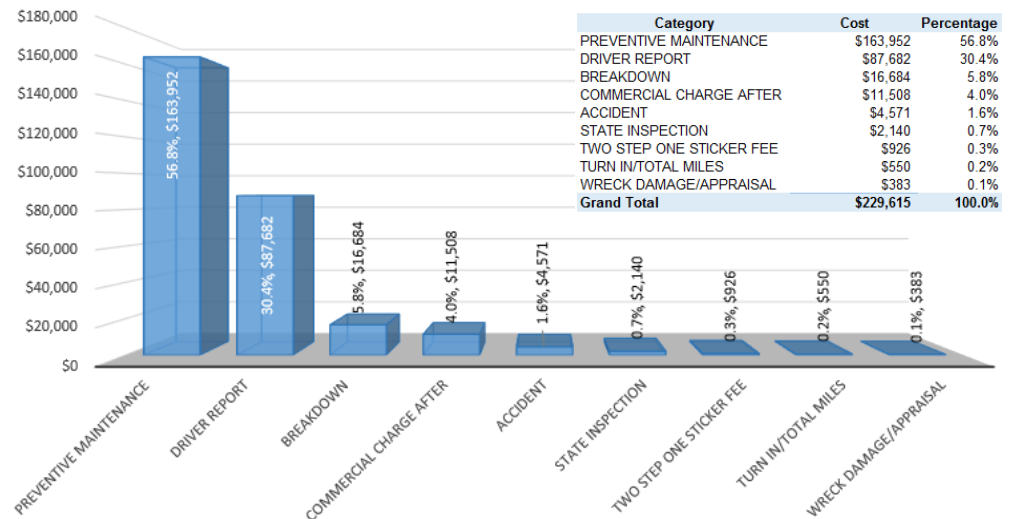
The most requested and desirable vehicle in our fleet is the Chevy Tahoe, as it offers the most space, comfort and represents a sense of status.

Tahoe maintenance and repairs average \$2,700 per unit, slightly higher than the average expense of all other vehicles of \$2,500.

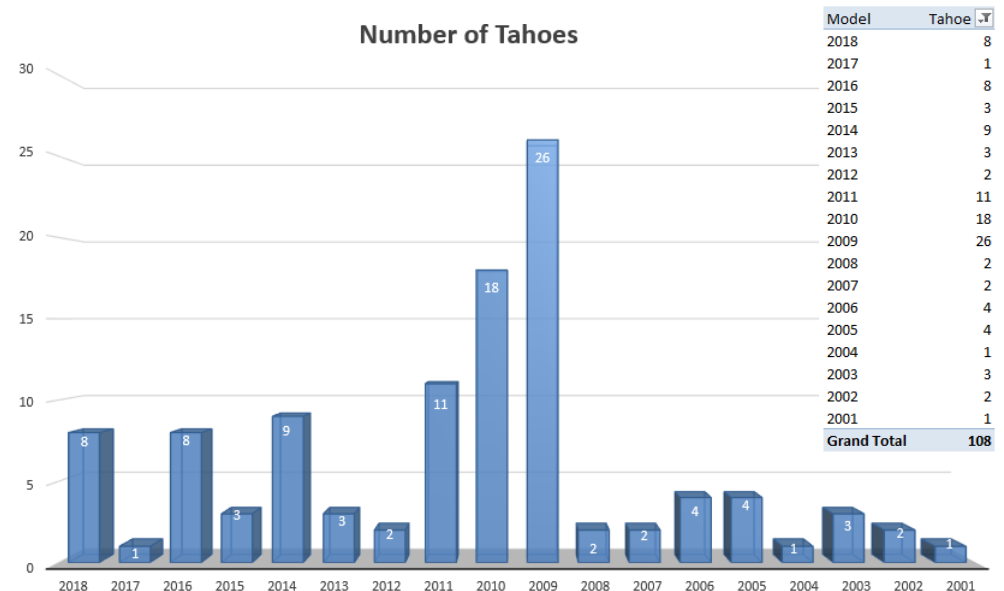
Almost half of our Tahoe's are between 2009 and 2011, as such we can expect average maintenance and downtime to increase in the next 3 – 5 years.

The Tahoe is the most expensive standard vehicle in our fleet at roughly 51k per unit (current pricing).

Tahoe Maintenance



Number of Tahoes



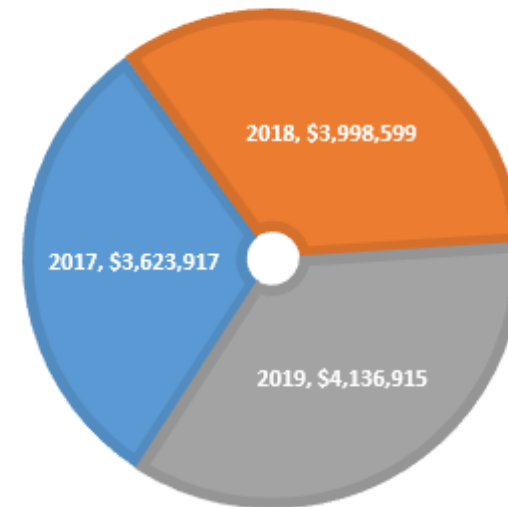
Fuel

According to the U.S Energy Information Administration the average price of fuel has increased 29.4% over the last 3 years from \$1.87 to \$2.42 per gallon.

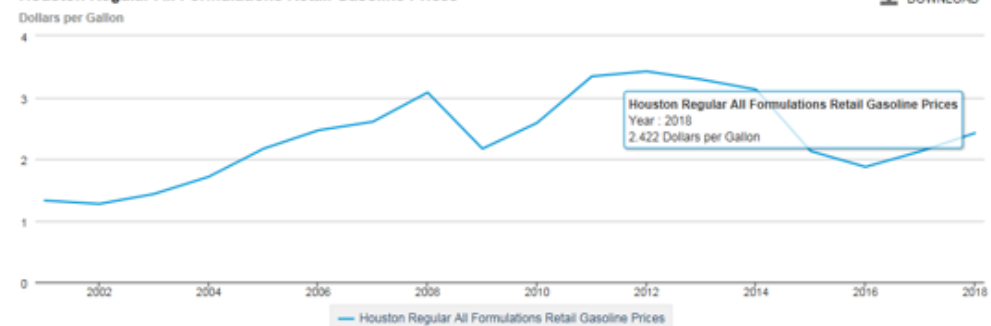
During that same period our fuel expenditures have only increased 14.2% from \$3.6m to \$4.1m. This points to efficiency as there haven't been major structural changes to the service area or personnel. However, we are unable to provide a thorough detailed analysis of fuel expenditures due to inaccurate, invalid and inconsistent reporting.

The U.S. Department of Energy: Office of Energy Efficiency & Renewable Energy doesn't list age as a determining factor in fuel economy. Though our fleet is aging it hasn't and shouldn't impact fuel expenditures in the future.

FUEL BY YEAR



Houston Regular All Formulations Retail Gasoline Prices



Source: U.S. Energy Information Administration



Ford Fusion - Hybrid

Ford developed a police-duty version of the 2019 Ford Fusion Hybrid that is being well received throughout the country. As of 2019 HCSO doesn't have a single hybrid pursuit ready or green eco-friendly vehicle in our fleet.

NYPD recently placed an order for 156 responder units and other large departments in Los Angeles; Columbus, Ohio; South Miami; and Virginia have each ordered 10 to 150 sedans.

The sedan can achieve 38mpg, which if driven the same 20k miles per year our unit's average can offer savings of 585 gallons of fuel or \$1,463 per year.

A recent quote from Silsbee Ford, Inc. priced a 2019 Police Responder Hybrid Sedan at \$31,030 which is roughly \$7k cheaper than the Ford Taurus and 15k cheaper than the Ford Explorer.

While small in nature we could deploy these units in special situations in Patrol and/or other operations to save fuel, improve emissions and to be a leader in alternative vehicle policing.



Police Interceptor Sedan
Police Interceptor Sedan 3.7L AWD

20,000 miles driven per year
÷ 18 mpg² (EPA-estimated Combined rating)
= 1,111 gallons of fuel consumed per year



Police Responder Hybrid Sedan
Police Responder Hybrid Sedan 2.0L HEV FWD

20,000 miles driven per year
÷ 38 mpg¹ (projected EPA-estimated Combined rating)
= 526 gallons of fuel consumed per year

While driving, Police Responder Hybrid Sedan potentially saves **585** gallons of fuel per year.



Silsbee Ford, Inc.
1211 US Hwy 96 North, Silsbee, Texas, 776567190

2019 Police Responder Hybrid Sedan,
Sedan
FWD Base (POA)
Price Level: 950

Selected Options (cont'd)

Code	Description	MSRP
	SUBTOTAL	\$30,035.00
	Destination Charge	\$995.00
	TOTAL	\$31,030.00

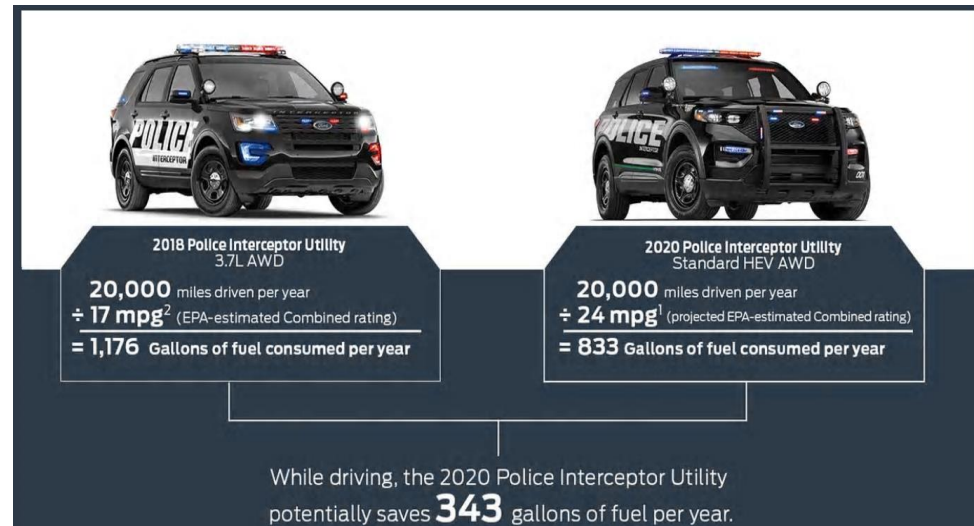


Ford Explorer – Hybrid Variant

Ford is currently developing a police-duty version of the 2018 Ford Explorer in a Hybrid variant which should be available in 2020 or 2021.

This version is being marketed as being able to provide 24mpg compared to the 17mpg of the standard edition Ford Explorer currently in our fleet.

This increased fuel economy would save roughly 343 gallons of fuel or \$858 per year, though pricing details are unavailable at this time.



Utilization

In a recent verbal survey 100% of all HCSO respondents stated there was a need for more vehicles because the current allotment was not optimal for completing required tasks or having replacement vehicles during down time.

A written survey was subsequently distributed and the results were consistent with the verbal survey with the exception of 1 district stating they had enough vehicles.

HCSO operates with roughly 1.7 deputies per unit or .59 units per deputy, whereas the national average according to a recent poll was 2 officers per unit or .50 units per officer.

Since our ratio is better than the national average the issues we face with vehicle shortages likely stems from maintenance downtime, vehicle assignments, inefficient sharing, etc.

Agency	Units	Officers	Ratio
Oklahoma City PD	1	1.0	1.01
Indianapolis Metropolitan PD	1	1.0	1.00
Fairfax County PD	1	1.0	1.00
Montgomery County PD	1	1.0	1.00
Salt Lake City PD	1	1.0	1.00
DeKalb County PD	1	1.0	1.00
Miami-Dade PD	1	1.0	1.00
Shelby County Sheriff's Office	1	1.0	1.00
Tulsa PD	1	1.0	1.00
Jacksonville Sheriff's Office	1	1.0	1.00
Kansas City Missouri PD	1	1.0	1.00
Denver PD	1	1.0	1.00
Harris County Sheriff's Office	1	1.7	0.59
Mesa PD	1	2.0	0.50
El Paso PD	1	2.0	0.50
Minneapolis PD	1	2.0	0.50
Austin PD	1	2.0	0.50
Charlotte-Mecklenburg PD	1	2.0	0.50
San Francisco PD	1	2.0	0.50
Virginia Beach PD	1	2.0	0.50
Arlington Police DD	1	2.5	0.40
Las Vegas Metropolitan PD	1	2.5	0.40
Aurora PD	1	2.5	0.40
San Diego PD	1	2.6	0.39
Sacramento PD	1	3.0	0.33
Los Angeles County Sheriff's Dept.	1	3.0	0.33
Houston PD	1	3.0	0.33
Columbus PD	1	3.0	0.33
San Jose PD	1	3.0	0.33
Portland PD	1	3.0	0.33
San Antonio PD	1	3.0	0.33
Long Beach PD	1	4.0	0.25



A few agencies that did not operate on a 1:1 ratio eased their vehicle shortage by having Sergeants and Lieutenants participate in sharing. We could explore the possibility of having an FTO pool to ensure vehicles are being shared when not in a training capacity, implement an agency wide sharing policy, or have a centralized fleet manager assist in efficient fleet management for HCSO as a whole.

“Sharing” plays a big part in how effectively a District can manage their fleet. The general sharing process is that a unit is shared between two deputies based on the proximity to their counterpart’s place of residence. This obviously causes issues for individuals who live in various parts of Harris County or beyond which would impact utilization. Sharing is currently segregated by district however with an aging fleet, growing deputy base and constraints in adding units this problem will only get worse with time.

Since our current ratio of vehicles to deputies is not 1:1 we face issues with locating replacements for downed vehicles. The vehicle replacement process varies between districts and isn’t clearly defined. All 5 districts stated they lost man hours while searching for vehicle replacements with the exception of District 4. They responded that the hours lost per month would be “minimal” if deputies exercised due diligence with assistance that has been put in place. The assistance put in place involves the assignment of a certain number of cars as “OPEN FOR SHARE/LOANERS PROGRAM” which in District 4’s case is 26. The Sergeant notifies all deputies in his command which vehicles are available for sharing so time spent searching for a replacement is almost eliminated. Instead of having cars sit on the lot until needed they are assigned to one deputy for them to be utilized consistently. Since the unit is assigned to one deputy it is often cared for better than it would be if it were a true loaner sitting on the lot.



Equivalent Miles - Idling

According to a publication by Ford *“Police/Fleet vehicles often experience long periods of idling, during which engine oil will continue to break down but mileage is not accumulated on the odometer... For every hour that the vehicle idles, it has accumulated the equivalent of approximately 33 miles (53 km) of driving.”*

The Alternative Fuels Data Center referenced a recent study from Eric Rask of the Argonne National Laboratory that shows an average police cruiser was found to idle 60% of the time during normal operation which equates to 4.8 hours each shift and used 21% of its total fuel while parked.

Our Patrol units average roughly 20k miles per year, when calculating equivalent miles using conservative idle hours our units are actually averaging 53k miles per year. It would be beneficial for maintenance and repairs if we were logging engine hours and using equivalent hours to schedule preventative maintenance.

Days in Service (Est)	Shifts per Day	Idle Hrs per Shift	Equivalent Miles per Hour	Additional Miles
208	2	2.4	33	32,947

Days in service calculated at 5 days per week for 52 weeks with 20% downtime



Economics

Agencies around the U.S and Canada are filling their fleets with SUVs more often than sedans in recent years.

HCSO is no exception as 55.9% of fleet additions over the last 2 years have been SUVs

- 52.4% Ford Explorers
- 3.2% Chevy Tahoes
- 0.3% Ford Expeditions (1)

In a recent survey 90% of all HCSO respondents preferred SUVs to other models. The initial thought was SUVs provide more comfort, therefore are more desirable. While true, further inquiry revealed the respondents preferred space for greater gear capacity and maneuverability.

In one extreme case a Deputy chose an 8 year old large sedan with over 265k miles instead of a new Malibu due to trunk capacity and leg room.

NEW VEHICLE SUMMARY				
Model	Marked	2017	2018	Delta
Ghost	Tahoe		8	8
Ghost Total			8	8
Marked	Explorer	71	50	(21)
	Tahoe	1		(1)
	Taurus	25	13	(12)
	Van		1	1
Marked Total		97	64	(33)
Marked	Chevrolet 3500	2		(2)
	Explorer	27	17	(10)
	F150		6	6
	F350	3		(3)
	F450	1		(1)
	Silverado	7	1	(6)
	Tahoe	1		(1)
	Van	4		(4)
Marked Total		45	24	(21)
Unmarked	Expedition	1		(1)
	F150		1	1
	Fusion	9		(9)
	Malibu		50	50
	Silverado		2	2
	Taurus	10	3	(7)
	Van	1		(1)
Unmarked Total		21	56	35
Grand Total		163	152	(11)



Average Vehicle Cost

The shift in buying strategy from sedans to SUVs does come with financial impact.

A new Ford Explorer runs on average \$9,115 per year with financing whereas a Ford Taurus is \$7,605 per year. Moving to the Chevy Tahoe has been even more expensive at \$9,277 per year (current pricing \$10,200).

The Chevy Malibu is the most undesired vehicle in our fleet according to the previously mentioned survey but it is the most economical at \$3,461 per year and has the best fuel economy at 26mpg. The Malibu is predominately used in Criminal Investigations.

Model	Average Cost	Annual Cost
Chevrolet Tahoe	46,387	9,277
Ford Explorer	45,576	9,115
Ford Taurus	38,026	7,605
Ford Expedition	33,572	6,714
Ford F150	32,517	6,503
Chevrolet Silverado	25,973	5,195
Chevrolet Impala	25,563	5,113
Ford Fusion	17,797	3,559
Chevrolet Malibu	17,305	3,461



Financing

The current outstanding balance on financed vehicles in service is \$14.5m with an additional \$3.0m remaining on vehicles currently on order for a total balance of \$17.5m.

All vehicles are currently financed over 60 months payable in equal installments.

There are 664 units currently financed with an average outstanding balance of \$22k with 35 months remaining.

In the next 24 months 208 vehicles will be paid off, 78 in FY20 and 130 in FY21. The current purchasing trend of more expensive SUVs will impact the number of vehicles we're capable of adding to our fleet.

Department 540 - SHERIFF-PATROL & ADMINISTRATION

Est. Budget Needed for FY 2020 for Vehicle Purchases

General Fund Financed Vehicles Payments

Object Code	Existing Vehicles ¹	Currently On Order ¹	Intended Purchases FY 2020	Total
690700 (Pmts.)	4,582,173	516,282	0	5,098,455
690701 (Accelerated)	0	0	0	0
Total	4,582,173	516,282	0	5,098,455

Estimated outstanding balances

	Current Balance	Estimated FY 2020	Remaining Balance
Existing Vehicles	14,128,710	4,582,173	9,546,537
Vehicles Currently On Order	2,972,670	516,282	2,456,387
Intended Purchases FY 2020	0	0	0
Total Outstanding	17,101,379	5,098,455	12,002,924

Department 541 - SHERIFF-DETENTION

Est. Budget Needed for FY 2020 for Vehicle Purchases

General Fund Financed Vehicles Payments

Object Code	Existing Vehicles ¹	Currently On Order ¹	Intended Purchases FY 2020	Total
690700 (Pmts.)	135,056	0	0	135,056
690701 (Accelerated)	0	0	0	0
Total	135,056	0	0	135,056

Estimated outstanding balances

	Current Balance	Estimated FY 2020	Remaining Balance
Existing Vehicles	344,683	135,056	209,628
Vehicles Currently On Order	0	0	0
Intended Purchases FY 2020	0	0	0
Total Outstanding	344,683	135,056	209,628



Standard Equipment

Standard equipment on a 2019 Chevrolet Tahoe
PPV Marked Patrol Vehicle is \$29k

The cost of equipment is financed along with
the cost of the vehicle with the exception of the
following:

- MDTs \$4,399
- Radios \$3,173
- Decals \$490

Marked Patrol Vehicle

Marked vehicle assigned to an officer or unit responsible for regular patrol service. The vehicle is white with agency markings and is equipped with bucket seats, an external light bar, a red/white work light, and has a driver's side spotlight.

Equipment	Amount	Description
Interior	\$ 2,157.80	Partition, plastic seat, wire mesh, window bars, seat belt lock
Console	\$ 4,080.42	Radio, console
Computer	\$ 5,200.05	MDT, timer, printer, cable
Lighting	\$ 5,393.69	Light bar, spotlight bulb
Exterior	\$ 1,496.34	Graphics, push bumper, siren speaker, antenna
Misc.	\$ 8,728.00	Arbitrator camera, back seat camera, wireless microphone, radar, vault
Install	\$ 1,947.00	Install kit, installation
Total:	\$ 29,003.30	



Purchasing Ability

The purchasing shift to SUVs impacts our ability to purchase additional units.

The price differential on moving from the Taurus to the Explorer is \$7,550, or 19.9% higher and \$8,361, or 22% on the Tahoe.

We forgo 1 sedan for every 6 SUVs we acquire. In 2018 we purchased a total of 75 SUVs which could have funded 90 sedans, a net loss of 15 vehicles.

At the end of 2018 there were pending deliveries of 34 Explorers which could have funded around 41 sedans.

***Recent price increases suggest there will be an even bigger impact on our ability to purchase additional units. (Tahoes averaging 52k)

Make	Average Cost	Units	Total Cost
Tahoe	\$46,387	6	\$278,322
Explorer	\$45,576	6	\$273,456
Taurus	\$38,026	7	\$266,182

Make	2018 Units	Avg. Cost	Total Cost	Equivalent Sedans	Opportunity Cost (in units)
Tahoe	8	\$46,387	\$371,096	10	2
Explorer	67	\$45,576	\$3,053,592	80	13
Taurus	13	\$38,026	\$494,338	-	-

Requesting Department

540 SHERIFF

Date of Request: 6/5/2019

Prepared By: Juan Cervantes

Authorized By: Michael Lanham

* VCN Attributes as of 06/04/19

NOTES

Request to Purchase 5 District Deputy Build Chevy Tahoe's -

					Vehicle to Be Purchased			
GL/Org Key	Vehicle Control Number ^{1*}	VCN Fund ^{2*}	VCN Vehicle Type ^{3*}	Equip # to Be Turned In ^{4*}	Vehicle Description (Year, Make, and Model) ^{1,3}	Estimated Vehicle Cost ⁵	Equipment Quoted Cost ⁵	Estimated Total Cost
100540PA	54001281	1000	Passenger Sedan	open	2019 Chevy Tahoe PPV	30,755.70	20,941.30	51,697.00
100540PA	54001283	1000	Passenger Sedan	open	2019 Chevy Tahoe PPV	30,755.70	20,941.30	51,697.00
100540PA	54001259	1000	Passenger Sedan	open	2019 Chevy Tahoe PPV	30,755.70	20,941.30	51,697.00
100540PA	54001186	1000	Passenger Sedan	open	2019 Chevy Tahoe PPV	30,755.70	20,941.30	51,697.00
100540PA	54001227	1000	Passenger Sedan	open	2019 Chevy Tahoe PPV	30,755.70	20,941.30	51,697.00



System Reliability

As it stands, the data used to analyze fleet in this report was incomplete, inconsistent and at times unreliable. However, the overall picture of the fleet appears to be accurate.

Fleet Services will be installing a new version of FleetWave late in 2019.



541-SHERIFF - DETENTION

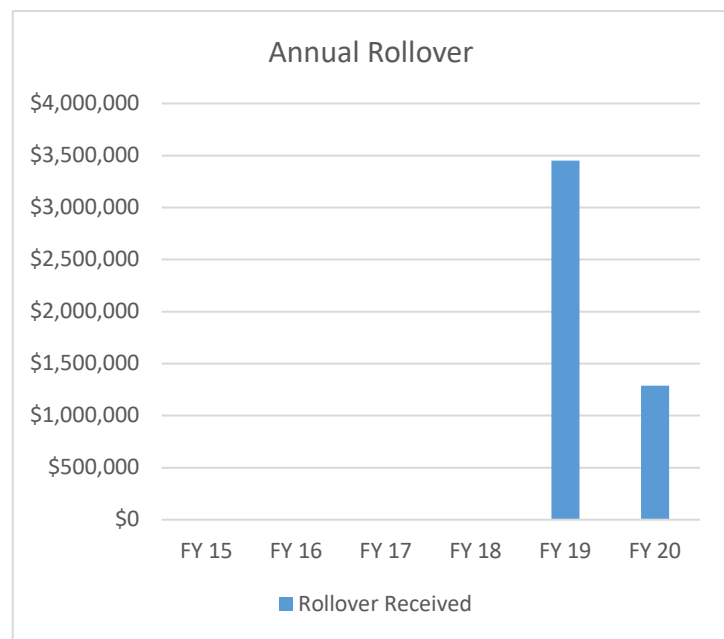
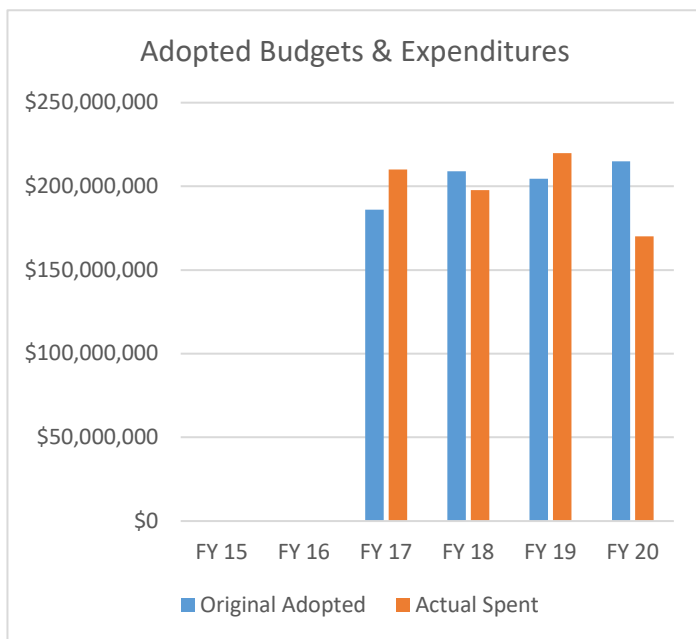
Data as of: 11/11/2019 Avg. Annual Budget Increase Last 5 Years (All Sheriff Budgets): 4.5%

FY 20 Adopted Budget Per Capita (Harris County): \$45.72

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	--	--	\$186,000,000	\$209,000,000	\$204,645,000	\$214,877,000
Final Adjusted	--	--	\$211,205,486	\$201,412,035	\$221,955,340	\$241,857,653
Rollover Received	--	--	\$0	\$0	\$3,450,478	\$1,288,149
Rollover % of Adopted	--	--	0%	0%	2%	1%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	--	--	\$193,862,904	\$186,692,680	\$201,199,544	\$154,052,838
Non-Labor/Transfers	--	--	\$16,131,923	\$11,018,969	\$18,635,639	\$16,113,633
Actual Spent	--	--	\$209,994,827	\$197,711,650	\$219,835,183	\$170,166,471



FY20 Rollover as a % of FY20 Adopted Budget: 0.6%

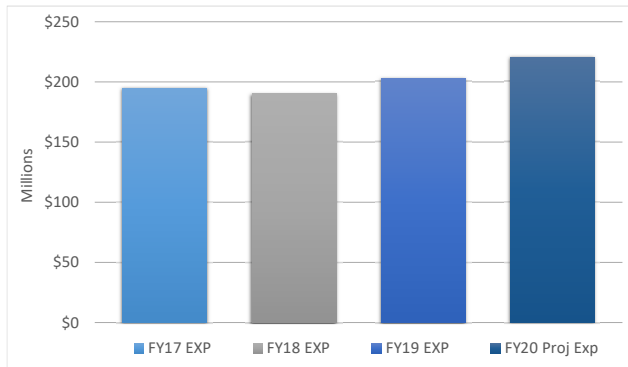
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	19	\$6,219,964	\$10,298,457
5060-COMMISSARY MEMO ONLY	0	\$5,749,321	\$9,476,853
5070-COMMISSARY PAYROLL	13	(\$58,960)	\$172,965
7224-THE FREEDOM PROJECT	4	\$212,312	\$227,331
7229-WE'VE BEEN THERE DONE THAT	0	\$107,166	\$153,575
7634-HURRICANE HARVEY	0	\$0	\$192,691
7637-MENTORING MOMS	2	\$0	\$75,000
8001-MISC FOUNDATIONS GRANTS	0	\$210,125	\$42

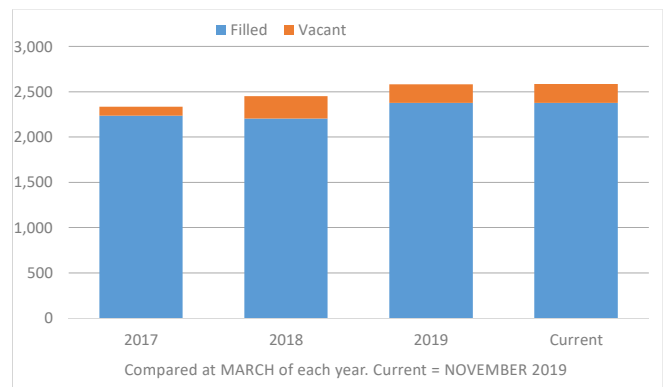
PERSONNEL SUMMARY FOR SHERIFF - DETENTION

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

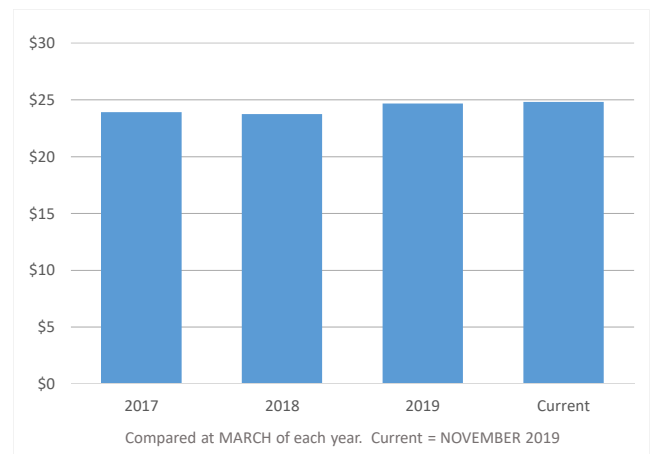


Avg. Salary Increases For Existing Full-Time Employees

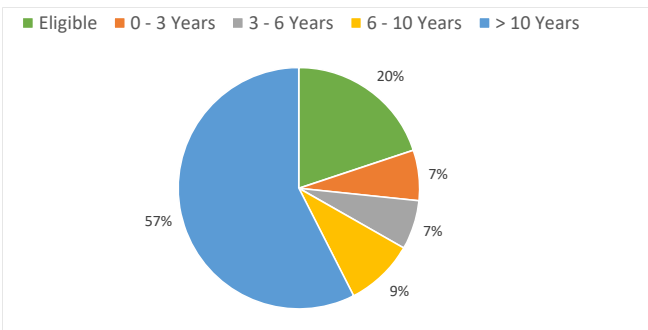
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	1,871	9.7%	9.7%
Sept 2017	1,557	12.5%	6.1%
Sept 2016	1,339	13.8%	4.4%
Sept 2015	1,194	20.1%	4.7%
Sept 2014	1,061	25.5%	4.6%

	Filled	Vacant	Total
R32+	2,345	208	2,553
Temp	29	1	30
	0	0	0

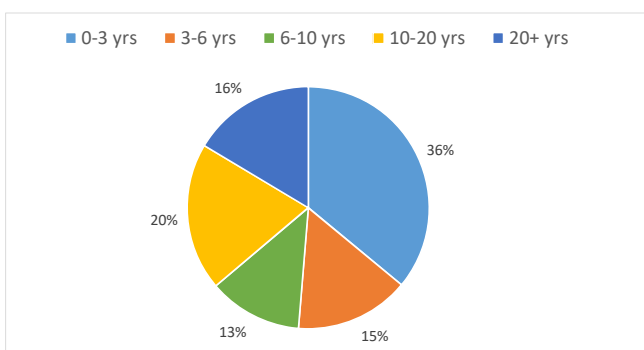
Dept. Average Hourly Base Pay Rate



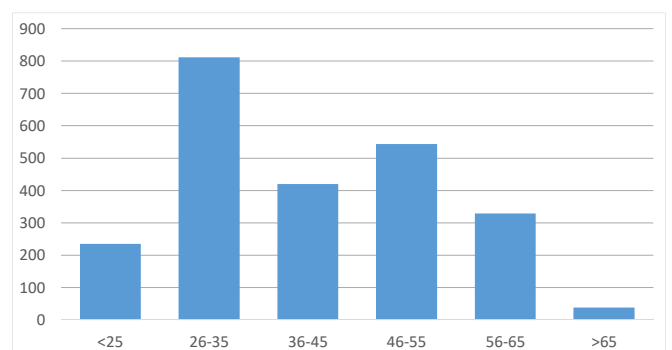
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information

Form #1: Department Mission and Metrics

Sheriff-Detention - 541

A) Department Purpose/Mission

The Harris County Sheriff's Office mission is to enhance public safety and protect the trust of Harris County citizens by enforcing the law with integrity and professionalism.

Core values are:

Merit and maintain the public's trust

Embrace and deliver professional service

Protect our citizens with honor and courage

Exemplify ethical conduct at all times

Develop, encourage, and care for our Sheriff's Office family

B) Discuss your department's accomplishments in the last year.

JUSTICE MANAGEMENT

- Opened the Harris County/City of Houston Joint Processing Center
- Implemented misdemeanor bond reform to significantly increase the number of inmates receiving PR bonds.
- Will soon implement a Cite and Release protocol.

C) Discuss actions taken to drive efficiency and productivity in your department.

JUSTICE MANAGEMENT

- Implemented new computerized Jail Management System (OMS)
- New computerized Jail Management System (OMS)
- Open Text electronic storage system will reduce the amount of paper records stored each year, thus reducing building space to store warehouse full of records. In addition, finding records will be much easier.
- Real-Time Integration with Partner Systems
 - Integration with JWEB for real-time inmate and case information
 - Integration with DCO for timely placement of prisoners on PC Docket
 - Integration with AFIS for 2-finger searches Registration and full 10-Prints during Intake
 - Integration with Municipal Courts for Houston Municipal cases

Form #1: Department Mission and Metrics

- Integration with Pre-Trial Services to enable efficient processing of prisoners awaiting PTS Interview
- Integration with HPD RMS to eliminate duplication of effort while Registering [HPD arrested] Prisoners at the JPC
- OMS also provides its data to other agencies (e.g. budget office, JP Courts, CSCD, etc.) to help make their process more efficient

D) Describe any new responsibilities your department assumed this year.

JUSTICE MANAGEMENT

- Direct booking into Joint Processing Center of HPD arrest including municipals arrest
- Mandated DNA testing
- The JPC has a 552 bed new direct supervision housing unit that must be staffed.

E) Specify any costs your department incurred this or last year that you won't have next year.

\$374k of inmate outsourcing cost should not recur, assuming jail population remains at current or lower levels.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

JUSTICE MANAGEMENT

- JMS Operational Dashboard
 - Indicates when operational thresholds are exceeded (e.g. Prisoner in Receiving wait area for more than 8 hours)
 - Provides insights into operational trends (Daily Bookings, Releases, etc.)
 - Shows work load trends by day, by hour
- JMS Process Dashboard
 - Enables tracking of stepwise prisoner processing
 - Visibly highlights prisoners who are outside the time benchmarks for completing a processing step
- Electronic Rounds

Form #1: Department Mission and Metrics

- Paperless process for conducting rounds
- Indicates when rounds are coming due
- Highlights locations that have exceeded the time threshold for conducting rounds
- Administrative Services Monthly reports
 - Use of force and Inmate assault monthly report dashboard
 - Shows trends, compares facilities, identifies problem areas
 - Grievance, Disciplinary and Inmate concerns report

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

Harris County jail facilities are subject to inspection by the Texas State Jail Commission and by the Federal Department of Justice.

These agencies provide valuable insight and feedback which have a strong impact on Sheriff - Detention policy and procedures.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department:

541 - Sheriff - Detention

FY19/20 General Fund Adopted Budget:	\$214,877,000
Rollover Budget Received in FY19/20:	\$1,288,149

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	1200 Baker Street inmate housing	\$80,200,000	914					
2	701 N. San Jacinto inmate housing	\$64,400,000	612					
3	Justice Management Bureau (joint processing center, inmate records, AFIS)	\$49,300,000	592					
4	Detentions Support Services	\$45,600,000	375					
5								
6								
Department-Estimated Totals		\$239,500,000	2493	0	\$0	0.0%		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

542-SHERIFF - MEDICAL

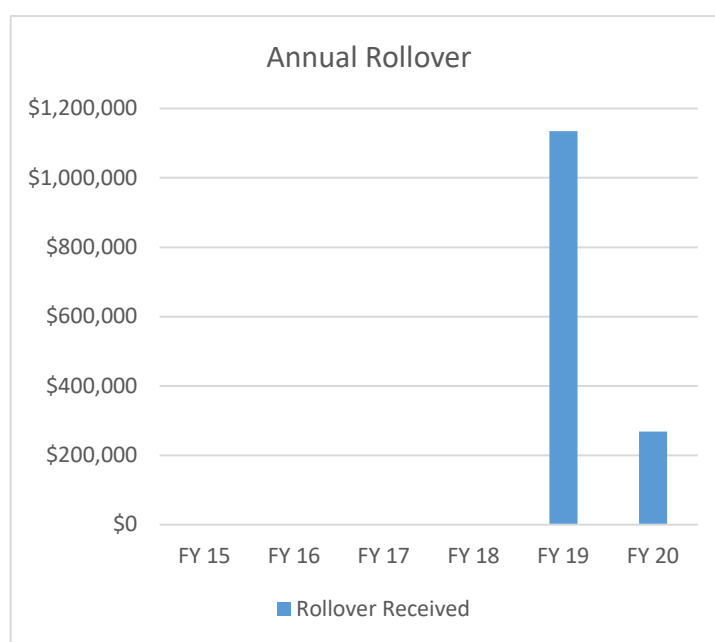
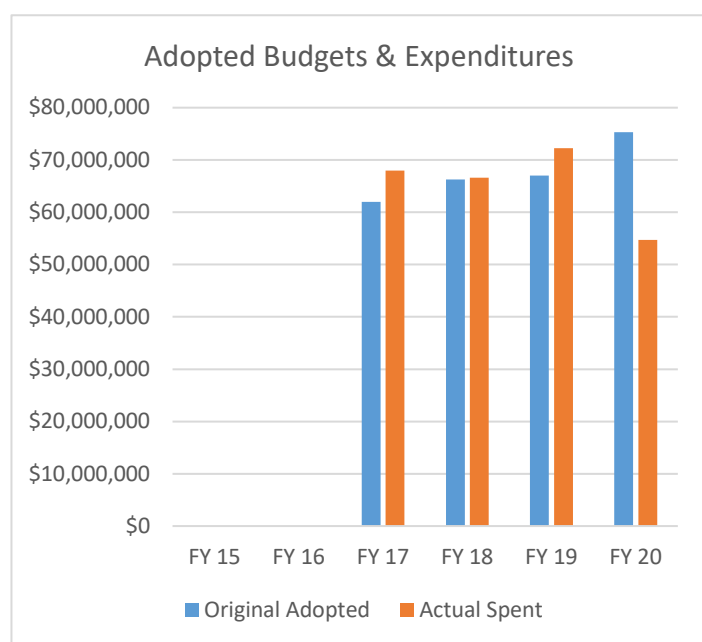
Data as of: 11/11/2019 Avg. Annual Budget Increase Last 5 Years (All Sheriff Budgets): 4.5%

FY 20 Adopted Budget Per Capita (Harris County): \$16.03

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	--	--	\$62,000,000	\$66,300,000	\$66,986,000	\$75,335,000
Final Adjusted	--	--	\$68,336,900	\$68,464,566	\$72,620,612	\$77,503,536
Rollover Received	--	--	\$0	\$0	\$1,134,612	\$268,536
Rollover % of Adopted	--	--	0%	0%	2%	0%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	--	--	\$29,955,538	\$32,072,223	\$33,055,520	\$25,382,721
Non-Labor/Transfers	--	--	\$38,020,981	\$34,566,936	\$39,203,067	\$29,323,295
Actual Spent	--	--	\$67,976,518	\$66,639,159	\$72,258,587	\$54,706,016



FY20 Rollover as a % of FY20 Adopted Budget: 0.4%

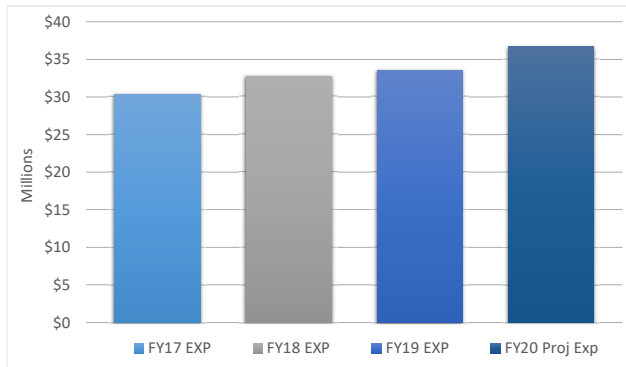
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	6	\$439,573	\$554,703
8140-HIV PREVENTION	3	\$233,374	\$202,751
8515-EARLY MEDICAL INTERVENTION	3	\$206,199	\$351,952

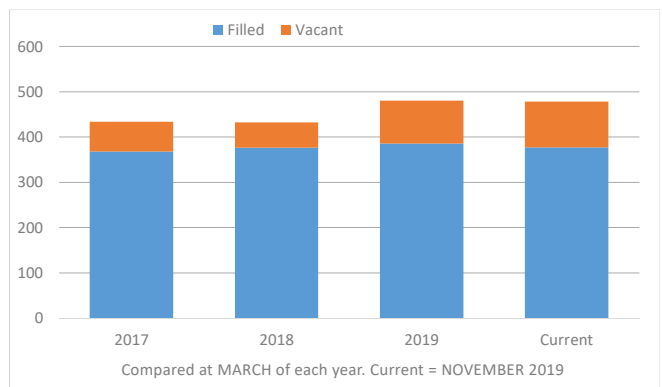
PERSONNEL SUMMARY FOR SHERIFF - MEDICAL

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

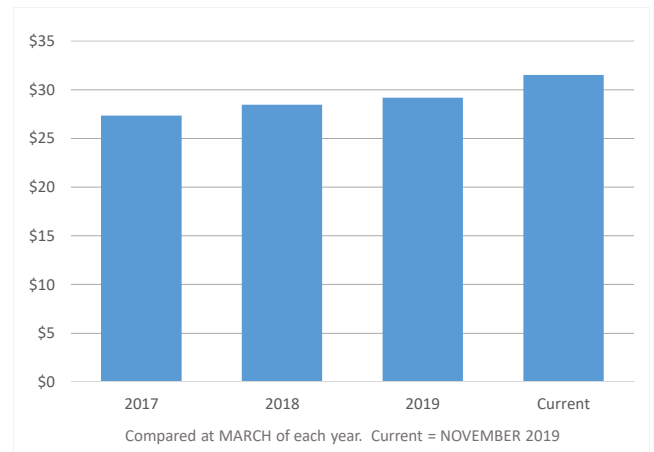


Avg. Salary Increases For Existing Full-Time Employees

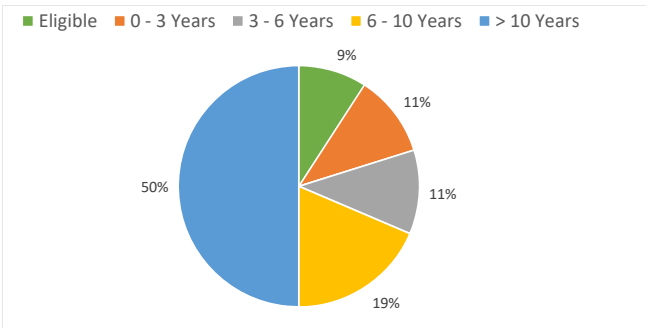
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	347	8.7%	8.7%
Sept 2017	322	11.8%	5.8%
Sept 2016	286	14.2%	4.5%
Sept 2015	233	20.8%	4.8%
Sept 2014	185	22.3%	4.1%

	Filled	Vacant	Total
R32+	377	101	478
Part	0	0	0
Temp	0	0	0

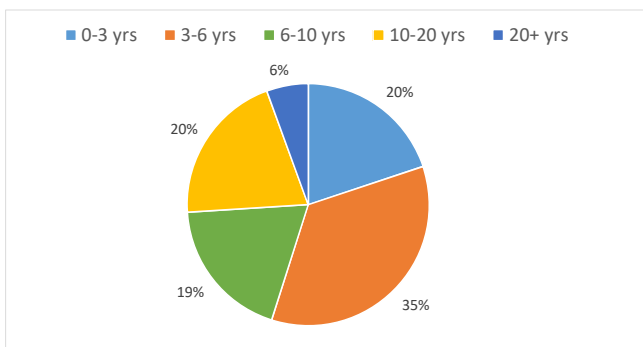
Dept. Average Hourly Base Pay Rate



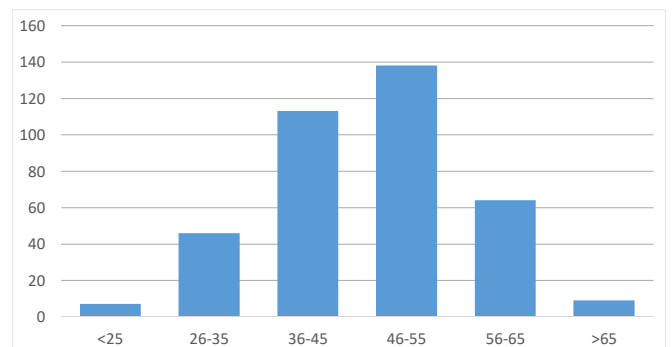
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information

Form #1: Department Mission and Metrics

Sheriff-Medical - 542

A) Department Purpose/Mission

The Harris County Sheriff's Office mission is to enhance public safety and protect the trust of Harris County citizens by enforcing the law with integrity and professionalism.

Core values are:

Merit and maintain the public's trust

Embrace and deliver professional service

Protect our citizens with honor and courage

Exemplify ethical conduct at all times

Develop, encourage, and care for our Sheriff's Office family

B) Discuss your department's accomplishments in the last year.

Opened Joint Processing Center with 46 additional medical staff.

C) Discuss actions taken to drive efficiency and productivity in your department.

Hold monthly review meetings to evaluate overtime staffing and agency staff usage

D) Describe any new responsibilities your department assumed this year.

Joint Processing Center

E) Specify any costs your department incurred this or last year that you won't have next year.

Any non-recurring costs were paid for with Grant funds.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

The department is in a state of transition and is currently searching for a permanent Medical Director.

Form #1: Department Mission and Metrics

It is anticipated that the new Director will implement measures to track, evaluate, and report on internal performance

See attached file "HCSO - Monthly Medical Report" for currently utilized performance measures.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

The Harris County Sheriff's - Medical department is the largest jail medical program in the nation accredited by the National Commission on Correctional Healthcare. The standards established by that agency are widely used to steer policy and procedure in our jail medical operations.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department:

542 - Sheriff - Medical

FY19/20 General Fund Adopted Budget:	\$75,335,000
Rollover Budget Received in FY19/20:	\$268,536

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Medical Unit - Jail Housing Facilities	\$73,000,000	420		\$2,186,520	3.0%		Yes
2	Medical Unit - Joint Processing Center	\$5,500,000	46					
3								
4								
5								
Department-Estimated Totals		\$78,500,000	466	0	\$2,186,520	2.8%		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: Sheriff – Medical (#542)

Functional Area: Mental Health Unit

Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		<u>2,186,520</u>
Total Request	\$	2,186,520

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Harris Center of Mental Health & IDD has requested a \$2.2 million increase to their existing \$8.3 million annual contract with the Sheriff – Medical department.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Reference attached budget proposal from Harris Center for Mental Health
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Reference attached budget proposal from Harris Center for Mental Health
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Reference attached budget proposal from Harris Center for Mental Health
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Reference attached budget proposal from Harris Center for Mental Health
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Reference attached budget proposal from Harris Center for Mental Health
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

		2012	2013	2014	2015	2016	2017	2018	2019 Monthly												2019	2019
		avg/mo	avg/mo	avg/mo	avg/mo	avg/mo	avg/mo	Avg/Mo	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Avg/Mo
GENERAL																						
	AVG MO CENSUS OF JAIL	8,633	8,800	8,363	8,467	8,565	7,992	8,528	8,541	8,269	7,825	7,475	7,505	7,394	8,301	8,729	8,785	9,125	0	0	81,949	6,829
MEDICAL																						
	INTAKE SCREENING	8,626	8,299	7,174	6,393	6,879	6,001	5,428	5,051	6,414	7,486	5,916	6,366	6,071	6,359	6,670	6,238	5,672	0	0	62,243	5,187
	INTAKE REFERRAL TO MD	2,256	2,378	2,304	2,280	3,025	2,362	2,452	1,731	2,241	6,125	4,804	5,010	4,933	5,656	5,048	5,060	4,741	0	0	45,349	3,779
	14 DAY HLTH ASSMTS	3,001	3,087	2,809	2,711	2,811	2,294	2,352	2,090	1,339	2,461	2,306	2,156	2,069	2,018	2,140	1,870	2,613	0	0	21,062	1,755
	INFIRMARY HLTH ASSMTS	192	129	156	156	200	189	103	103	101	78	81	83	71	66	60	24	54	0	0	721	60
	MENTAL HEALTH ASSMTS	49	58	47	60	62	44	42	54	203	85	34	51	21	31	70	34	39	0	0	622	52
	HA REFERRALS TO MD/NP	575	448	559	486	455	634	649	568	371	230	193	244	222	174	183	201	1,332	0	0	3,718	310
	TRIAGE SICK-CALL	3,908	4,641	3,243	2,987	3,398	3,762	4,075	3,800	3,323	3,815	3,647	3,964	3,674	4,445	4,174	4,679	5,018	0	0	40,539	3,378
	CLINIC APPOINTMENTS	2,025	2,523	2,137	1,456	1,453	1,819	2,209	2,382	2,379	3,250	3,303	2,942	1,929	2,086	2,874	2,522	2,878	0	0	26,545	2,212
	EMERGENCY/WALK-INS	3,232	3,614	3,360	3,579	3,968	3,328	3,547	5,041	4,182	4,599	4,297	3,924	4,011	4,664	4,907	4,613	4,522	0	0	44,760	3,730
	NURSING TREATMENTS	6,012	6,688	7,883	8,297	9,545	14,447	16,018	13,903	12,486	14,229	12,677	13,800	13,631	16,737	16,092	15,182	16,515	0	0	145,252	12,104
	MEDICATION CART	10,057	12,024	11,546	13,184	12,558	12,082	15,015	16,126	16,134	16,522	16,195	15,268	15,785	15,399	17,686	18,126	16,164	0	0	163,405	13,617
INFIRMARY																						
	TOTAL ADMITS	291	244	289	300	322	286	187	178	194	199	217	200	150	180	174	144	207	0	0	1,843	154
	Detox Patients	87	69	85	84	109	91	52	46	39	45	57	36	36	28	39	28	46	0	0	400	33
	Resp. Unit	8	8	9	9	8	9	9	6	6	8	8	8	9	9	9	8	9	0	0	80	7
	Total Discharges	267	223	255	251	273	253	164	148	168	160	196	155	136	153	152	137	168	0	0	1,573	131
	Avg Daily Census	63	58	61	62	61	63	61	53	51	61	64	56	55	60	66	62	63	0	0	591	49
IN-HOUSE SPECIALTY CLINICS																						
	DENTAL EXAMS	356	372	321	283	346	287	506	524	340	626	690	637	574	450	523	528	628	0	0	5,520	460
	COUNSELORS: HIV	1,926	1,866	1,659	1,485	1,589	969	1,285	1,106	919	1,224	1,185	1,140	1,029	1,130	1,250	1,115	1,186	0	0	11,284	940
	SUBSTANCE ABUSE	235	218	110	0	65	222	174	194	376	362	292	413	322	156	287	171	224	0	0	2,797	233
	TB CLINIC	132	134	79	94	81	55	50	27	18	19	31	67	50	63	26	55	45	0	0	401	33
	INFECTIOUS DISEASE	144	145	143	145	148	130	140	169	59	121	101	103	94	56	135	103	144	0	0	1,085	90
	WOMEN'S CLINIC	214	223	210	219	297	251	250	209	217	211	168	206	192	293	231	203	201	0	0	2,131	178
	ORTHO CLINIC	119	120	106	115	174	181	133	101	128	178	84	154	86	170	154	99	116	0	0	1,270	106
	OPTOMETRY CLINIC	98	113	98	82	92	78	138	143	152	209	92	68	63	41	69	55	55	0	0	947	79
	CHRONIC DISEASES	280	424	504	542	1,232	1,031	1,225	1,320	1,126	1,178	1,223	1,302	1,137	1,018	1,162	1,059	1,327	0	0	11,852	988
	PUBLIC HEALTH AGENCIES	59	51	42	38	34	21	42	51	43	27	48	32	20	49	31	34	29	0	0	364	30
	BP CLINIC	0	225	299	360	372	357	331	393	348	351	312	354	321	293	353	254	364	0	0	3,343	279
IN-HOUSE ANCILLARY SERVICES																						
	RADIOLOGY TESTS	7,593	7,675	6,999	6,236	6,691	6,163	5,533	5,089	6,740	7,995	8,120	8,275	8,039	8,586	8,896	8,435	7,303	0	0	77,478	6,457
	LABORATORY TESTS	9,484	8,669	6,999	9,055	12,815	11,535	13,152	12,476	9,727	9,530	10,737	13,052	9,682	11,205	10,592	9,163	0	0	0	96,164	8,014
	DIETARY SERVICES	231	263	277	292	312	286	602	553	510	679	248	825	839	817	654	661	810	0	0	6,596	550
	PHARMACY RX FILLED	26,958	23,016	21,377	22,866	30,487	30,024	31,888	30,511	29,988	31,871	32,644	33,026	31,350	35,524	35,559	34,235	36,460	0	0	331,168	27,597
	DIALYSIS	110	102	98	112	128	142	109	68	82	76	62	78	62	37	51	64	62	0	0	642	54
TOTAL PATIENT CONTACTS IN-HOUSE																						
	ALL IN-HOUSE AREAS	88,163	87,749	80,828	83,813	99,537	98,980	112,779	103,961	100,140	113,736	109,707	113,740	106,427	117,703	120,051	114,927	108,709	0	0	1,109,101	92,425
REFERRAL																						
	SPECIALTY CLINICS	205	211	241	233	202	273	432	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	AVG DAILY HOSP CENSUS	9	10	11	12	12	10	12	12	13	12	12	12	12	13	14	12	15	0	0	127	11
DEATHS																						
		1	1	1	1	1	1	1	2	2	1	0	0	1	1	0	1	2	0	0	10	1

The HARRIS CENTER FY 2021 Budget Request to HCSO Clinical Services and Crisis Intervention Response Team (CIRT)

Table 1 illustrates the original FY 2020 budget granted, the current FY 2020 budget and the FY 2021 proposed budget.

<u>Table 1</u>	<u>FY 2020 Original</u>	<u>FY 2020 Current</u>	<u>FY 2021 Proposed</u>
Clinical Services Total Budget	\$7,604,122	\$7,773,181	\$9,686,522
Admin Fee (5%) Clinical Services	\$380,206	\$388,659	\$484,326
CIRT Team Total Budget	\$320,000	\$320,000	\$320,000
Admin Fee CIRT	\$0	\$0	\$0
Total	\$8,304,327	\$8,481,840	\$10,490,848

For FY2021, The Harris Center is proposing an increase of \$2,186,520 to address the following:

1. The Harris Center contracted with a consulting firm to develop a new compensation framework that included an alignment of jobs to the Houston market. The results indicated an increase in some positions to stay competitive with the current market and is reflective in the current FY 2021 budget proposal. The Harris Center implemented this change on 6/30/19. The Harris Center elected to pay for the difference in the FY 2020 budgeted salary amounts until we could respectfully request an increase in the next budget proposal.
2. New NCCHC Standards now require a face-to-face encounter for health care requests within 24 hours of receipt by health staff 7 days a week. Additional positions were created out of realignment of current budget to meet this standard to include weekend coverage. An additional RN II was created to meet the patient demands of the Chronic Care Clinic and to continue to meet NCCHC Standards.

In response to DOJ recommendations, the following enhancements will be continued:

- Increased communication between mental health staff, medical staff and security staff
- Performance Improvement Specialist to conduct Quality Improvement Studies
- Collaboration with HCSO Security to decrease the number of individuals in administrative separation

**The HARRIS CENTER FY 2021 Budget Request to HCSO From the Harris Center
(Clinical Services and CIRT)**

FY 2021 Clinical Services Total Budget \$9,686,522

Admin Fee (5%) Clinical Services \$484,326

FY 2021 Crisis Intervention Response Team Total Budget \$320,000

Admin Fee CIRT \$0

Total Budget for All Services \$10,006,522

Total Admin fee for programs (5%) \$484,326

FY2021 TOTAL CONTRACT AMOUNT \$10,490,848

The HARRIS CENTER FY 2021 Budget Request and Recommendations to HCSO
Clinical Services

Unit Name 6201	Position	FTE	Information	FY20 Budget	FY 20 Current	FY21 Request	Change from original budget	Comments
Admin	*Medical Director - Kimberly Warneke, MD	1	8am - 5pm M - F (\$262,500 plus 31.0% fringe) Salary includes supervision of additional mid level providers (primary and secondary) and on-call stipend.	\$348,708	\$348,708	\$363,628	\$14,920	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Admin	Administrator - Sean McElroy	1	830am - 530pm M - F (114,964 plus 31.0% fringe)	\$122,837	\$122,837	\$150,603	\$27,766	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Admin	Executive Admin. Asst. - Edgar Meza	1	7am - 4pm M - F (58,030 plus 31.0% fringe).	\$67,786	\$67,786	\$76,019	\$8,233	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Admin	Program Manager - Kanika Anglin	1	7am - 4pm M - F (97,003 plus 31.0% fringe)	\$112,156	\$112,156	\$127,074	\$14,918	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Admin	Scheduler - Sheila Clark	1	6am-3pm M-F (Salary is 52,901 plus 31.0% fringe)	\$0	\$69,406	\$69,300	\$69,300	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Admin	Admin II - Rebecca Schatte	1	9am - 6pm M - F (Salary is \$45,206 plus 31.0% fringe)	\$39,979	\$59,310	\$59,212	\$19,233	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Admin	Clinical Supervision for Mid Level Prescribers		The cost for the supervision of Mid Level Prescribers is based on the number of Prescribers Supervised. We have 5 FTE Mid Levels and 5 Relief Mid Levels that require supervision. The cost associated for 10 Mid Levels is \$70,000 annually.	\$0	\$35,000	\$70,000	\$70,000	This cost was allocated to specific positions but has been realigned for a total amount in one column.
	Sub-Total FTE Page 2-2100	6	Salary w/Fringe	\$691,466	\$815,203	\$915,836	\$224,370	
			Operations	\$40,000	\$40,000	\$40,000	\$0	
	Total Admin FTE	6	Admin Sub-Total	\$731,466	\$855,203	\$955,836	\$224,370	
**Signifies the Mid Level Provider needing supervision								

**The HARRIS CENTER FY 2021 Budget Request and Recommendations to HCSO
Clinical Services**

Unit Name 6202	Position	FTE	Information	FY20 Budget	FY 20 Current	FY21 Request	Change from original budget	Comments
Front Door	**1st Shift Psychiatrist - Kenneth Ihaza	1	6am -2pm M- F (\$143,170 plus 31.0% fringe) *Salary reflects 2 certifications-one as a forensic fellow and the other as language stipend	\$294,075	\$184,514	\$312,000	\$17,925	Position is currently filled by Mid Level Provider at a lower salary. Request for budget to remain at full funding salary for Psychiatrist. Please see summary of Psychiatrist compensation plan
Front Door	1st Shift Psychiatrist and Medical Infirmary - Vacant	1	6am - 2pm M - F (Salary reflects shift rate of \$1200 for an annual year)	\$294,075	\$294,075	\$312,000	\$17,925	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Front Door	**2nd Shift Prescriber - Guerline Dejean	1	12pm-10pm/ 4 10hour shifts (Sun, Mon, Thur, Fri) (Salary 149,262 plus 31.0%fringe). Salary reflects on call	\$191,261	\$191,261	\$195,832	\$4,571	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Front Door	2nd Shift Psychiatrist - Danae Georges, MD	1	2PM - 10pm M-F (Salary reflects shift rate of \$1200 for an annual year)	\$303,878	\$303,878	\$312,000	\$8,122	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Front Door	3rd Shift LPHA - Nelda Axley	1	7:30pm-6am 4 10 Hour Shifts Thurs-Sunday (\$73,966 salary plus 31.0% fringe) Salary reflects Shift Diff.	\$94,778	\$94,778	\$96,895	\$2,117	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Front Door	3rd Shift Overnight Psychiatrist - Jamal Rafique, MD	0.8	10p - 6a M- F (Salary reflects shift rate of \$1400 for an annual year at .8 FTE)	\$282,322	\$282,322	\$332,800	\$50,478	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Front Door	Relief Psychiatrists and LPHA (Weekends, overnight, vacation, cme/sick leave)		Weekend Prescriber Relief was calculated by shift rates (1st & 2nd Shifts \$150/hr and 3rd shift @ \$200/hr). Relief was measured to provide at least 2 Prescribers at the Front Door 24/7 and to exclude the current FTE within the contract.	\$307,380	\$307,380	\$1,310,400	\$1,003,020	All Available shifts have been calculated for FY 2020 at the stated rates. The hours needed to be filled have increased in order to meet the demands of the Front Door to provide 2 FTE per shift per day 7 days a week.
Sub-Total FTE Page 3-(2101)		5.8	Sub-Total Page 3	\$1,767,769	\$1,658,208	\$2,871,927	\$1,104,158	

The HARRIS CENTER FY 2021 Budget Request and Recommendations to HCSO
Clinical Services

Unit Name 6203	Position	FTE	Information	FY20 Budget	FY 20 Current	FY21 Request	Change from original budget	Comments
Specialty Unit - Mental Health Infirmary/ 2C	Psychiatrist - Kameelah Rahmaan-Russell, DO	1	8am -5pm M - F (Salary reflects shift rate of \$1200 for an annual year)	\$294,075	\$294,075	\$312,000	\$17,925	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - Mental Health Infirmary/ 2P	Psychiatrist - Jacqueline Bickham, MD	1	10am - 7pm M - F (Salary reflects shift rate of \$1200 for an annual year)	\$328,057	\$328,057	\$312,000	(\$16,057)	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis. The individual supervision of Mid-Level Prescribers was removed
Specialty Unit - Mental Health Infirmary/ 2C	LPHA(Jail) - Breana Covington	1	6am - 230pm M - F (\$53,140 plus 31.0% fringe).	\$65,862	\$65,862	\$69,613	\$3,751	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - Mental Health Infirmary/ 2P	LPHA(Jail) - Verneisha Polk	1	10am - 7pm M - F (\$53,140 plus 31.0% fringe).	\$65,862	\$65,862	\$69,613	\$3,751	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - Mental Health Infirmary/ 2C	LPHA(Jail) - Cherterrica Heathmon	1	8am - 5pm M - F (\$53,140 plus 31.0% fringe).	\$65,862	\$65,862	\$69,613	\$3,751	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit (Step-down)	LPHA(Jail) - Vacant	1	8am - 5pm M - F (\$53,140 plus 31.0% fringe).	\$65,862	\$65,862	\$69,613	\$3,751	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit (Step-down)	LPHA(Jail) - LaToya Wolfe, Vacant	2	6am - 230pm M - F (\$53,140 plus 31.0% fringe).	\$131,724	\$131,724	\$136,226	\$4,502	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - Mental Health Infirmary/ 2C/2P	LPHA-3 - Vacant	1	8am - 5pm M - F (\$72,316 plus 31.0% fringe)	\$87,014	\$87,014	\$94,734	\$7,720	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - Mental Health Infirmary/ 2C/2P	LPHA-3 - Maria Garcia	1	130pm - 10pm M - F (\$78,581 plus 31.0% fringe) salary includes shift differential and language	\$99,719	\$99,719	\$102,941	\$3,222	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit (Step-down)	LPHA-3 - Marcella Mortel	1	6am - 3pm M - F (\$72,316 plus 31.0% fringe)	\$87,015	\$87,015	\$94,734	\$7,719	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - Mental Health Infirmary/ 2C/2P	Peer Specialist - Michael Boesewetter	1	6am - 3pm M - F (48,287 plus 31.0%)	\$61,873	\$61,873	\$63,256	\$1,383	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - Mental Health Infirmary/ 2C/2P	Peer Educator - Glen Sneed	1	6am - 3pm M - F (48,287 plus fringe 31.0%)	\$61,873	\$61,873	\$63,256	\$1,383	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Sub-Total FTE Page 4		13	Sub-Total Page 4	\$1,414,798	\$1,414,798	\$1,457,599	\$42,801	

The HARRIS CENTER FY 2021 Budget Request and Recommendations to HCSO Clinical Services

Unit Name 6203	Position	FTE	Information	FY20 Budget	FY 20 Current	FY21 Request	Change from original budget	Comments
Specialty Unit - Mental Health Infirmary/ 2C/2P	Office Supervisor - Helena White	1	8am - 430pm M - F (\$44,821 plus 31.0% fringe).	\$44,166	\$58,813	\$58,716	\$14,550	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - CBT/ 2E1A	Clinical Team Leader II - Teri Walker-Cartwright	1	8am - 5pm M - F (\$87,901 plus 31.0% fringe).	\$101,492	\$101,492	\$115,150	\$13,658	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - Separation Rounds	LPHA(Jail) - Ashley Gipson	1	8am - 5pm M - F (\$53,140 plus 31.0% fringe).	\$65,862	\$65,862	\$69,613	\$3,751	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - Separation Rounds	LPHA(Jail) - Natalie McHenry, Luke Gonzalez	2	6am - 230pm M - F (\$53,140 plus 31.0% fringe).	\$131,724	\$131,724	\$139,226	\$7,502	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - CBT/ 2E1A	LPHA(Jail) - Mary Breckenridge	1	8am - 5pm M - F (\$53,140 plus 31.0% fringe).	\$65,862	\$65,862	\$69,613	\$3,751	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit	Clinical Team Leader II - Tonya Smith	1	8am - 5pm M - F (\$87,901 plus 31.0% fringe).	\$101,492	\$101,492	\$115,150	\$13,658	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - Separation Rounds	LPHA III - Angela Hurd	1	10am - 7pm M - F (\$72,316 plus 31.0% fringe)	\$87,015	\$87,015	\$94,734	\$7,719	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - Mental Health Infirmary/ 2C/2P	LCDC - Carolyn Jenkins	1	8am - 5pm M - F (\$48,896 plus 31.0% fringe).	\$59,364	\$59,364	\$64,054	\$4,690	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Specialty Unit - Mental Health Infirmary/ 2C/2P	Performance Improvement Specialist - Ee'a Jones	1	7am - 4pm M - F (77,418 plus 31.0% fringe)	\$99,201	\$99,201	\$101,418	\$2,217	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Sub-Total FTE Page 5		10	Sub-Total Page 5	\$756,178	\$770,825	\$827,674	\$71,496	
Sub-Total FTE Page 4		13	Sub-Total Page 4	\$1,414,798	\$1,414,798	\$1,457,599	\$42,801	
Sub-total FTE MH Infirmary 4 & 5-(2102)		23		\$2,170,976	\$2,185,623	\$2,285,273	\$114,297	

**The HARRIS CENTER FY 2021 Budget Request and Recommendations to HCSO
Clinical Services**

Unit Name 6204	Position	FTE	Information	FY20 Budget	FY 20 Current	FY21 Request	Change from original budget	Comments
Outpatient	Psychiatrist - Cira DeLeon, MD	1	130pm - 10pm M - F (Salary reflects shift rate of \$1200 for an annual year)	\$307,538	\$307,538	\$312,000	\$4,462	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient	Clinical Team Leader II - Joseph Garza	1	9am - 6pm M - F (\$87,901 plus 31.0% fringe).	\$101,491	\$101,491	\$115,150	\$13,659	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient	LPHA III - Michelle Kasischke	1	10am - 7pm Shift M - F (\$72,316 plus 31.0% fringe)	\$87,015	\$87,015	\$94,734	\$7,719	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient	LPHA III - Alicia Moore	1	6am - 3pm M - F (\$72,316 plus 31.0% fringe)	\$87,015	\$87,015	\$94,734	\$7,719	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient	LPHA(Jail) - Regenia Roach, Danielle White, Lontrael Antoine, Vacant	4	6am- 2pm Day Shift M - F (\$53,140 plus 31.0% fringe)	\$263,449	\$263,449	\$278,452	\$15,003	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient	LPHA(Jail) - Deneisi Berrios, Kasey Collins, Chanell Martin, Aeryal Peoples, Vacant	5	10am - 7pm M - F (\$53,140 plus 31.0% fringe)	\$263,449	\$263,449	\$348,065	\$84,616	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient	Psychiatrist - Vacant	1	9am - 6pm M - F (Salary reflects shift rate of \$1200 for an annual year)	\$302,963	\$302,963	\$312,000	\$9,037	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient	Admin. Asst. II - Jonathon Luna	1	6am - 2pm M- F/ 1st Shift (Salary is \$45,206 plus 31.0% fringe).	\$44,166	\$59,310	\$59,220	\$15,054	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient	Clinical Team Leader II - Nafeiza Persaud	1	8am - 5pm M - F (Salary \$87,901 plus 31.0% fringe.)	\$101,492	\$101,492	\$115,150	\$13,658	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient	LPHA (Scheduler) - Emily He	1	8am-5pm M - F (Salary \$72,316 plus 31.0% fringe).	\$87,015	\$87,015	\$94,734	\$7,719	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Sub-Total Page 7		17	Sub-Total Page 7	\$1,645,593	\$1,660,737	\$1,824,239	\$178,646	

**The HARRIS CENTER FY 2021 Budget Request and Recommendations to HCSO
Clinical Services**

Unit Name 6204	Position	FTE	Information	FY20 Budget	FY 20 Current	FY21 Request	Change from original budget	Comments
Outpatient	**Mid Level Provider - Lenia John	1	7am - 530pm M-F (Salary is \$141,613 plus fringe 31.0%)	\$181,875	\$181,875	\$185,513	\$3,638	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient	**Mid Level Provider - Kristen Dinwiddie	1	6am-3pm M-f (Salary is \$141,613 plus fringe 31.0%)	\$181,459	\$181,459	\$185,513	\$4,054	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient/ Chronic Care Services	Lead RN - Joycelyn Horn	1	7am- 4pm Mon- Fri (Salary \$92,424 plus 31.0% fringe)	\$118,430	\$118,430	\$121,075	\$2,645	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient/ Chronic Care Services	RN II - Allison Valverde, Mansong Ntekim	2	6am - 3pm/7am -4pm M -F (Salary \$75,227 plus 31.0% fringe)	\$192,788	\$192,788	\$197,094	\$4,306	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient/ Chronic Care Services	RN II - Imelda Chukwu, Michael Ndudim, Dawn Semple	3	2pm - 10p Mon-Fri (Salary \$79,829 plus 31.0% fringe)	\$306,873	\$306,873	\$313,728	\$6,855	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient/ Chronic Care Services	Team Lead Triage - Shyranika Nwajei	1	6am - 3pm M - F (\$75,932 plus 31.0% fringe)	\$87,015	\$99,623	\$99,471	\$12,456	See Summary-Position was modified to Team Lead to supervise a new team that was created to meet new NCCHC Standards to include weekend coverage
Outpatient/ Chronic Care Services	LPHA (Jail) - Vacant, Vacant	2	7am - 6pm F-M (\$53,140 plus 31.0% fringe)	\$0	\$0	\$139,226	\$139,226	See Summary- New Position- was created to meet new NCCHC Standards to include weekend coverage
Outpatient/ Chronic Care Services	LPHA (Jail) - Vacant	1	10am - 9pm F-M (\$53,140 plus 31.0% fringe)	\$0	\$0	\$69,613	\$69,613	See Summary- New Position- was created to meet new NCCHC Standards to include weekend coverage
Outpatient/ Chronic Care Services	LPHA - Tonya Peavy	1	7am - 6pm F - M (\$72,316 plus 31.0% fringe)	\$0	\$0	\$94,734	\$94,734	See Summary- New Position- was created to meet new NCCHC Standards to include weekend coverage
Outpatient/ Chronic Care Services	RN II - Yuhurys Jimenez Gall	1	11:30a - 10pm Mon - Fri (\$75,227 plus 31.0% fringe)	\$0	\$98,698	\$98,547	\$98,547	See Summary-New Position- was created to support the increase in jail population and the needs of the Chronic Care Clinic to meet NCCHC Standards
Outpatient/ Chronic Care Services	**Mid Level Provider - Lovely Omoregbe	1	2pm - 10pm Mon - Fri (Salary is \$141,613 plus fringe 31.0%)	\$174,353	\$174,353	\$185,513	\$11,160	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Outpatient/ Chronic Care Services	Administrative Assistant II - Kimberlie Jackson	1	2pm - 10pm Mon - Fri (2nd Shift) (\$45,206 plus 31.7% fringe) Salary includes shift differential	\$45,525	\$59,311	\$59,220	\$13,695	Salary was increased due to the Harris Centers 3rd party market analysis. See Summary regarding alignment of current position to market analysis
Sub-Total FTE Page 8		16	Sub-Total Page 8	\$1,288,318	\$1,413,410	\$1,749,247	\$460,929	
Sub-Total FTE Page 7		17	Sub-Total Page 7	\$1,645,593	\$1,660,737	\$1,824,239	\$178,646	
Sub-Total FTE Page 7 & 8-(6204)		33	Sub-Total Outpatient Unit	\$2,933,911	\$3,074,147	\$3,573,486	\$639,575	

**The HARRIS CENTER FY 2021 Budget Request and Recommendations to HCSO
Clinical Services**

All Units	FTE	Information	FY20 Budget	FY20 Current	FY21 Request	Change from original budget	Comments
		Clinical Services Total Budget	\$7,604,122	\$7,773,181	\$9,686,522	\$2,082,400	
Total FTEs	67.8	5% Administrative Fee	\$380,206	\$388,659	\$484,326	\$104,120	
		Grand Total	\$7,984,328	\$8,161,840	\$10,170,848	\$2,186,520	

FY2021 Contract Recommendations = \$10,170,848 for Clinical Services

**The HARRIS CENTER FY 2021 Budget Request and Recommendations to HCSO
(Crisis Intervention Response Team)**

Unit Name 9228								
CIRT	Position	FTE	Information		FY20 Budget	FY20 Current	FY21 Request	Change from original budget
CIRT	LPHA	3	Variable Shifts		\$320,000	\$320,000	\$320,000	\$0
All Units		FTE	Information		FY20 Budget	FY20 Current	FY21 Request	Change from original budget
	Total FTEs	3		CIRT Total Budget	\$320,000	\$320,000	\$320,000	\$0
				Administrative Fee	\$0	\$0	\$0	\$0
				Grand Total	\$320,000	\$320,000	\$320,000	\$0

FY2020 Contract Amount = \$320,000

FY2021 Contract Recommendations = \$320,000 for CIRT Services

845-SHERIFF'S CIVIL SERVICE

Data as of: 11/11/2019

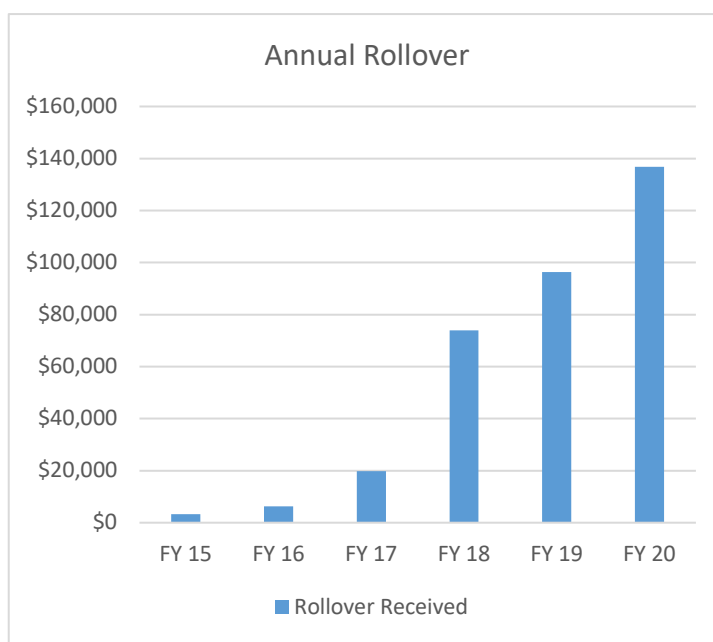
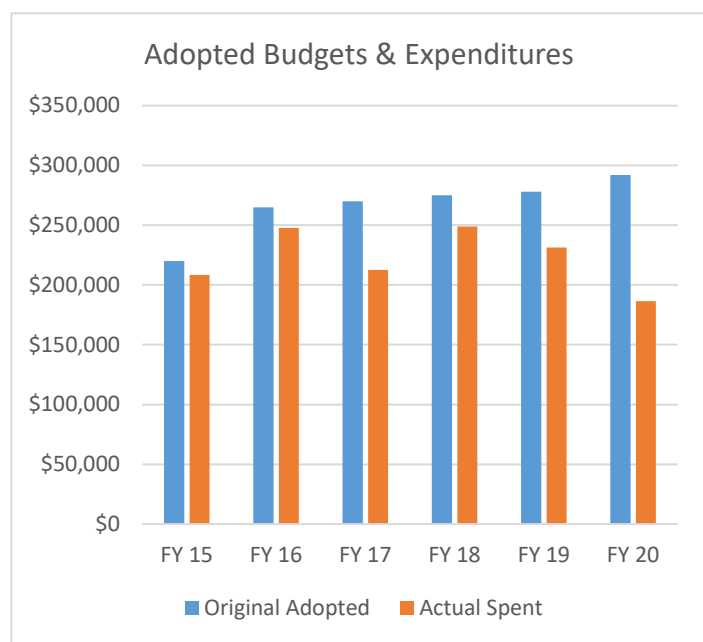
Avg. Annual Budget Increase Last 5 Years: 5.8%

FY 20 Adopted Budget Per Capita (Harris County): \$0.06

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$220,000	\$265,000	\$270,000	\$275,000	\$278,000	\$292,000
Final Adjusted	\$223,815	\$271,225	\$289,789	\$348,919	\$374,328	\$428,756
Rollover Received	\$3,301	\$6,225	\$19,789	\$73,919	\$96,328	\$136,756
Rollover % of Adopted	2%	2%	7%	27%	35%	47%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$184,829	\$189,925	\$196,614	\$198,575	\$209,686	\$152,364
Non-Labor/Transfers	\$23,597	\$57,720	\$16,011	\$50,272	\$21,766	\$33,944
Actual Spent	\$208,426	\$247,645	\$212,625	\$248,846	\$231,452	\$186,307



FY20 Rollover as a % of FY20 Adopted Budget: 46.8%

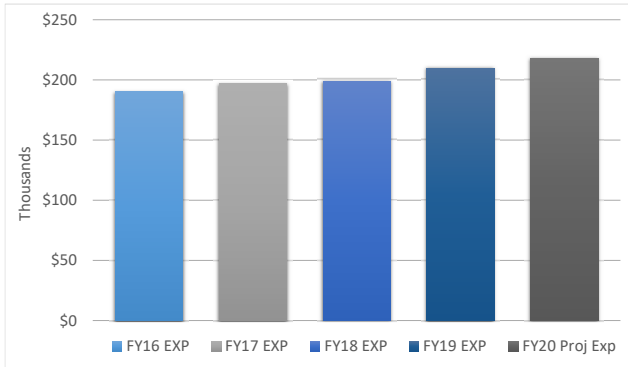
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$0	\$0

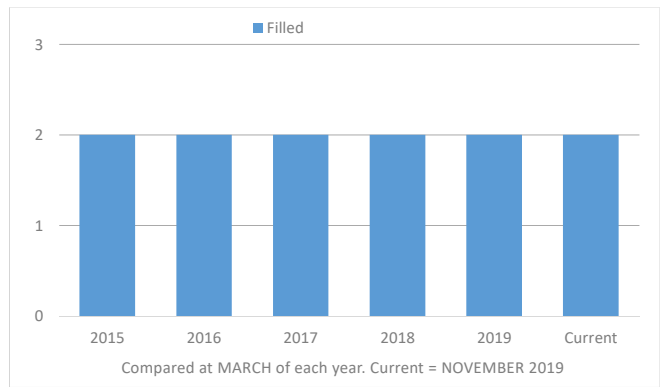
PERSONNEL SUMMARY FOR SHERIFF'S CIVIL SERVICE

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

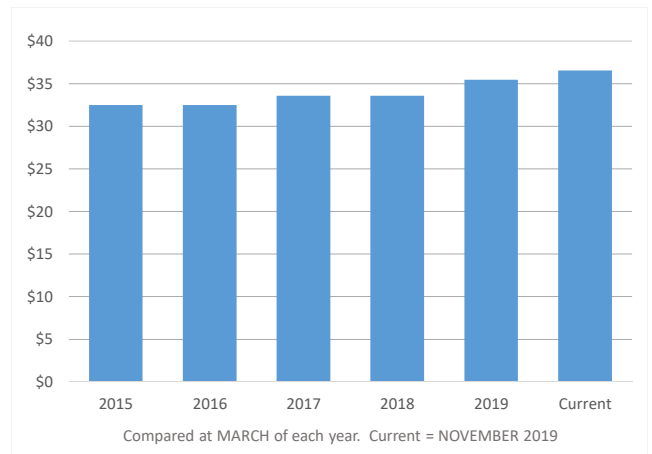


Avg. Salary Increases For Existing Full-Time Employees

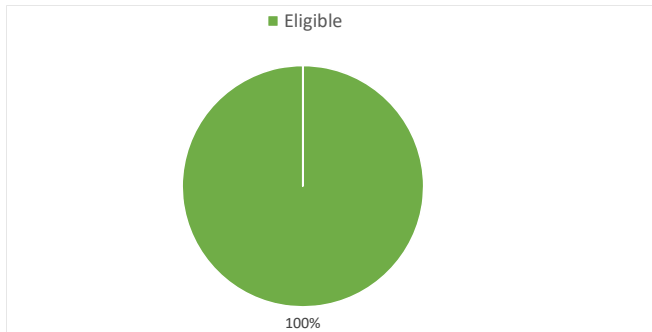
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	2	4.0%	4.0%
Sept 2017	2	10.9%	5.3%
Sept 2016	2	10.9%	3.5%
Sept 2015	2	16.8%	4.0%
Sept 2014	2	18.0%	3.4%

	Filled	Vacant	Total
R32+	2	0	2
Part	0	0	0
Temp	0	0	0

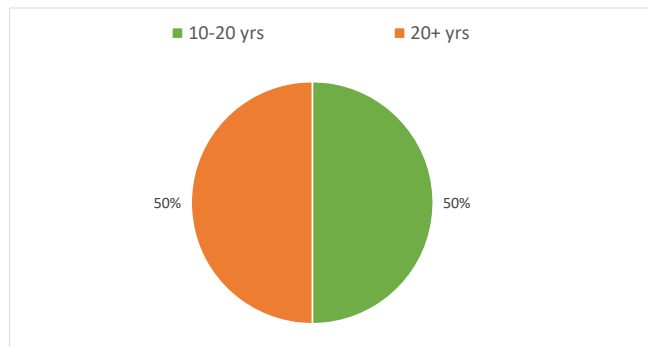
Dept. Average Hourly Base Pay Rate



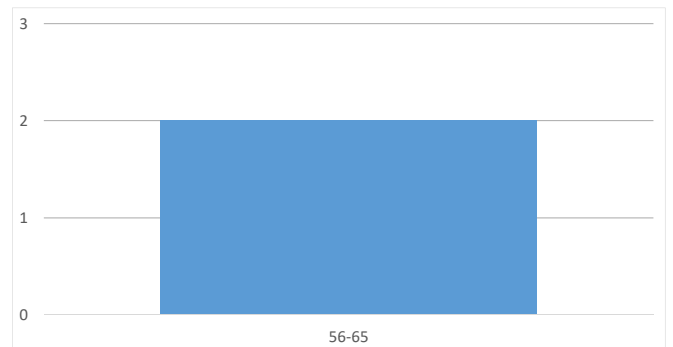
Retirement Eligibility



Employee Tenure



Number of Employees by Age



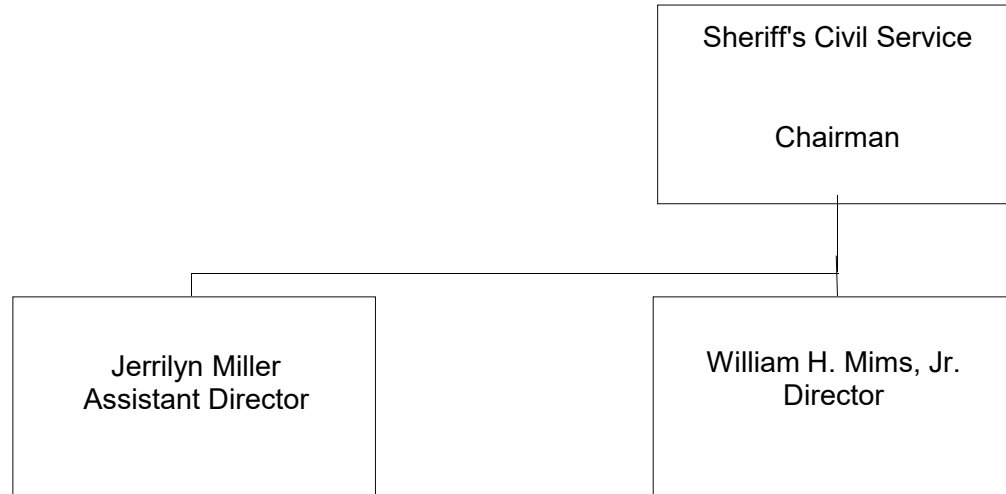


Department-Provided Information

COUNTY AUDITOR'S FORM 412

FY 2020-2021 ORGANIZATION CHART FOR

Sheriff's Civil Service 10084500



Form #1: Department Mission and Metrics

Sheriff's Civil Service - 845

A) Department Purpose/Mission


The Harris County Sheriff's Office Civil Service Commission was created by the Legislature of the State of Texas to promote professionalism in the Sheriff's Office and to assure fair and impartial treatment for all employees in the classified service subject to appeal and grievance rights as set forth in the rules and regulations formulated by the Civil Service Commission.

B) Discuss your department's accomplishments in the last year.

16 appeal hearings held (9 withdrawn from docket by appeallant before hearing)

391 candidates participated in the promotional process

C) Discuss actions taken to drive efficiency and productivity in your department.

1. Appeal hearings: Continue the reduction of appeal hearing docket
2. Civil Service Rules and Regulations: Amend rules to comply with state law changes, accreditation requirements and adopt new rules
3. Promotion process: Conduct promotional testing per Civil Service Rules and Regulations  [Form 412 Org Chart.xls](#)

D) Describe any new responsibilities your department assumed this year.

NONE

E) Specify any costs your department incurred this or last year that you won't have next year.

NONE

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

G) Describe any external performance measures you use to track and evaluate

Form #1: Department Mission and Metrics

whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department:

845 - Sheriff's Civil Service

FY19/20 General Fund Adopted Budget:	\$292,000
Rollover Budget Received in FY19/20:	\$136,756

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Hold regular meetings and special meetings as may be necessary for the transaction of the business of the commission	\$292,000	2	0	\$0	0.0%		
2	Conduct promotional testing for five ranks for the Sheriff's Office personnel that are eligible for promotion							
3								
4								
5								
6								
7								
8								
9								
10								
Department-Estimated Totals		\$292,000	2	0	\$0	0.0%		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

545-DISTRICT ATTORNEY

Data as of: 11/11/2019

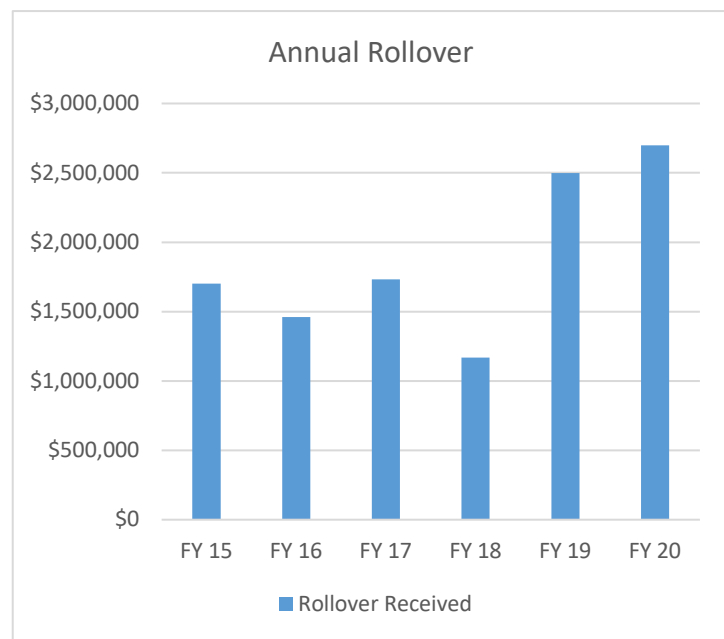
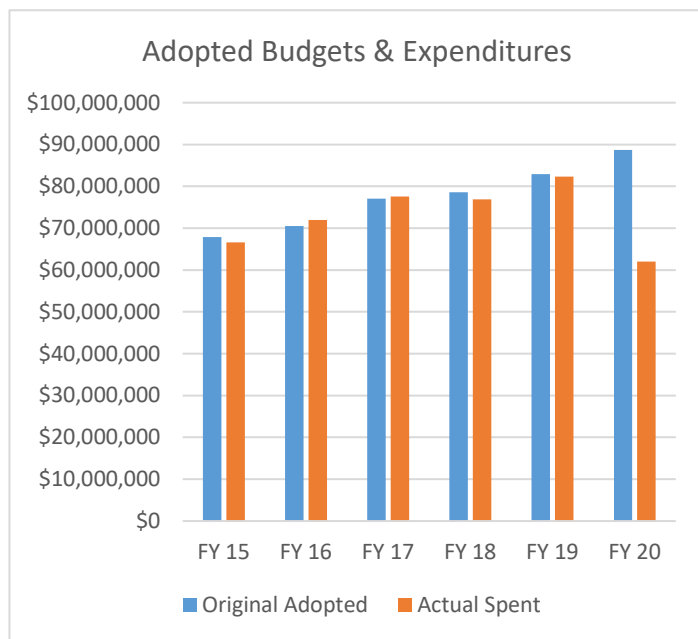
Avg. Annual Budget Increase Last 5 Years: 5.5%

FY 20 Adopted Budget Per Capita (Harris County): \$18.87

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$67,900,000	\$70,500,000	\$77,050,000	\$78,590,000	\$82,903,000	\$88,700,000
Final Adjusted	\$69,793,499	\$73,809,880	\$78,781,574	\$79,758,406	\$85,399,349	\$94,363,075
Rollover Received	\$1,702,390	\$1,460,614	\$1,731,574	\$1,168,406	\$2,498,199	\$2,699,015
Rollover % of Adopted	3%	2%	2%	1%	3%	3%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$66,187,869	\$70,882,072	\$77,086,818	\$75,536,019	\$79,132,583	\$59,301,483
Non-Labor/Transfers	\$424,779	\$1,066,929	\$508,151	\$1,363,706	\$3,232,792	\$2,702,128
Actual Spent	\$66,612,648	\$71,949,001	\$77,594,968	\$76,899,725	\$82,365,374	\$62,003,612



FY20 Rollover as a % of FY20 Adopted Budget: 3.0%

Other Department Resources

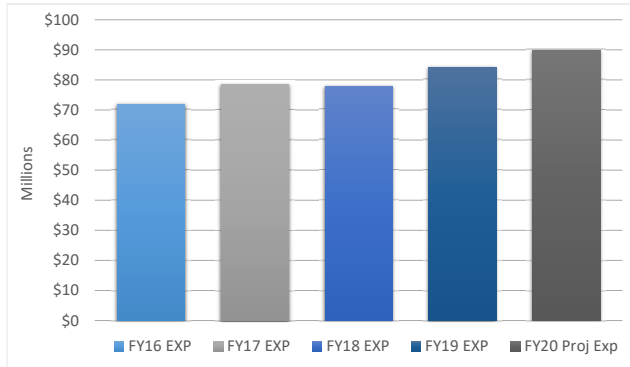
Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	55	\$7,042,506	\$19,738,708
1020-PUBLIC IMP CONTINGENCY FUND	0	\$261,549	\$689,139
2320-DA SPECIAL INVESTIGATION	0	\$11,078	\$1,953,579
2330-DA HOT CHECK DEPOSITORY FUND	0	\$528,214	\$831,935
2370-DONATION FUND	0	\$0	\$214
23C0-DA FIRST CHANCE INTER PROGRAM	0	\$0	\$181,083
23H0-COUNTY CLERK RECORDS ARCHIVE	0	\$119,375	\$568,470
2460-DA DIVERSION PROGRAMS	6	\$292,270	\$1,151,431
2560-DA FORF ASSETS-TREASURER DEP	0	\$0	\$77,616
2570-DA FORF ASSETS-JUSTICE DEPT	0	\$0	\$594,442
25B0-SUPPLEMENTAL ENVIRONMENTAL PRG	0	\$0	\$172
2630-DA FORF ASSETS-STATE	0	\$1,002,315	\$7,264,517
2750-LEOSE-LAW ENFORCEMENT	0	\$8,878	\$22,400
7246-VICTIMS OF CRIME ACT	24	\$2,040,450	\$1,918,476

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
7268-BORDER PROSECUTION	2	\$173,550	\$468,888
7346-DOMESTIC VIOLENCE HIGH RISK	0	\$66,614	\$86,386
7423-TARGET STORES COMMUNITY GIVING	0	\$3,000	\$0
7539-PROJECT 180	3	\$607,151	\$398,199
7562-NO REFUSAL DWI PROGRAM	0	\$373,564	\$736,536
7572-FAMILY VIOLENCE PROSECUTION	2	\$483,878	\$596,358
7641-ADULT SEX CRIMES	2	\$152,664	\$369,961
7662-DOMESTIC VIOLENCE OUTREACH	11	\$232,217	\$1,190,858
7670-SEX CRIMES SOCIAL WORKERS	5	\$50,899	\$538,049
7672-DNA: CONVICTION INTEGRITY BY	0	\$0	\$100,000
8001-MISC FOUNDATIONS GRANTS	0	\$634,840	\$0

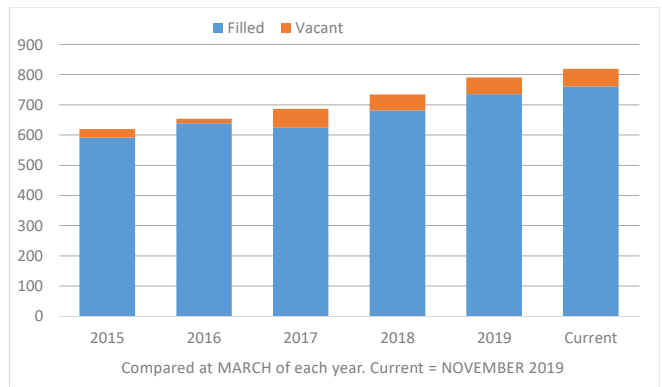
PERSONNEL SUMMARY FOR DISTRICT ATTORNEY

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

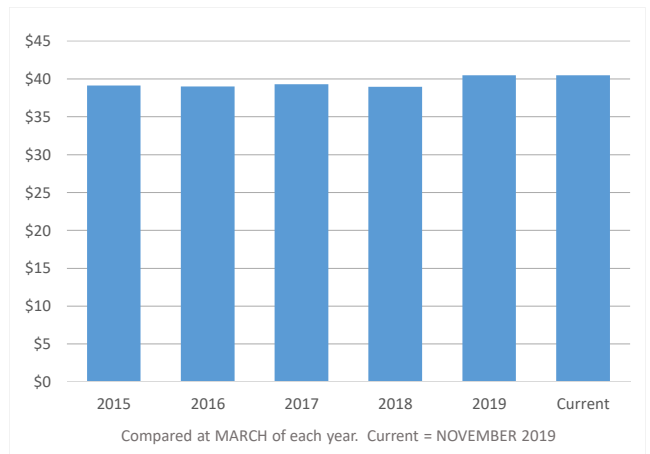


Avg. Salary Increases For Existing Full-Time Employees

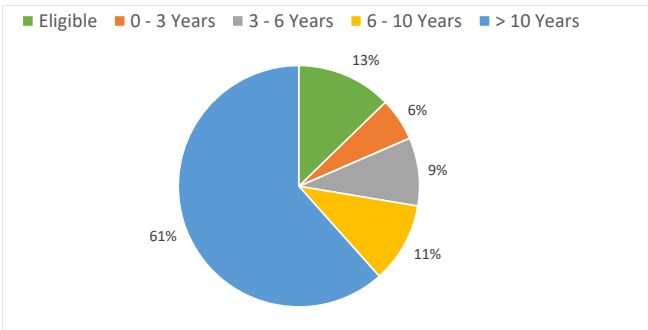
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	608	8.8%	8.8%
Sept 2017	513	12.1%	5.9%
Sept 2016	428	14.1%	4.5%
Sept 2015	371	21.2%	4.9%
Sept 2014	324	27.8%	5.0%

	Filled	Vacant	Total
R32+	728	35	763
Part	1	9	10
Temp	31	15	46

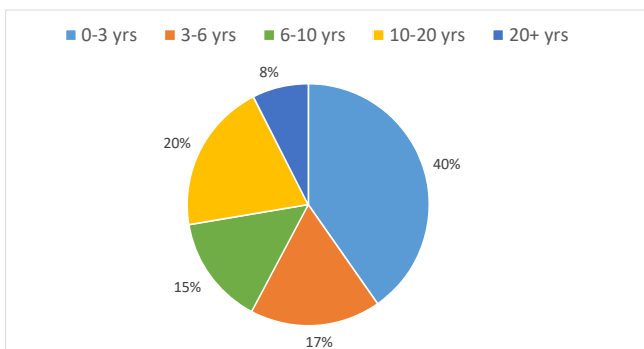
Dept. Average Hourly Base Pay Rate



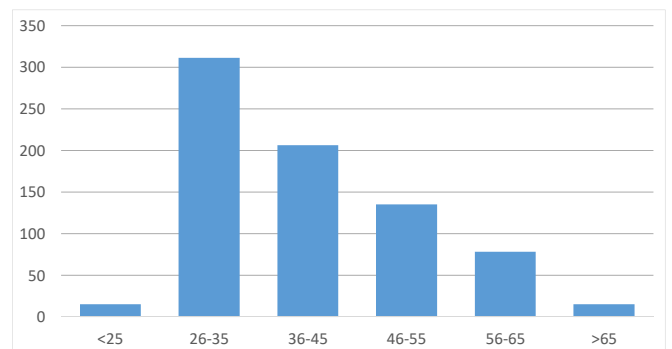
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information



HCDAO Organizational Chart (1 of 2)

DA Kim Ogg

First Assistant

Trial Bureau

Felony
22 Courts
+ 4 Specialty
Courts

Vehicular
Crimes

Misdemeanor
16 Courts

16 Justice
Courts

Special Crimes Bureau

Environmental
Crimes

Gangs/
Organized

Robbery and
Burglary

Major
Offender

Major Narcotics

Money Laundering

Special Victims Bureau

Sex Crimes

Adult Sex
Crimes

Human
Trafficking

Family Violence

Animal Cruelty

Investigations Bureau

Trial Bureau
Investigations

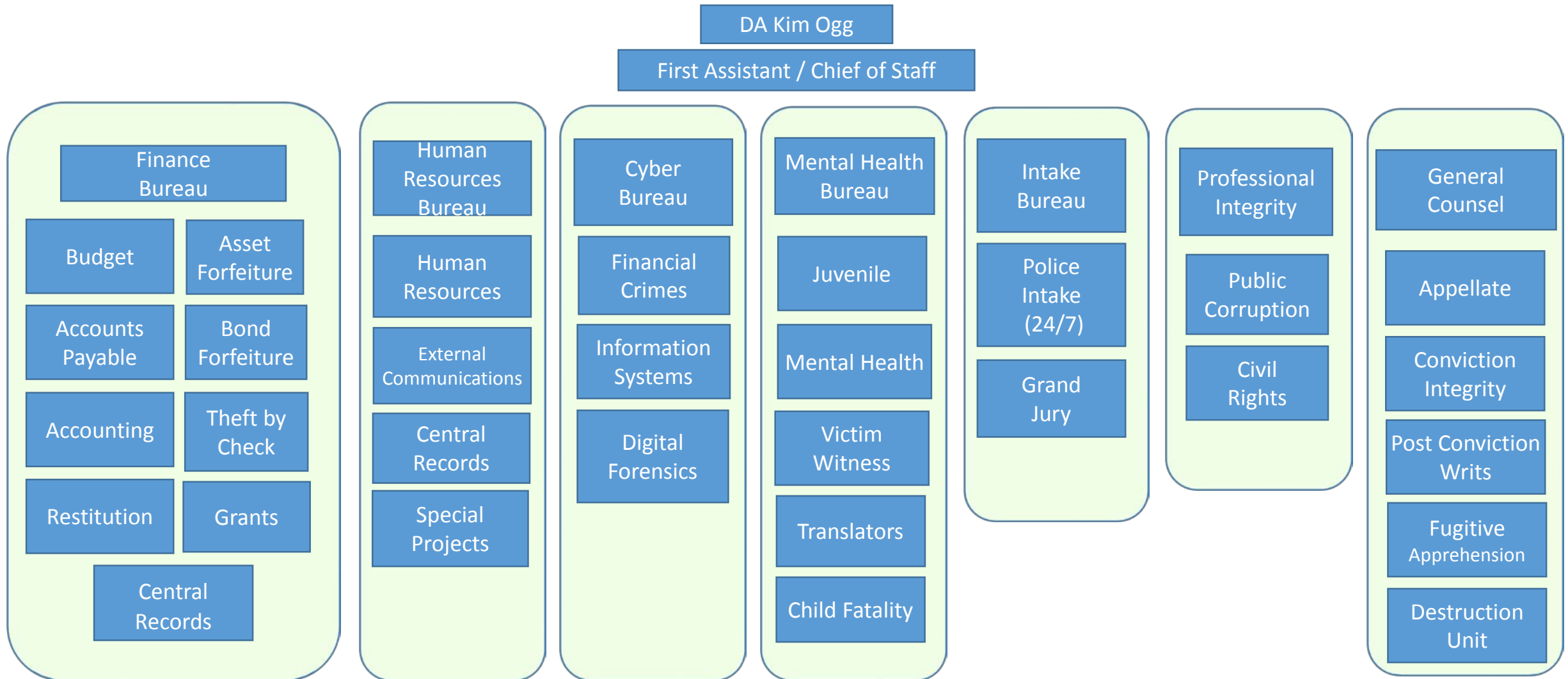
Special
Crimes

Governmental
Affairs

Fugitive
Apprehension



HCDAO Organizational Chart (2 of 2)



Form #1: Department Mission and Metrics

Department: Harris County District Attorney's Office

Dept. #: 545

Functional Area: Prosecution

A) Department Purpose and Mission.

The Harris County District Attorney's Office is dedicated to making our community safer through evidence-based prosecution. This means guaranteeing a fair process with the goal of obtaining a just result for the victim, the accused and the community in every case.

B) Discuss your department's accomplishments in the last year.

One of the priorities of Kim Ogg's administration is to divert low-level non-violent offenders, ensuring the limited law enforcement and system resources, as well as the county jail, are used responsibly to increase public safety and reducing or avoiding the stigma of criminal records that limit employment, education, and housing opportunities for citizens in our community. Pre-charge diversion programs, such as the misdemeanor marijuana diversion program and the mental health diversion program, have resulted in fewer low-level misdemeanor charges being filed and processed through our courts.

To account for yearly comparisons, all 2019 data has been extrapolated to estimate final year-end numbers. Data was analyzed for the first 311 days of 2019 and then extrapolated to 365 days accounting for the full year.

Misdemeanor filings are down 18% since 2015 (See *Chart 1 below*), while diversion opportunities have increased 384%. (See *Chart 2 below*) Misdemeanor diversion opportunities include both pre- and post-charge programs. (Note: in extrapolating 2019 diversion year-end numbers, the misdemeanor marijuana diversion numbers employ only actual MMDP participants as the change in law will likely result in no further misdemeanor diversions through year-end.)

Chart 1 (County Criminal Courts at Law)

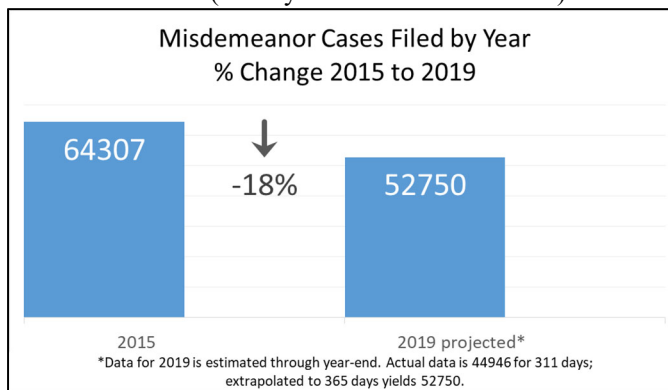
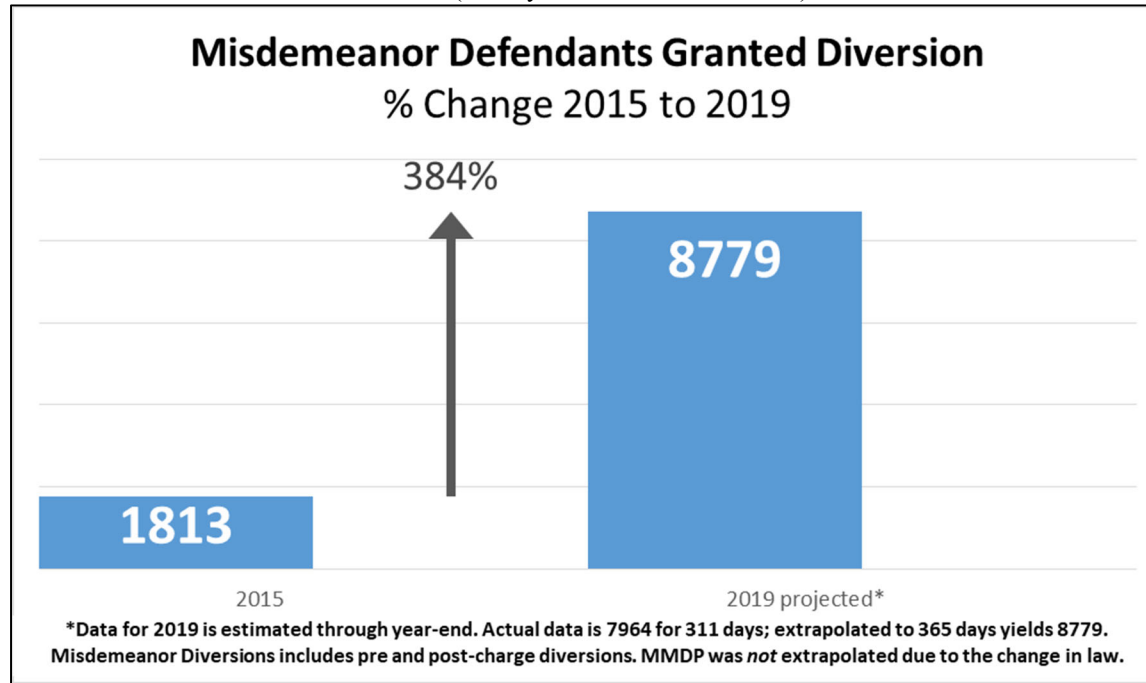
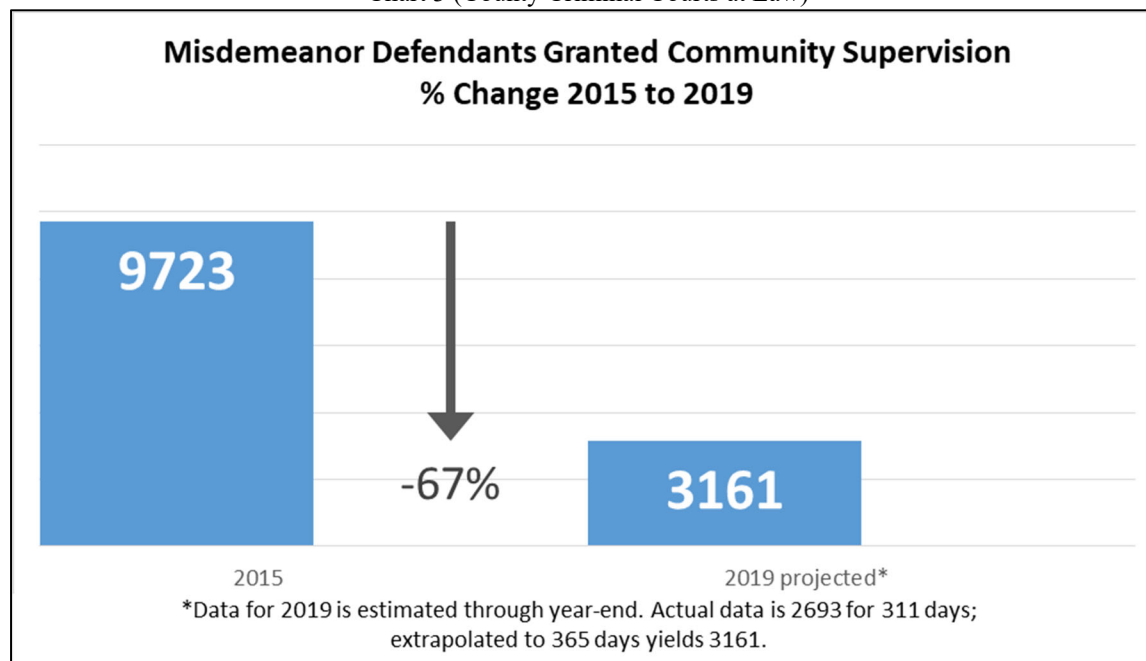


Chart 2 (County Criminal Courts at Law)



Because of the diversion opportunities, the number of misdemeanor defendants who plead guilty in exchange for community supervision has been reduced as well. (See Chart 3 below) Community supervision numbers include both probation and deferred adjudication which cause criminal records for the individuals.

Chart 3 (County Criminal Courts at Law)



While felony case filing are up 4% since 2015, consistent with community population growth (See Chart 4 below), felony diversion opportunities are up 1968%. (See Chart 5 below)

Chart 4 (Criminal District Courts)

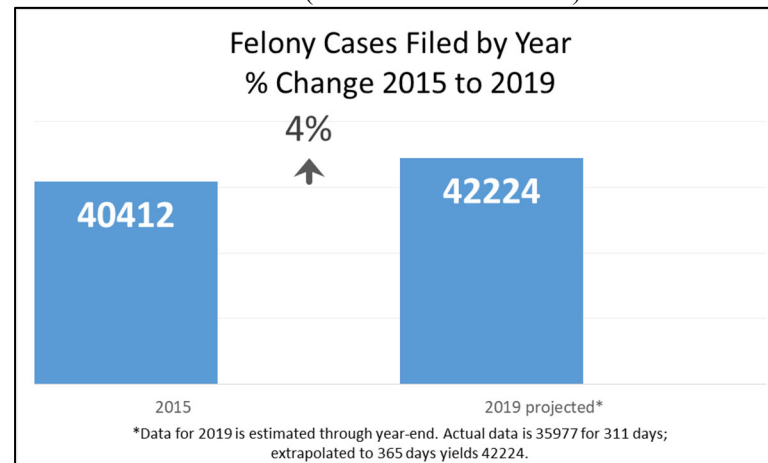
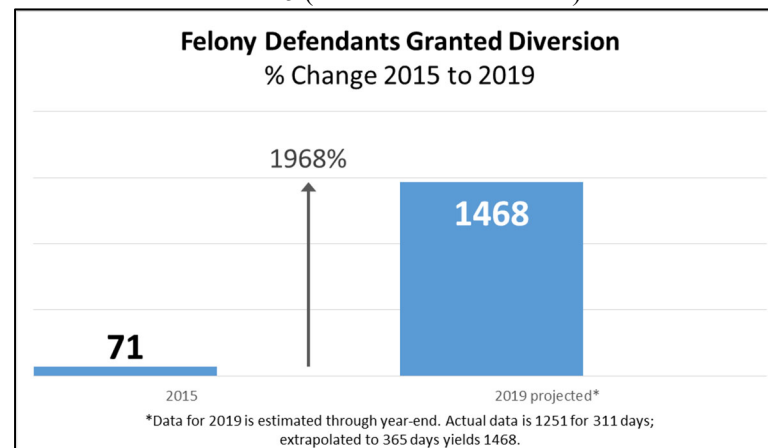
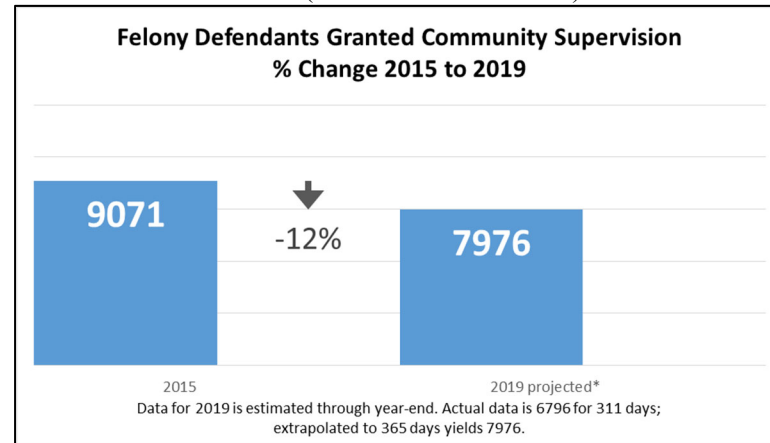


Chart 5 (Criminal District Courts)



The dramatic increase in felony diversion opportunities is reflected in the statistics for fewer incarcerations (See Charts 7 and 8 below) and community supervisions. (See Chart 6 below) With more defendants offered diversion, fewer result with a plea to community supervision. (See Chart 6 below)

Chart 6 (Criminal District Courts)



Community supervision, including both probation and deferred adjudication, is down 12% (See Chart 6 above) while **felony incarceration rates have decreased** 55% in the state jail (See Chart 7 below) and 26% in TDCJ. (See Chart 8 below)

Chart 7 (Criminal District Courts)

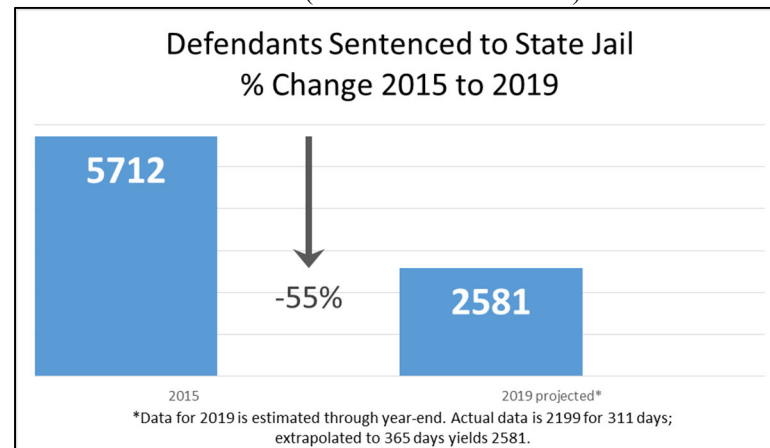
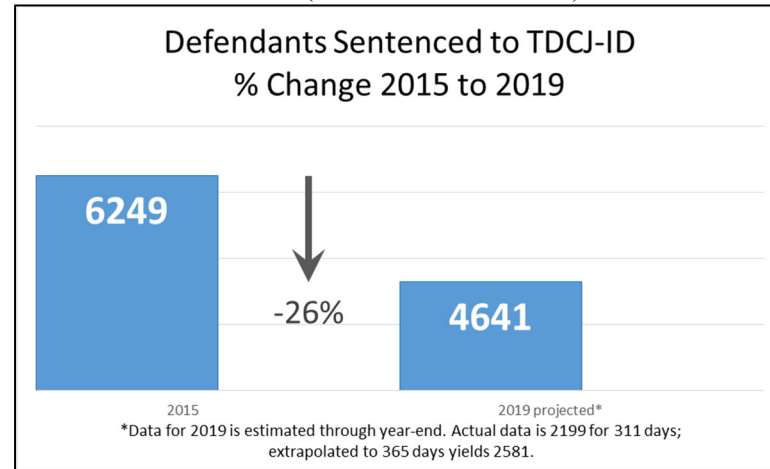
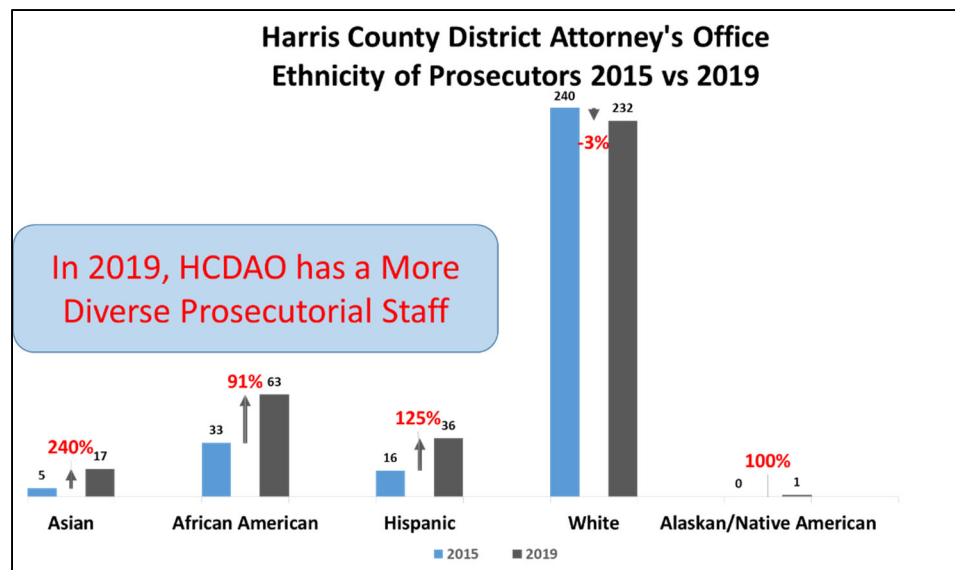


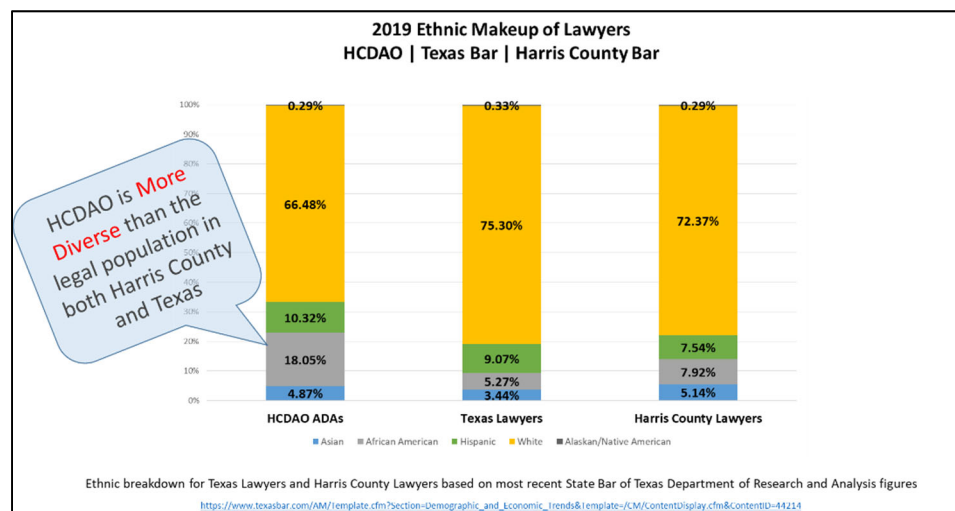
Chart 8 (Criminal District Courts)



One of our Department's goals was to increase diversity throughout the office and especially among our prosecutors who work with the community, appear in court, and present cases to juries daily. Our Department has increased diversity significantly by increasing our African American prosecutors by 91%, our Hispanic prosecutors by 125%, and our Asian prosecutors by 240% during 2019 as compared to 2015.



More significantly, the diverse lawyers employed by our Department are employed at rates higher than the Texas Bar population as well as the Harris County Bar population. Whereas, the makeup of minority lawyers across the state represents approximately 9% Hispanic, 5% African American, and 3% Asian and the makeup of minority lawyers across Harris County represents approximately 8% Hispanic, 8% African American, and 5% Asian, our Department employs approximately 10% Hispanic, 18% African American, and 5% Asian lawyers. This is a greater diversity with our Department over lawyers across the county and state.



C) Discuss actions taken to drive efficiency and productivity in your department.

Our Department has undertaken many reviews of internal processes and new initiatives to increase efficiency and productivity. Many of these are further detailed in response to specific questions below; however, our Department seeks to provide an overview of our reviews and initiatives here.

First, it's important to understand like all county departments, our Department was significantly impacted by Hurricane Harvey. Because we have not returned to a centralized location of all staff in one location adjacent to the courthouse complex, our Department has suffered additional issues. Since Hurricane Harvey, our Department's efficiency has been negatively impacted by relocations and logistics which include the physical relocation of over 200,000 case files to eleven (11) different county locations in 2017 and again relocating in 2018 to five (5) locations. Managing cases and employees across multiple locations has been challenging. Our prosecutors and staff commute a minimum of an hour a day from our leased space at 500 Jefferson to the courthouse complex and back, which negatively impacts our productivity and efficiency; however, despite the negative impact on efficiency and productivity, our Department has sought to increase efficiencies in other areas.

Immediately following Hurricane Harvey, our Department implemented a paperless project and electronic file management system. The paperless project entailed the physical collection of paper files then scanning and cataloging the information in those files. The paperless project was largely completed through

a reassignment of current staff to a full-time scanning department and the use of some extra-pay incentives for additional staff to work after-hours scanning and cataloging documents. Our technology and programming staff were tasked with creating an online system to automate the scanning and cataloging as much as possible. A series of lead sheets was created and applied to the documents. Piles of documents were then loaded into high speed scanners, with lead sheets separating the documents. The system would then ingest all scans and separate the pile into specific documents attached to specific cases, thus automating the cataloging. Once cataloged, our staff could then use the electronic copies to provide copies of discovery to defense counsel and file any appropriate documents electronically with the courts via the District Clerk. This created a much more efficient means of handling our cases while also delivering discovery to the defense. No longer do we use administrative time and physical resources to make paper copies to deliver, thus saving personnel costs and office supply costs.

In addition to the paperless project, our Department instituted an online case management system that tied electronic copies of police reports and other evidence to court settings and electronic filings within the courts. In creating the online case management system, our Department built several applications to increase efficiencies and productivity. Included in the case management system is the ability to (1) create and assign tasks to administrative and support personnel, (2) route documents requiring supervisory approval and signatures electronically, (3) screen cases in a consistent manner to provide overview information and allow any subsequent prosecutor handling the case to get up to speed more quickly, (4) make plea bargain offers electronically to not only document our internal file but communicate those offers instantaneously to the defense, and (5) prepare electronic copies of court forms and other documents to facilitate a paperless court file. This robust system was programmed and implemented quickly following Harvey and continues to grow in applications to enhance efficiency and productivity, including electronic reporting of activities for management purposes.

Our Department also began audits and reviews of internal divisions to find any existing or created inefficiencies that might be addressed moving forward. In this regard, our Department has implemented a VIMS (victim information management system) application to track and report on our communications with victims as well as our obligations to victims under the Code and various grants. Our Department is in the process of implementing a call center and workflow tracking system within Intake to better understand and improve our Intake Division. These processes are described in more detail in the sections that follow.

D) Describe any new responsibilities your department assumed this year.

With Hurricane Harvey and facilities logistics, our Department has undertaken some of the traditional infrastructure responsibilities usually handled by other county departments. For example, Facilities and Property Management performed routine maintenance and other building costs but are now being absorbed through our Departmental budget. Our Department has also absorbed transportation costs related to the Metro bus shuttle moving employees to and from the courthouse complex. Our Department does not have easily accessible county support in our office building; our Department is left to manage our own facility and system needs. These additional logistical challenges since Harvey resulted and continues to result in decreased productivity and employee morale.

E) Specify any costs your department incurred this or last year that you won't have next year.

Our department does not anticipate any reduction in costs due to our logistical obstacles and actual increased expenses related to post-Hurricane Harvey relocations and lack of stability.

We have to pay for office space, building support, and commuting expenses (from our building to the courthouse complex) until our office moves to a permanent Harris County location in the courthouse complex.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

Our Department tracks a variety of case related data, the processing of actual cases, and the outcomes of cases. Additionally, our Department tracks a number of grants and their performance measures as well as our internal diversion program measurements. Finally, our Department tracks staff workloads, quality and timeliness of work product, and efficiency.

Each day, our Department processes charges resulting from arrests across approximately 86 law enforcement agencies. These charges are distributed among prosecutors assigned to the 41 courts (felony, misdemeanor and juvenile) as well as prosecutors assigned to specialized divisions. In addition to the arrests and investigations of law enforcement agencies across the county, our Department investigates potential criminal actions independent of outside agencies. Our in-house investigations are largely handled in-house because of either a conflict of interest in the law enforcement agency or a requirement for specialized training and experience which the agency may lack. Each of these charges and investigations are tracked regularly to evaluate progress and outcome. Our Department also reviews the efficiency of each internal division.

By way of metrics, our Department evaluates the number of active cases pending across the courts; both the County Criminal Courts at Law and the Criminal District Courts have seen large increases in active pending cases. The Criminal District Courts have seen a 59% increase (*See Charts 9 and 10 below*) while the County Criminal Courts at Law have seen a 78% increase. (*See Charts 11 and 12 below*) Collectively, the criminal courts have seen a 68% increase in active pending cases.¹

¹ Criminal District Courts reported 18,680 for November, 2015 and 29,694 for November, 2019 resulting in a 59% increase. County Criminal Courts at Law reported 16,708 for November, 2015 and 29,804 for November, 2019 resulting in a 78% increase. Collectively, the county had 35,388 active pending cases for November, 2015 and 59,498 for November, 2019 resulting in a 68% increase.

Chart 9 (Criminal District Courts)

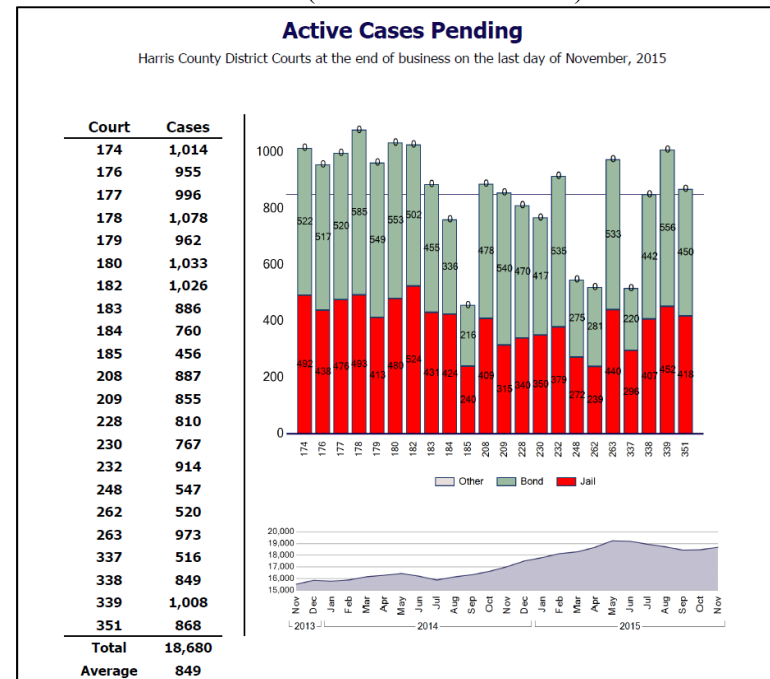


Chart 10 (Criminal District Courts)

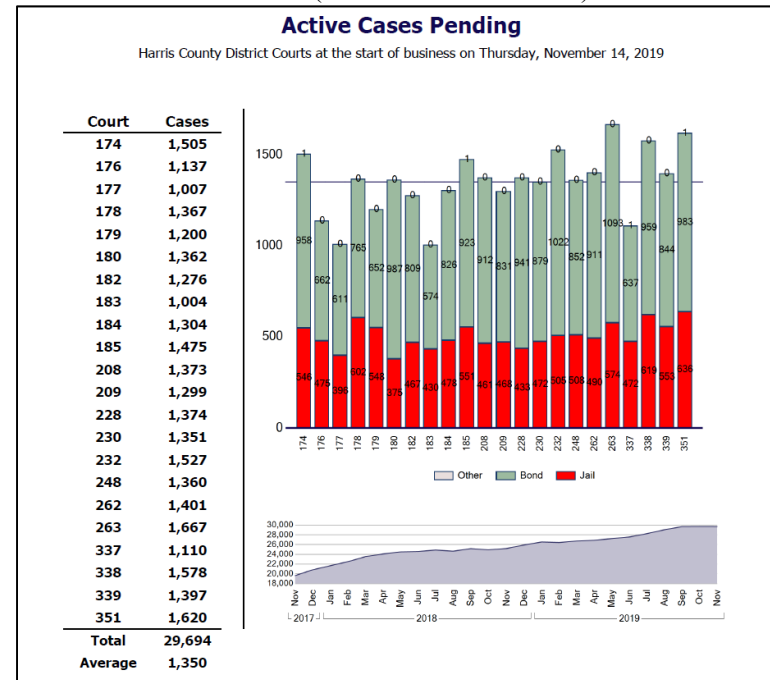


Chart 11 (County Criminal Courts at Law)

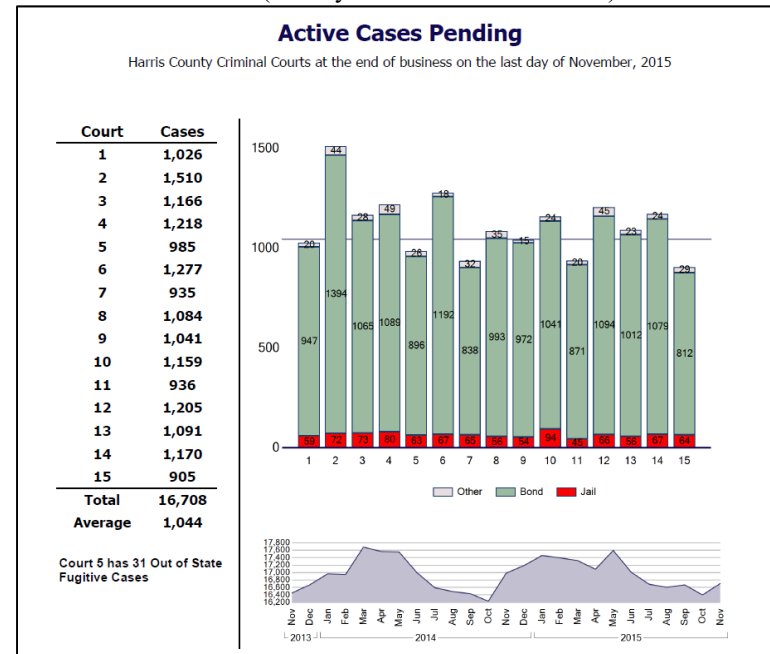
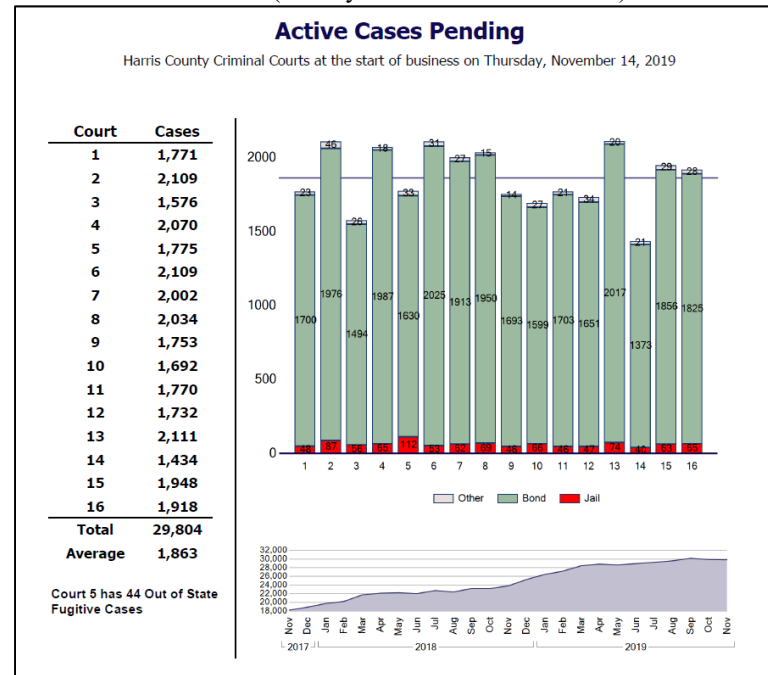


Chart 12 (County Criminal Courts at Law)



Yet, our Departmental personnel has not kept pace with the increases in the courts we serve. In 2015, our Department employed 297 prosecuting attorneys and 320 support personnel for a combined staff of 617. (See Charts 13 and 14 below) As 2019 comes to a close, our Department employs 357 prosecuting attorneys and 408 support personnel for a combined staff of 765. (See Charts 13 and 14 below) In the period of 2015-2019, our Department experienced a growth of only 20% in prosecuting attorneys with a 24% overall staff increase. Our increase falls significantly short of the workload increase in the Harris County criminal courts.

Chart 13 (District Attorney Personnel-Attorneys)

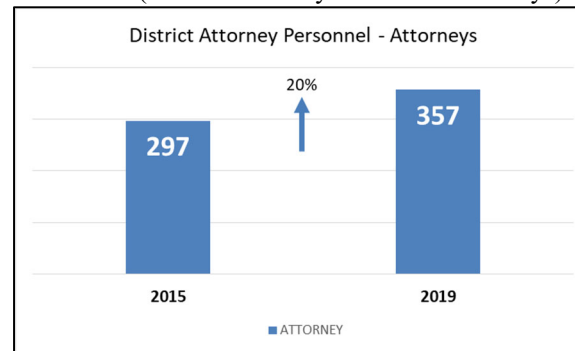
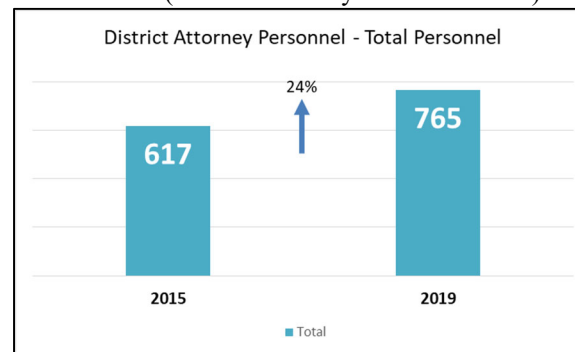


Chart 14 (District Attorney Personnel-Total)



While the courts are primarily concerned with the adjudication of the defendants with cases in their courts, our Department is statutorily responsible for and required to consider both the defendant and the crime victim. From the defendant perspective, our Department is charged with seeking justice, evaluating evidence, disclosing evidence both incriminating and exculpatory which may support conviction or may very well assist the defendant in his challenge to the evidence, and provide a fair process. From the victim perspective, our Department is charged with providing education and information to the victim, facilitating their participation in the criminal justice system, and aiding in their restoration through restitution and crime victims' compensation. Our Department's obligation to the crime victim is unique and one that is not taxed upon the courts or the defense bar, thus increasing our overall workload. Our Department's workflow and processes related to our victim obligations are now tracked through a new interface and reporting system, VIMS, which tracks all contact and interaction with victims, both internal and external, and for discovery purposes. VIMS, our victim information management system, was created utilizing grant funding and came online in late October, 2019. This database is currently used to collect, report, and review data as well as evidence related to cases. The reporting portion of this system is not yet fully developed but is underway for better data tracking and metrics related to workload and efficiency.

Not only have the number of active pending cases increased over time, the workload attendant to those active cases has increased due in large part to evidence but also in part to statutory requirements placed upon the prosecutor. In the past, a driving while intoxicated case might have included one or two

police officers, an intoxilyzer operator, and a video custodian who instructed the accused on standard field sobriety tests. This evidence could be reviewed by a prosecutor in approximately 1-2 hours per case. Today, that same case would likely include additional evidence: body worn camera footage, a blood search warrant, blood testing results from a lab, and more. All of this evidence is required to be reviewed for discovery obligations under newer legislation including the Michael Morton Act. A police incident that lasts approximately one hour, but has two officers on scene, now requires two hours of review just in body camera video footage. Time to review is exponentially increased based on the number of officers involved in any particular scene. Outside of body worn cameras, other evidence has increased in quantity with additional forensics available. Each piece must ultimately be evaluated by a prosecutor to determine the strength of a case which factors into dismissals, no bills, plea bargains, and trials.

During 2019, our Department undertook a significant review of prosecutorial workloads. In particular, a review of our felony trial division revealed prosecutors spent a considerable amount of time requesting evidence from law enforcement, following up on those requests, and then reviewing and disclosing that evidence. To alleviate some of this workload, our Department created a Discovery Unit for evidence requests and fulfillment. The Discovery Unit is comprised of administrative assistants now tasked with requesting evidence, following up, and fulfilling those requests. They also make copies for the defense and court as necessary.

The Discovery Unit idea was researched and designed in the early months of 2019. After evaluating the existing role of our administrative assistants in the Felony Trial Division, our Department determined that administrative staff could best be utilized in this new role. They were familiar with various types of evidence and could train more quickly based on their experience and skill set. The Unit trained for one week and then launched June 3, 2019. Since its inception, the Unit has been assigned 26,413 tasks or discovery fulfillment requests. Of those tasks, they have been able to complete approximately 65% with 27% in progress and about 8% pending start. The Discovery Unit currently serves only the Felony Trial Division.

2019 Discovery Unit

Assigned Tasks From Inception 6/3/19 to 11/14/19

Progress	Count of Tasks	% of Tasks
COMPLETED	17089	65%
IN PROGRESS	7095	27%
PENDING START	2229	8%
Grand Total	26413	100%

It's important to understand these discovery requests grow daily with each case in which a law enforcement agency makes an arrest. Thus, it is a never ending project and will never be 100% complete. At best, their clearance rate could keep up with incoming requests. These discovery requests also play a significant role in the overall time to disposition of any case in our courts. Having a Unit dedicated to this function ensures these requests are made more timely and follow-up is more thorough.

This shift in personnel from traditional administrative assistants to Discovery Unit personnel has allowed prosecutors to spend more time doing legal work rather than evidence compilation and thus lessened the workload of the average prosecutor in the Felony Trial Division. This concept now needs to be expanded throughout other divisions in the Department in order to maximize the benefit to the prosecutors' workload, but the expansion will require additional administrative assistant positions.

While the Discovery Unit has assisted in lowering the prosecutors' workload in the Felony Trial Division, it does not shift enough work away from the extremely overloaded prosecutors. Now, with efficiencies in place and a plan for expanded efficiencies, our Department is requesting a smaller number of prosecutors than what was asked in the 2019 Budget. The request for additional prosecutors is not eliminated though because support personnel alone cannot solve the problem. Prosecutors are necessary not only for the review of each case which occurs outside the courtroom but also for the actual courtroom work that takes the better part of each prosecutor's day.

While evaluating our internal metrics, our Department discovered our Intake Division did not have a means of reporting and measuring each of their activities and workflows. By example, a large function of our Intake Division is having prosecutors available 24/7 to work with law enforcement answering questions, drafting and reviewing warrants, and reviewing on-street arrests for potential charges.

Our data metrics, put into place in mid-2018, show that during a time period of 3/22/18 through 11/14/19, **our Intake Division declined at least 52,259 potential charges,²** referred at least 4,211 for further investigation, and diverted at least 2,072 to the Ed Emmett Mental Health Center:



Part of our Intake activity is telephonic so that officers need not leave the street or their station and avoid arrests and other county resources processing arrestees for cases our Department does not intend to prosecute. In other words, our existing telephonic intake process allows the officer to confirm whether or not our Department will actually file charges before they transport an arrested suspect downtown, utilize county Joint Processing Center resources, and tie up hearing officers and courts with cases our Department did not intend to prosecute. With approximately 19 months of data, our Intake Division was able to save county and Department resources in roughly 58,000³ instances. Knowing our Department files approximately 8,023 cases per month, over the same time period 3/22/18 through 11/14/19, we filed approximately 152,000 cases. Had all cases been filed and none declined or referred through Intake, the Joint Processing Center and the Courts would have seen approximately 208,000 cases rather than 152,000. By declining or referring approximately 58,000 cases, our Department declined approximately 28% of the cases the court and Joint Processing Center would have otherwise had to see and process, even if that process simply resulted in a finding of no probable cause at JPC.

² The number 52,259 represents actual data recorded in our electronic system as a decline. Due to the workload at Intake, however, our review found that not all declines are actually recorded in our electronic system. Sometimes phone lines are backed up and prosecutors moving quickly from one call to the next fail to enter the record. As such, most or many declines are recorded, but the actual number of declines is higher.

³ 56,259 declined, 4,211 referred for investigation, and 2,072 referred to mental health diversion

Cases Declined or Referred at Intake - Extrapolation

Actual Cases Filed 2018	96,286	
Avg per Month	8,024	
19 month period ~filed cases	152,453	(8024x19mo)
Cases Declined or Referred at Intake	58,000	approx.
Total IF ALL HAD BEEN FILED	210,453	
% filed	72%	
% declined or referred	28%	

Following our review of the Intake Division, our Department instituted additional reporting metrics, including the JPC Arrestee Status Live Feed (*see form 1 section on external performance measures*), and is in the process of implementing a call center approach.

In studying our telephonic activities, our Department learned that despite a large number of calls, we could tell very little about the calls. We had no available data on duration of actual calls taken or quantity of callers receiving busy signals (though anecdotally law enforcement often complains about not being able to “get through” to Intake with limited phone lines and personnel to staff those lines). The only data we really had was number of calls per month and number of abandoned calls per month (note: abandoned equates to someone hanging up while on hold, conceivably tired of waiting). This data, as provided by Universal Services was simply not informative.

Month Starting	Vector	Inbound Calls	Aban Calls	% Aban
Totals	-	389660	181465	46.57
7/1/2018	61	71598	52679	73.58
8/1/2018	61	34992	16163	46.19
9/1/2018	61	25497	9424	36.96
10/1/2018	61	26896	10722	39.86
11/1/2018	61	20108	5690	28.3
12/1/2018	61	21633	6841	31.62
1/1/2019	61	19961	4676	23.43
2/1/2019	61	21937	7385	33.66
3/1/2019	61	27885	11981	42.97
4/1/2019	61	42276	26719	63.2
5/1/2019	61	29089	12794	43.98
6/1/2019	61	23192	7667	33.06
7/1/2019	61	24596	8724	35.47
average per month		29,974	13,959	47%

This data, however, shows on average, our Intake Division alone receives 29,974 calls a month with 47% of those calls being abandoned while on hold. This is notably poor performance and service.

To address this performance, and working with Universal Services to better utilize the available county phone system and its software, the Intake Division is currently being converted to a call center in which all calls will be handled more efficiently and without unnecessary personnel interaction. Administrative assistants will no longer personally answer each incoming call, leaving them to perform other tasks more effectively. Calls routed will be measureable for performance evaluations. Our Department will know the duration of each call and what level of prosecutor or other support staff was able to handle or process the call. Calls will be answered in the order received. Law enforcement will be able to direct their own calls to the appropriate resource via an automated system. And, we will be able to expand the number of “lines” that can be in queue or serviced at any given time. We will also be able to utilize resources from other divisions within the Department to accept and process some of those calls during peak times. Working with Universal Services, we have set an implementation date of December 3, 2019. By early 2020, we will have significantly more data to better evaluate this area that is certainly understaffed, but also requires more data.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

There are very few external performance measures available to aid prosecutorial offices. There are generally no studies or data that set or define prosecutorial standards locally or nationally. Our Department’s workload is generally defined by criminal activity and the arrests of law enforcement officers throughout the jurisdiction. As crime rates increase due to population growth, so does our workload. While the converse would be true as well, our Department has historically been understaffed with high workloads that have never adjusted.

On a smaller scale, our Department utilizes data driven research of local universities who evaluate particular programs within the justice system. For example, our Human Trafficking Project 180 was reviewed and evaluated by the University of Houston Downtown⁴ and our overall workload was reviewed and evaluated by the Texas Southern University School of Public Affairs, Center for Justice Research.⁵

⁴ Pfeffer, Rebecca (2019). Project 180, a Prostitution Diversion Program: An Assessment of Version 1 (attached as exhibit)

⁵ Texas Southern University School of Public Affairs Center for Justice Research (2019). Research Brief: An Examination of Prosecutorial Staff, Budgets, Caseloads, and the Need for Change (attached as exhibit)

Chart 15 (Texas Southern University School of Public Affairs Center for Justice Research)

An Examination of Prosecutorial Caseloads:
In Search of a Standard

CENTER FOR JUSTICE RESEARCH

Table 2. District Attorney Personnel and Operating Budget Ratios (per 10,000 residents)

County	State	Prosecutors*	Investigators*	Staff*	Total FTE*	Operating Budget	Per Capita
Los Angeles County	California	0.99	0.29	0.87	2.15	\$4,154,499.10	\$41.54
Cook County	Illinois	1.40	0.15	0.59	2.18	\$2,332,316.60	\$23.32
Harris County	Texas	0.76	0.22	0.65	1.65	\$191,159.35	\$19.12
Maricopa County	Arizona	0.92	0.13	1.45	2.54	\$251,193.94	\$25.12
San Diego County	California	0.99	0.37	1.92	3.32	\$580,757.91	\$58.08
Orange County	California	0.91	0.39	1.42	2.76	\$449,530.13	\$44.95
Miami-Dade County	Florida	1.34	0.07	3.51	4.98	\$333,031.33	\$33.30

By way of a specific example of our Department’s use of external data to track and evaluate our programs and services, our Department implemented a Joint Processing Center Arrestee Dashboard (*see chart below*) that provides our Intake Division real-time data and feedback on how many arrestees are currently in the Joint Processing Center (“JPC”) waiting on paperwork that comes from either our Department, Pre-Trial, or the Clerk’s office. This data display is interactive; hovering over pieces of the data will reveal additional details. The lines of data are also color-coded for priorities. Based on the arrestees arrival time at JPC, the data is color-coded: yellow are cautionary time periods and red are critical. This feedback allows Intake prosecutors to prioritize their workflow and assist the JPC in processing arrestees faster which will expedite the time it takes to process each arrestee. This will also expedite releases for low-level non-violent offenders who are given a personal bond. This dashboard was created in cooperation with the Sheriff and JPC and implemented into practice in September, 2019.

JPC ARRESTEE REPORT STATUS - 11/15/2019 1:10:47 PM - CURRENT TOTAL - 63

Arrest Dt	Arrest Time	Booking #	Booking Dt	Booking Time	SPN-CCH	Arrestee-based for charges	Affs #	Arrest Agency	Arresting Officer	Officer Phone Number	DLLog Number	DLLog Status
11/14/2019	18:35	004327630	11/14/2019	20:59		CA		J3191114854	HPD		2500362	U/I
11/14/2019	18:45	004327653	11/15/2019	05:01	88	AD	262	J41191115020	HPD		2500438	A/Y
11/14/2019	19:45	004327662	11/14/2019	23:43	94	AD		J41191115011	HPD		2500402	A/Y
11/14/2019	19:51	004327672	11/14/2019	23:35	109			J21191115472	HPD		2500401	A/Y
11/14/2019	21:10	004327654	11/14/2019	23:51	02629301	ME		051191114738	SHF	636	2500334	Y/Y
11/14/2019	21:00	004327663	11/15/2019	01:32	01006486	EST	NE	261191114125	CD4	032	2500364	U/I
		004327782	11/15/2019	07:31		AD		J51191115479	HPD			
11/14/2019	22:20	004327666	11/15/2019	00:44	03015483	RE		J51191115463	SHF	188	2500341	A/Y
11/14/2019	22:30	004327667	11/15/2019	00:50	01805440	CA		031191114750	SHF	UP	2500342	A/Y
11/14/2019	22:30	004327679	11/15/2019	00:30	02915148	SHF		J41191115010	SHF	UP	2500386	A/Y
11/14/2019	22:37	004327684	11/15/2019	00:28	02631096	AZ		J21191115409	HPD		2500386	A/Y
		004327712	11/15/2019	03:36	01909490	CA		J51191115462	SHF			
11/14/2019	23:47	004327723	11/14/2019	00:45	01164201	CA		J41191115465	HPD		2500438	A/Y

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department:

545 - District Attorney

FY19/20 General Fund Adopted Budget:	\$88,700,000
Rollover Budget Received in FY19/20:	\$2,699,015

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Prosecution	\$49,332,829	357	58	\$7,421,400	15.0%	1	Yes
2	Law Enforcement	\$14,405,370	91	11	\$1,130,800	7.8%	3	Yes
3	Administrative Support	\$15,304,388	148	14	\$947,000	6.2%	2	Yes
4	Interns/PreCommits	\$1,018,772	48	0	\$0		5	
5	Support/Paralegals	\$13,649,881	121	39	\$2,995,000	21.9%	4	Yes
6								
Department-Estimated Totals		\$93,711,240	765	122	\$12,494,200	13.3%		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: Harris County District Attorney

Functional Area: Prosecution
Dept. Funding Priority #: 1

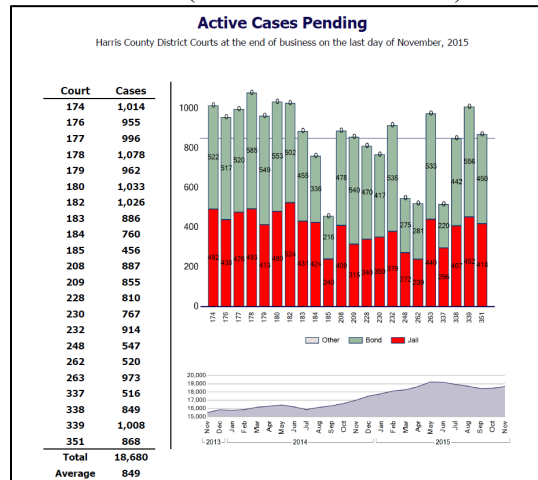
Funding Request*:

Start-Up Costs (One-time)	\$	127,600
Cost of Positions (Recurring)		7,250,000
Other Recurring Costs		34,800
Total Request	\$	\$7,421,400

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.

By way of metrics, our Department evaluates the number of active cases pending across the courts; both the County Criminal Courts at Law and the Criminal District Courts have seen large increases in active pending cases. The Criminal District Courts have seen a 59% increase (*See Charts 9 and 10 below*) while the County Criminal Courts at Law have seen a 78% increase. (*See Charts 11 and 12 below*) Collectively, the criminal courts have seen a 68% increase in active pending cases.¹

Chart 9 (Criminal District Courts)



¹ Criminal District Courts reported 18,680 for November, 2015 and 29,694 for November, 2019 resulting in a 59% increase. County Criminal Courts at Law reported 16,708 for November, 2015 and 29,804 for November, 2019 resulting in a 78% increase. Collectively, the county had 35,388 active pending cases for November, 2015 and 59,498 for November, 2019 resulting in a 68% increase.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Chart 10 (Criminal District Courts)

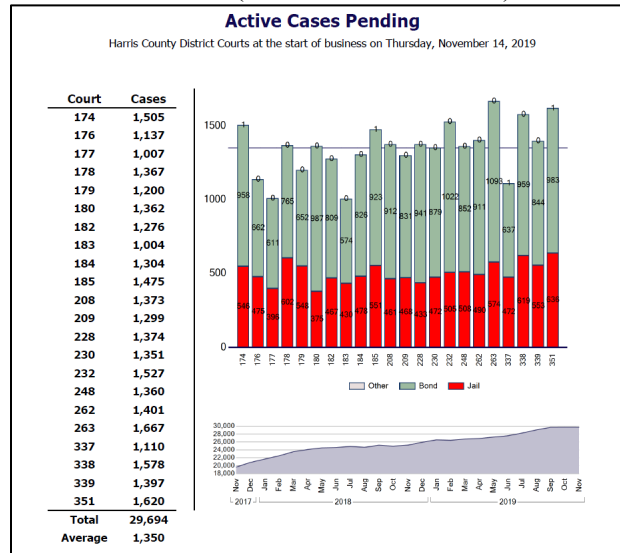
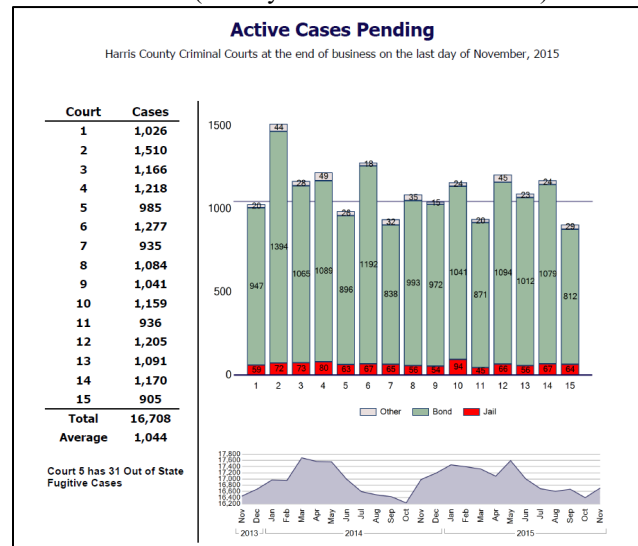
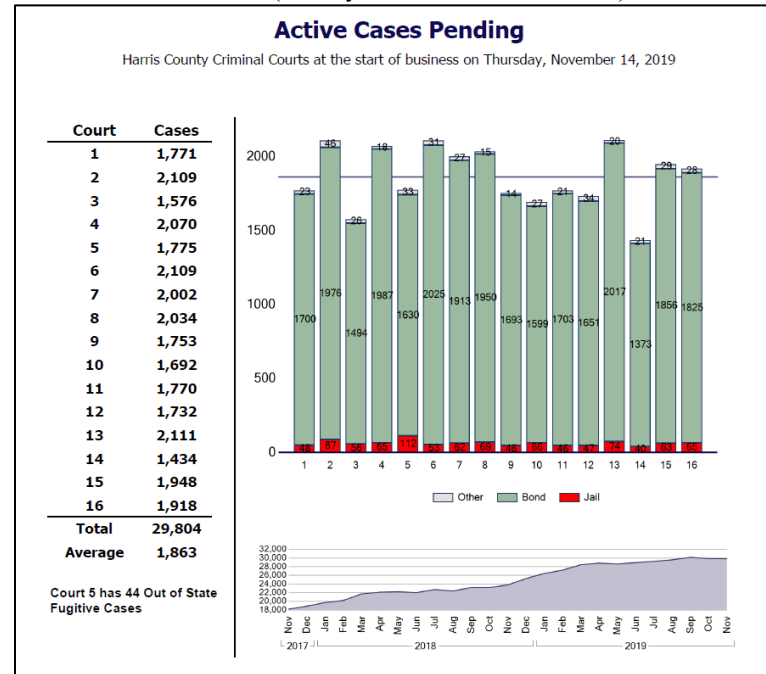


Chart 11 (County Criminal Courts at Law)



***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Chart 12 (County Criminal Courts at Law)



Yet, our Departmental personnel has not kept pace with the increases in the courts we serve. In 2015, our Department employed 297 prosecuting attorneys and 320 support personnel for a combined staff of 617. (See Charts 13 and 14 below) As 2019 comes to a close, our Department employs 357 prosecuting attorneys and 408 support personnel for a combined staff of 765. (See Charts 13 and 14 below) In the period of 2015-2019, our Department experienced a growth of only 20% in prosecuting attorneys with a 24% overall staff increase. Our increase falls significantly short of the workload increase in the Harris County criminal courts.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Chart 13 (District Attorney Personnel-Attorneys)

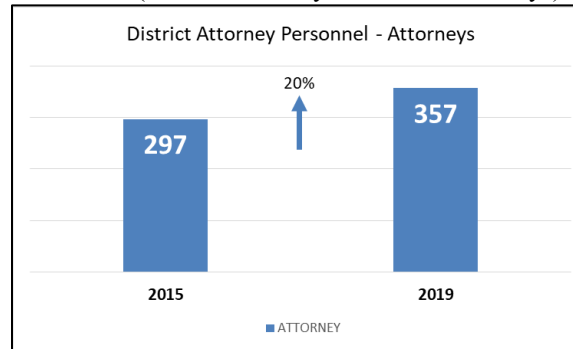
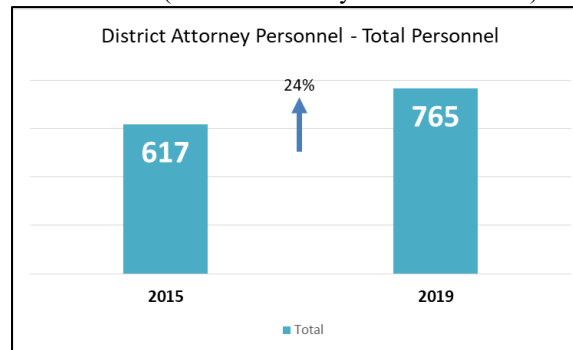


Chart 14 (District Attorney Personnel-Total)



While the courts are primarily concerned with the adjudication of the defendants with cases in their courts, our Department is statutorily responsible for and required to consider both the defendant and the crime victim. From the defendant perspective, our Department is charged with seeking justice, evaluating evidence, disclosing evidence both incriminating and exculpatory which may support conviction or may very well assist the defendant in his challenge to the evidence, and provide a fair process. From the victim perspective, our Department is charged with providing education and information to the victim, facilitating their participation in the criminal justice system, and aiding in their restoration through restitution and crime victims' compensation. Our Department's obligation to the crime victim is unique and one that is not taxed upon the courts or the defense bar, thus increasing our overall workload.

Not only have the number of active pending cases increased over time, the workload attendant to those active cases has increased due in large part to evidence but also in part to statutory requirements placed upon the prosecutor. In the past, a driving while intoxicated case might have included one or two police officers, an intoxilyzer operator, and a video custodian who instructed the accused on standard field sobriety tests. This evidence could be reviewed by a prosecutor in approximately 1-2 hours per case. Today, that same case would likely include additional evidence: body worn camera footage, a blood search warrant, blood testing results from a lab, and more. All of this evidence is required to be reviewed for discovery obligations under newer legislation including

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the Michael Morton Act. A police incident that lasts approximately one hour, but has two officers on scene, now requires two hours of review just in body camera video footage. Time to review is exponentially increased based on the number of officers involved in any particular scene. Outside of body worn cameras, other evidence has increased in quantity with additional forensics available. Each piece must ultimately be evaluated by a prosecutor to determine the strength of a case which factors into dismissals, no bills, plea bargains, and trials.

During 2019, our Department undertook a significant review of prosecutorial workloads. In particular, a review of our felony trial division revealed prosecutors spent a considerable amount of time requesting evidence from law enforcement, following up on those requests, and then reviewing and disclosing that evidence. To alleviate some of this workload, our Department created a Discovery Unit for evidence requests and fulfillment. The Discovery Unit is comprised of administrative assistants now tasked with requesting evidence, following up, and fulfilling those requests. They also make copies for the defense and court as necessary.

The Discovery Unit idea was researched and designed in the early months of 2019. After evaluating the existing role of our administrative assistants in the felony trial division, our Department determined that staff could best be utilized in this new role. They were familiar with various types of evidence and could train more quickly based on their experience and skill set. The Unit trained for one week and then launched June 3, 2019. Since its inception, the Unit has been assigned 26,413 tasks or discovery fulfillment requests. Of those tasks, they have been able to complete approximately 65% with 27% in progress and about 8% pending start.

2019 Discovery Unit

Assigned Tasks From Inception 6/3/19 to 11/14/19

Progress	Count of Tasks	% of Tasks
COMPLETED	17089	65%
IN PROGRESS	7095	27%
PENDING START	2229	8%
Grand Total	26413	100%

It's important to understand these discovery requests grow daily with each case in which a law enforcement agency makes an arrest. Thus, it is a never ending project and will never be 100% complete. At best, their clearance rate could keep up with incoming requests. These discovery requests also play a significant role in the overall time to disposition of any case in our courts. Having a Unit dedicated to this function ensures these requests are made more timely and follow-up is more thorough.

This shift in personnel from traditional administrative assistants to Discovery Unit personnel has allowed prosecutors to spend more time doing legal work rather than evidence compilation and thus lessened the workload of the average prosecutor in the Felony Trial Division. This concept now needs to be expanded throughout other divisions in the Department in order to maximize the benefit to the prosecutors' workload, but the expansion will require additional administrative assistant positions.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

While the Discovery Unit has assisted in lowering the prosecutors' workload in the Felony Trial Division, it does not shift enough work away from the extremely overloaded prosecutors. Now, with efficiencies in place and a plan for expanded efficiencies, our Department is requesting a smaller number of prosecutors than what was asked in the 2019 Budget. The request for additional prosecutors is not eliminated though because support personnel alone cannot solve the problem. Prosecutors are necessary not only for the review of each case which occurs outside the courtroom but also for the actual courtroom work that takes the better part of each prosecutor's day.

B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.

Our proposed approach is to hire 58 additional prosecutors, while also increasing administrative and support personnel, to decrease the current workload for the prosecutors in FY21. Of the 58 additional prosecutors, 21 would be assigned to the misdemeanor courts, 22 would be assigned to the district courts, and the remaining would be utilized in specialty areas.

With 58 additional prosecutors, caseloads per prosecutor will decrease, giving each the ability to review their cases more timely which in turn increases courtroom efficiencies and overall time to disposition in the courts. Currently, it can take four to six months for prosecutors to gather and review evidence. It is our goal to reduce this time period to two to four months. Understanding that goal will take time as resources can be shifted and staff trained, it is our goal to begin hiring immediately upon funding while expecting the hiring to take at least three months. The next one to two months would be focused on training. Therefore, our Department would expect to start seeing a difference by mid-budget cycle. Near the end of the budget cycle, our Department could report on actual outcomes and impacts of adding these prosecutors.

C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.

There are very few external performance measures available to aid prosecutorial offices. There are generally no studies or data that set or define prosecutorial standards locally or nationally. Our Department's workload is generally defined by criminal activity and the arrests of law enforcement officers throughout the jurisdiction. As crime rates increase due to population growth, so does our workload. While the converse would be true as well, our Department has historically been understaffed with high workloads that have never adjusted.

Our overall workload was reviewed and evaluated by the Texas Southern University School of Public Affairs, Center for Justice Research.²

² Texas Southern University School of Public Affairs Center for Justice Research (2019). Research Brief: An Examination of Prosecutorial Staff, Budgets, Careloads, and the Need for Change (attached as exhibit)

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Chart 15 (Texas Southern University School of Public Affairs Center for Justice Research)

An Examination of Prosecutorial Caseloads:
In Search of a Standard

CENTER FOR JUSTICE RESEARCH

Table 2. District Attorney Personnel and Operating Budget Ratios (per 10,000 residents)

County	State	Prosecutors*	Investigators*	Staff*	Total FTE*	Operating Budget	Per Capita
Los Angeles County	California	0.99	0.29	0.87	2.15	\$4,154,499.10	\$41.54
Cook County	Illinois	1.40	0.15	0.59	2.18	\$2,332,316.60	\$23.32
Harris County	Texas	0.76	0.22	0.65	1.65	\$191,159.35	\$19.12
Maricopa County	Arizona	0.92	0.13	1.45	2.54	\$251,193.94	\$25.12
San Diego County	California	0.99	0.37	1.92	3.32	\$580,757.91	\$58.08
Orange County	California	0.91	0.39	1.42	2.76	\$449,530.13	\$44.95
Miami-Dade County	Florida	1.34	0.07	3.51	4.98	\$333,031.33	\$33.30

D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?

By way of metrics, our Department evaluates the number of active cases pending across the courts; both the County Criminal Courts at Law and the Criminal District Courts. In addition to studying active cases, our Department has implemented numerous data tracking systems. These systems produce reports daily, weekly, and monthly to evaluate progress. Daily, we have internal electronic dashboards that show not only the data but graphical representations and charts that summarize the data and show progress. Below is a snapshot of our current internal intranet based dashboard for reporting and performance measures:

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.



Reports and measures are added frequently and most of these have come online during 2019. These measures and reports will be used to continue monitoring workloads, progress, and efficiencies, or lack thereof. Our Department will continue to add additional reports and measures as we tackle each division within the Department and build additional metrics tracking.

While evaluating our internal metrics, our Department discovered our Intake Division did not have a means of reporting and measuring each of their activities and workflows. By example, a large function of our Intake Division is having prosecutors available 24/7 to work with law enforcement answering questions, drafting and reviewing warrants, and reviewing on-street arrests for potential charges.

Our data metrics, put into place in mid-2018, show that during a time period of 3/22/18 through 11/14/19, **our Intake Division declined 52,259 potential charges** and referred at least 4,211 for further investigation and at least 2,072 referred to mental health diversion:

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Our existing telephonic intake process allowed the officer on the street to confirm whether or not our Department will actually file charges before they brought an arrested suspect downtown, utilized county Joint Processing Center resources, and tied up our hearing officers and courts with cases our Department did not intend to prosecute. With approximately 19 months of data, our Intake Division was able to save county and Department resources in roughly 58,000 instances. Knowing our Department files approximately 8,023 cases per month, over the same time period 3/22/18 through 11/14/19, we filed approximately 152,000 cases. Had all cases been filed and none declined or referred at Intake, the courts would have seen approximately 208,000 cases. In declining or referring approximately 56,000 cases, our Department declined approximately 28% of the cases the court and Joint Processing Center would have seen.

Cases Declined or Referred at Intake - Extrapolation		
Actual Cases Filed 2018	96,286	
Avg per Month	8,024	
19 month period ~filed cases	152,453	(8024x19mo)
Cases Declined or Referred at Intake	58,000	approx.
Total IF ALL HAD BEEN FILED	210,453	
% filed	72%	
% declined or referred	28%	

Most of this activity is telephonic so that officers need not leave the street or their station. Following our review, our Department instituted additional reporting metrics, including the JPC Arrestee Status Live Feed (*see form 1 section on external performance measures*), and is in the process of implementing a call center approach.

In studying our telephonic activities, our Department learned that despite a large number of calls, we could tell very little about the calls. We had no available data on duration, or quantity receiving busy signals (though anecdotally law enforcement often complains about not being able to “get through”). The only data we really had was number of calls per month and number of abandoned calls per month (abandoned equates to someone hanging up while on hold, conceivably tired of waiting). This data was simply not informative.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year’s budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Month Starting	Vector	Inbound Calls	Aban Calls	% Aban
Totals	-	389660	181465	46.57
7/1/2018	61	71598	52679	73.58
8/1/2018	61	34992	16163	46.19
9/1/2018	61	25497	9424	36.96
10/1/2018	61	26896	10722	39.86
11/1/2018	61	20108	5690	28.3
12/1/2018	61	21633	6841	31.62
1/1/2019	61	19961	4676	23.43
2/1/2019	61	21937	7385	33.66
3/1/2019	61	27885	11981	42.97
4/1/2019	61	42276	26719	63.2
5/1/2019	61	29089	12794	43.98
6/1/2019	61	23192	7667	33.06
7/1/2019	61	24596	8724	35.47
average per month		29,974	13,959	47%

This data only showed on average, our Intake Division alone received 29,974 calls a month with 47% of those calls being abandoned while on hold. This is notably poor performance and service.

Utilizing the available county phone system and its software, the Intake Division is currently being converted to a call center in which all calls will be handled more efficiently. Administrative assistants will no longer personally answer each incoming call, leaving them to perform other tasks more effectively. Calls routed will be measureable for performance evaluations. Our Department will know the duration of each call and what level of prosecutor or other support staff was able to handle or process the call. Calls will be answered in the order received. Law enforcement will be able to direct their own calls to the appropriate resource. And, we will be able to expand the number of "lines" that can be in queue. We will also be able to utilize resources from other divisions within the Department to accept and process some of those calls during peak times. Working with Universal Services, we have set an implementation date of December 3, 2019. By early 2020, we will have significantly more data to better evaluate this area that is certainly understaffed, but also requires more data.

E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?

The existing dashboard will reflect the changes in pending cases in the courts, our workloads, and our progress towards efficiencies. These reports can be provided to Commissioners Court as requested or on a set periodic basis if desired.

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

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58 Prosecutors @ \$125,000 (average salary plus benefits). The positions are needed for the entire year; however, a phased-in approach will also work.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Yes, additional office space will be needed for house the additional personnel. This will increase our leased space costs.

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Form #3: Budget Expansion Justification Sheet

Department: Harris County District Attorney

Functional Area: Law Enforcement
Dept. Funding Priority #: 3

Funding Request*:

Start-Up Costs (One-time)	\$	24,200
Cost of Positions (Recurring)		1,100,000
Other Recurring Costs		<u>6,600</u>
Total Request	\$	\$1,130,800

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.

Historically, work of the investigator employed by the Department has not been tracked and measured in meaningful ways to facilitate review. However, beginning in 2018, our Department implemented an online tracking tool to assign work and track its progress. This is part of the newly implemented paperless electronic case management system.

So far, only the investigators within the Felony Trial Division are utilizing this system. And, the system has so far been limited to non-routine tasks as requested. In 2020, our Department will implement further tracking and metrics throughout all work and the entire Department. The current limited data shows the investigators within the Felony Trial Division have been assigned approximately 7,944 tasks outside their routine work. They have been able to complete 95% of that work.

****Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Felony Trial Division Investigator Tasks

September 2018 through November 14, 2019

	Count of Task	
COMPLETED	7530	95%
IN PROGRESS	243	3%
PENDING	171	2%
Grand Total	7944	

*this data only includes investigator tasks assigned to the investigators within the Felony Trial Division (less than a third of the investigative staff)

*this data does NOT include routine investigator tasks such as reviewing jury panels (shared with defense), finding witnesses, serving subpoenas, retrieving evidence from law enforcement for prosecutorial review or courtroom admission, and more

While the investigators within the Felony Trial Division have been largely successful in their work performance, the investigators outside of that division are steadily barely keeping up with incoming work. Outside of the trial divisions, the investigator work is more complex and time consuming. Not only do they perform some of the work similar to that of the investigators within the trial divisions, they also undertake complete investigations. Our investigative units handle citizen complaints as well as law enforcement complaints. The complaints and crimes investigated by our Department are undertaken generally because law enforcement agencies do not have the expertise or resources in a particular area or because those agencies have a conflict of interest in the matter being investigated.

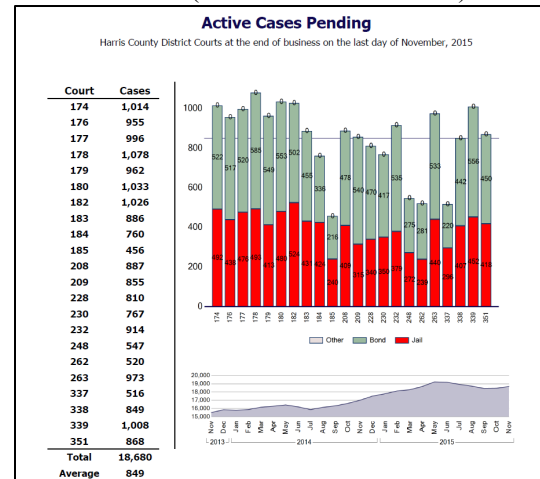
By way of example, our data reflects our investigators have **filed** 1,610 cases in 2018 and 1,002 in 2019 (through mid-November) resulting from our in-house investigations. Part of our in-house investigations revolve around our Human Trafficking Project 180. In 2019, at least 97 cases were filed in-house related to human trafficking and traffickers whereby we used our collective data to further investigate filed prostitution cases, extract digital evidence from items seized by local law enforcement, and develop leads into those who prey on this sex industry and exploit men, women, and children.

By way of metrics, our Department evaluates the number of active cases pending across the courts; both the County Criminal Courts at Law and the Criminal District Courts have seen large increases in active pending cases. The Criminal District Courts have seen a 59% increase (*See Charts 9 and 10 below*) while the

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

County Criminal Courts at Law have seen a 78% increase. (See Charts 11 and 12 below) Collectively, the criminal courts have seen a 68% increase in active pending cases.¹

Chart 9 (Criminal District Courts)



¹ Criminal District Courts reported 18,680 for November, 2015 and 29,694 for November, 2019 resulting in a 59% increase. County Criminal Courts at Law reported 16,708 for November, 2015 and 29,804 for November, 2019 resulting in a 78% increase. Collectively, the county had 35,388 active pending cases for November, 2015 and 59,498 for November, 2019 resulting in a 68% increase.

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Chart 10 (Criminal District Courts)

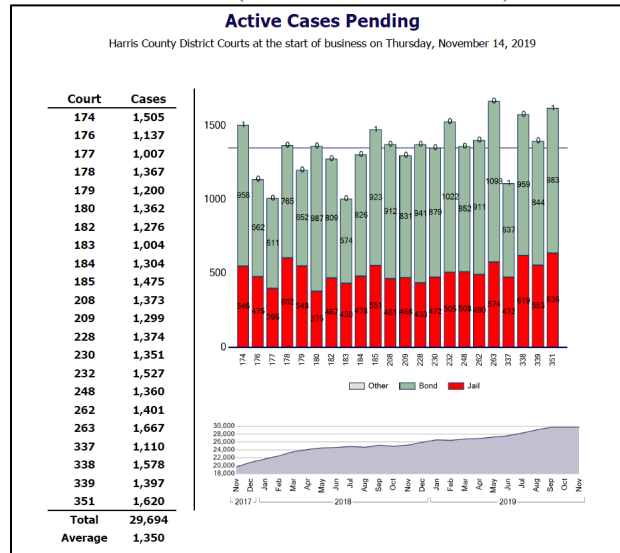


Chart 11 (County Criminal Courts at Law)

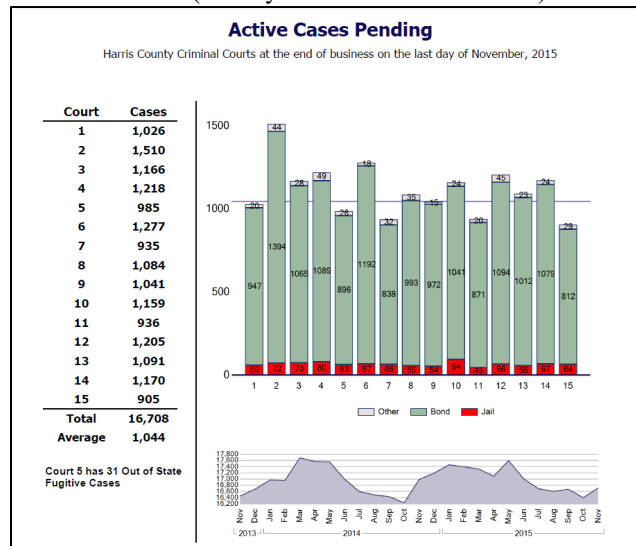
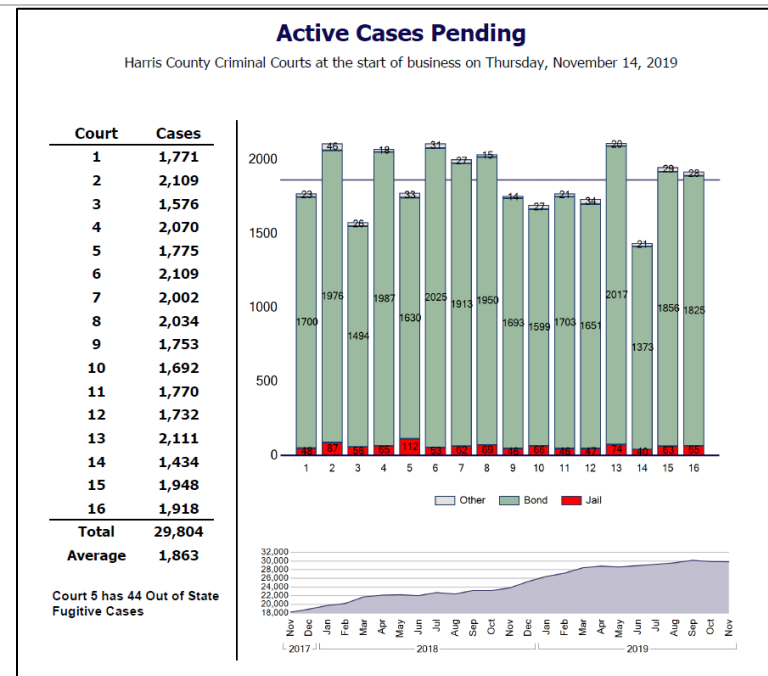


Chart 12 (County Criminal Courts at Law)

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Yet, our Departmental personnel has not kept pace with the increases in the courts we serve. In 2015, our Department employed 297 prosecuting attorneys and 320 support personnel for a combined staff of 617. (See Charts 13 and 14 below) As 2019 comes to a close, our Department employs 357 prosecuting attorneys and 408 support personnel for a combined staff of 765. (See Charts 13 and 14 below) In the period of 2015-2019, our Department experienced a growth of only 20% in prosecuting attorneys with a 24% overall staff increase. Our increase falls significantly short of the workload increase in the Harris County criminal courts. While these charts and data reflect prosecutorial staffing, they are important to the administrative support personnel discussion because it is the current prosecutorial workload that we are seeking to adjust by reassigning more of the current prosecutorial tasks to administrative assistants.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Chart 13 (District Attorney Personnel-Attorneys)

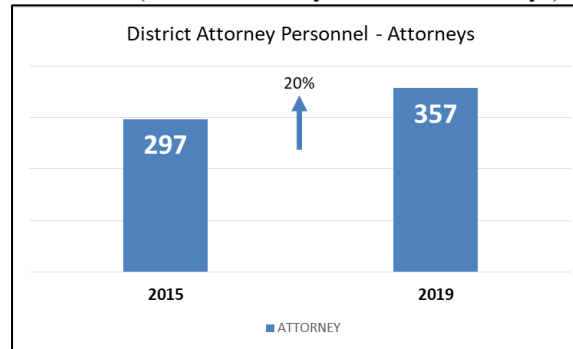
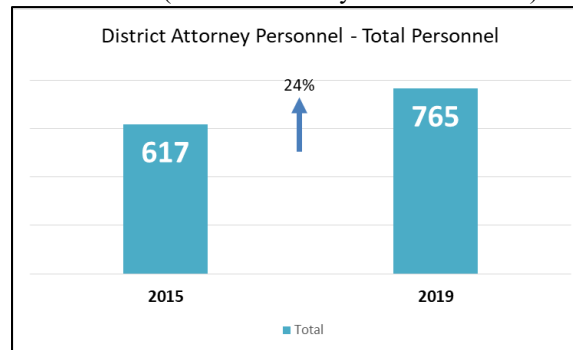


Chart 14 (District Attorney Personnel-Total)



While the courts are primarily concerned with the adjudication of the defendants with cases in their courts, our Department is statutorily responsible for and required to consider both the defendant and the crime victim. From the defendant perspective, our Department is charged with seeking justice, evaluating evidence, disclosing evidence both incriminating and exculpatory which may support conviction or may very well assist the defendant in his challenge to the evidence, and provide a fair process. From the victim perspective, our Department is charged with providing education and information to the victim, facilitating their participation in the criminal justice system, and aiding in their restoration through restitution and crime victims' compensation. Our Department's obligation to the crime victim is unique and one that is not taxed upon the courts or the defense bar, thus increasing our overall workload.

B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.

Our proposed approach is to hire additional investigators to assist with the investigation of the current cases and continue those in-house investigations that stem from our collective data based on the investigations of local law enforcement. In short, we use this data and our resources to combine information across police agencies and use that to develop leads and investigations into the larger criminal conspiracies in trafficking, fraud, cyber crimes, and other areas.

C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: Harris County District Attorney

Functional Area: Administrative Support
Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	30,800
Cost of Positions (Recurring)		910,000
Other Recurring Costs		7,000
Total Request	\$	\$947,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.

During 2019, our Department undertook a significant review of prosecutorial workloads. In particular, a review of our felony trial division revealed prosecutors spent a considerable amount of time requesting evidence from law enforcement, following up on those requests, and then reviewing and disclosing that evidence. To alleviate some of this workload, our Department created a Discovery Unit for evidence requests and fulfillment. The Discovery Unit is comprised of administrative assistants now tasked with requesting evidence, following up, and fulfilling those requests. They also make copies for the defense and court as necessary.

The Discovery Unit idea was researched and designed in the early months of 2019. After evaluating the existing role of our administrative assistants in the felony trial division, our Department determined that staff could best be utilized in this new role. They were familiar with various types of evidence and could train more quickly based on their experience and skill set. The Unit trained for one week and then launched June 3, 2019. Since its inception, the Unit has been assigned 26,413 tasks or discovery fulfillment requests. Of those tasks, they have been able to complete approximately 65% with 27% in progress and about 8% pending start.

2019 Discovery Unit		
Assigned Tasks From Inception 6/3/19 to 11/14/19		
Progress	Count of Tasks	% of Tasks
COMPLETED	17089	65%
IN PROGRESS	7095	27%
PENDING START	2229	8%
Grand Total	26413	100%

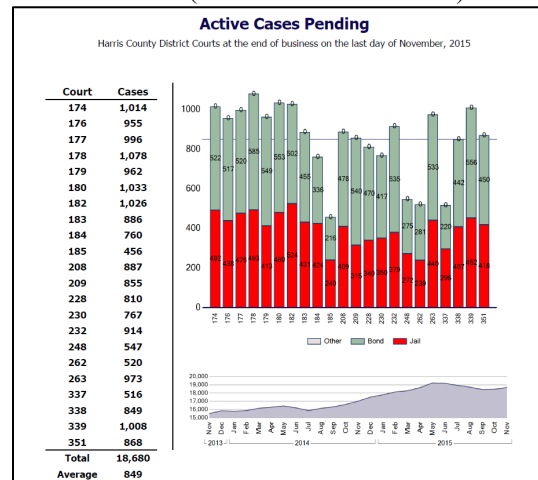
It's important to understand these discovery requests grow daily with each case in which a law enforcement agency makes an arrest. Thus, it is a never ending project and will never be 100% complete. At best, their clearance rate could keep up with incoming requests. These discovery requests also play a significant role in the overall time to disposition of any case in our courts. Having a Unit dedicated to this function ensures these requests are made more timely and follow-up is more thorough.

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

This shift in personnel from traditional administrative assistants to Discovery Unit personnel has allowed prosecutors to spend more time doing legal work rather than evidence compilation and thus lessened the workload of the average prosecutor in the Felony Trial Division. This concept now needs to be expanded throughout other divisions in the Department in order to maximize the benefit to the prosecutors' workload, but the expansion will require additional administrative assistant positions. Even to sustain the current Discovery Unit and allow them to take on additional work from the prosecutors, the unit will require additional staff. In addition to growing that Unit, similar units need to be expanded throughout the Department. Our Department strives to increase the clearance rate to 100% so that completed requests will match those continuing to come in daily.

By way of metrics, our Department evaluates the number of active cases pending across the courts; both the County Criminal Courts at Law and the Criminal District Courts have seen large increases in active pending cases. The Criminal District Courts have seen a 59% increase (*See Charts 9 and 10 below*) while the County Criminal Courts at Law have seen a 78% increase. (*See Charts 11 and 12 below*) Collectively, the criminal courts have seen a 68% increase in active pending cases.¹

Chart 9 (Criminal District Courts)



¹ Criminal District Courts reported 18,680 for November, 2015 and 29,694 for November, 2019 resulting in a 59% increase. County Criminal Courts at Law reported 16,708 for November, 2015 and 29,804 for November, 2019 resulting in a 78% increase. Collectively, the county had 35,388 active pending cases for November, 2015 and 59,498 for November, 2019 resulting in a 68% increase.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Chart 10 (Criminal District Courts)

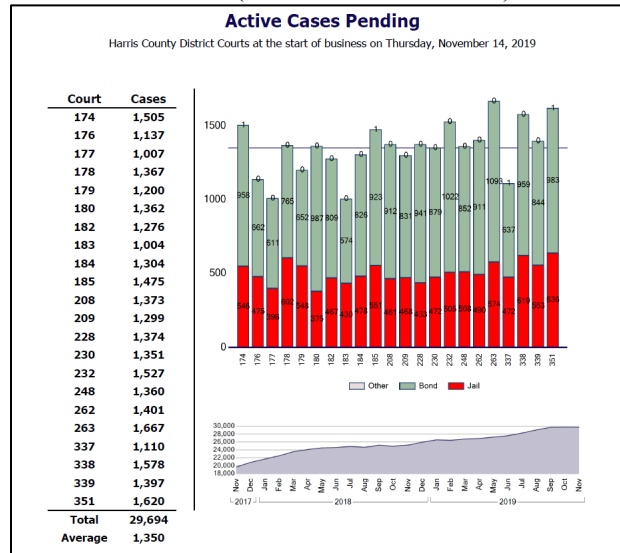


Chart 11 (County Criminal Courts at Law)

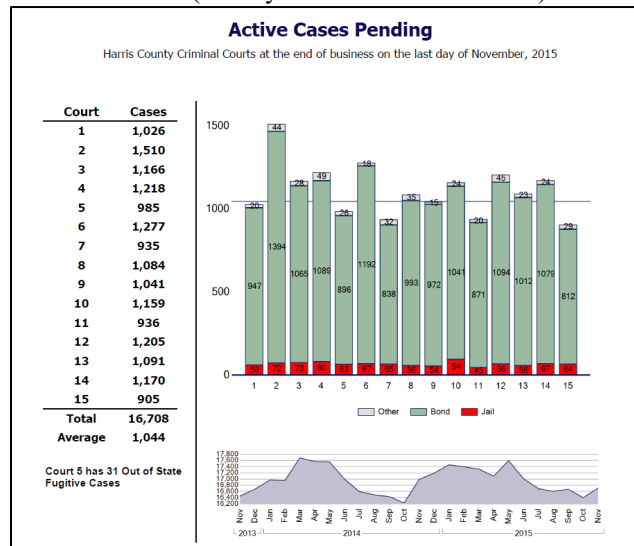
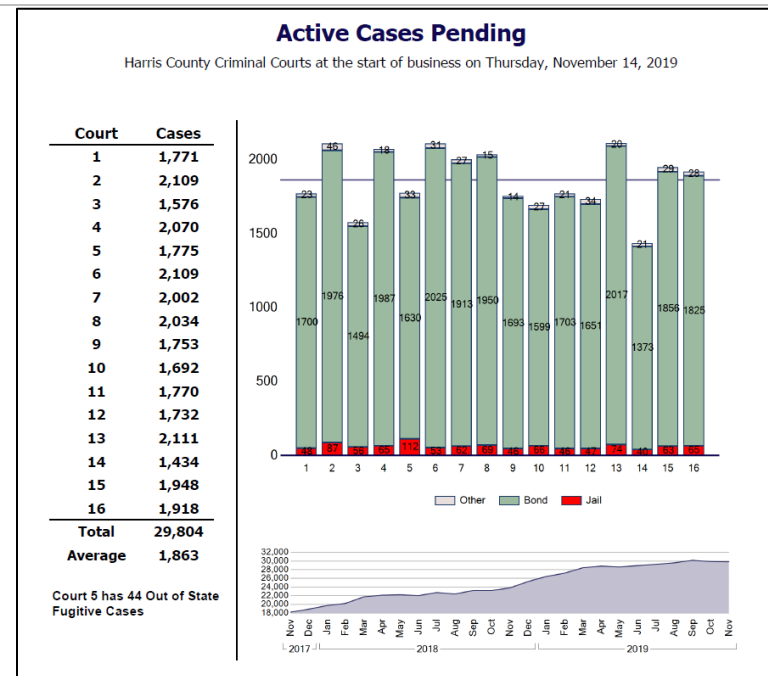


Chart 12 (County Criminal Courts at Law)

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.



Yet, our Departmental personnel has not kept pace with the increases in the courts we serve. In 2015, our Department employed 297 prosecuting attorneys and 320 support personnel for a combined staff of 617. (See Charts 13 and 14 below) As 2019 comes to a close, our Department employs 357 prosecuting attorneys and 408 support personnel for a combined staff of 765. (See Charts 13 and 14 below) In the period of 2015-2019, our Department experienced a growth of only 20% in prosecuting attorneys with a 24% overall staff increase. Our increase falls significantly short of the workload increase in the Harris County criminal courts. While these charts and data reflect prosecutorial staffing, they are important to the administrative support personnel discussion because it is the current prosecutorial workload that we are seeking to adjust by reassigning more of the current prosecutorial tasks to administrative assistants.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Chart 13 (District Attorney Personnel-Attorneys)

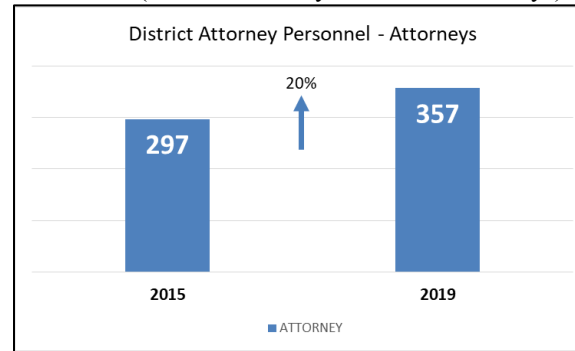
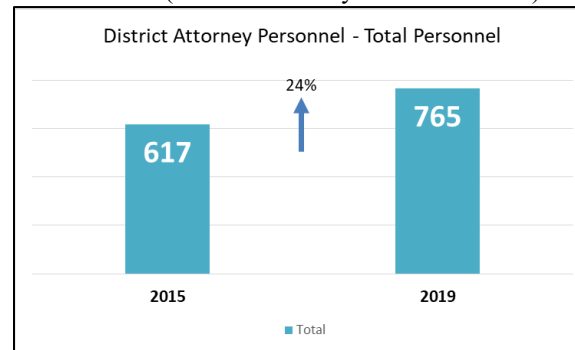


Chart 14 (District Attorney Personnel-Total)



While the courts are primarily concerned with the adjudication of the defendants with cases in their courts, our Department is statutorily responsible for and required to consider both the defendant and the crime victim. From the defendant perspective, our Department is charged with seeking justice, evaluating evidence, disclosing evidence both incriminating and exculpatory which may support conviction or may very well assist the defendant in his challenge to the evidence, and provide a fair process. From the victim perspective, our Department is charged with providing education and information to the victim, facilitating their participation in the criminal justice system, and aiding in their restoration through restitution and crime victims' compensation. Our Department's obligation to the crime victim is unique and one that is not taxed upon the courts or the defense bar, thus increasing our overall workload.

B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.

Our proposed approach is to hire 14 additional Administrative Assistants to allow grow in the current Discovery Unit and new units throughout the Department to assist the prosecutors outside the Felony Trial Division with the processing of the current cases; specifically with requesting evidence from law enforcement, following up on those requests, and then reviewing and disclosing that evidence. This will give all prosecutors more time to quickly review their cases which in turn increases courtroom efficiencies and overall time to disposition of cases within the courts. These positions will be assigned throughout the Department as we expand the use of Discovery Unit approaches.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Understanding that goal will take time as resources can be shifted and staff trained, it is our goal to begin hiring immediately upon funding while expecting the hiring to take at least three months. The next one to two months would be focused on training. Therefore, our Department would expect to start seeing a difference by mid-budget cycle. Near the end of the budget cycle, our Department could report on actual outcomes and impacts of adding these positions.

C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.

There are very few external performance measures available to aid prosecutorial offices. There are generally no studies or data that set or define prosecutorial standards locally or nationally. Our Department's workload is generally defined by criminal activity and the arrests of law enforcement officers throughout the jurisdiction. As crime rates increase due to population growth, so does our workload. While the converse would be true as well, our Department has historically been understaffed with high workloads that have never adjusted.

Our overall workload was reviewed and evaluated by the Texas Southern University School of Public Affairs, Center for Justice Research.²

Chart 15 (Texas Southern University School of Public Affairs Center for Justice Research)

An Examination of Prosecutorial Caseloads:
In Search of a Standard

CENTER FOR JUSTICE RESEARCH

Table 2. District Attorney Personnel and Operating Budget Ratios (per 10,000 residents)

County	State	Prosecutors*	Investigators*	Staff*	Total FTE*	Operating Budget	Per Capita
Los Angeles County	California	0.99	0.29	0.87	2.15	\$4,154,499.10	\$41.54
Cook County	Illinois	1.40	0.15	0.59	2.18	\$2,332,316.60	\$23.32
Harris County	Texas	0.76	0.22	0.65	1.65	\$191,159.35	\$19.12
Maricopa County	Arizona	0.92	0.13	1.45	2.54	\$251,193.94	\$25.12
San Diego County	California	0.99	0.37	1.92	3.32	\$580,757.91	\$58.08
Orange County	California	0.91	0.39	1.42	2.76	\$449,530.13	\$44.95
Miami-Dade County	Florida	1.34	0.07	3.51	4.98	\$333,031.33	\$33.30

D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?

By way of metrics, our Department evaluates the number of active cases pending across the courts; both the County Criminal Courts at Law and the Criminal District Courts. In addition to studying active cases, our Department has implemented numerous data tracking systems. These systems produce reports daily, weekly, and monthly to evaluate progress. Daily, we have internal electronic dashboards that show not only the data but graphical

² Texas Southern University School of Public Affairs Center for Justice Research (2019). Research Brief: An Examination of Prosecutorial Staff, Budgets, Careloads, and the Need for Change (attached as exhibit)

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

representations and charts that summarize the data and show progress. Below is a snapshot of our current internal intranet based dashboard for reporting and performance measures:



E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?

The existing dashboard will reflect the changes in pending cases in the courts, our workloads, and our progress towards efficiencies. These reports can be provided to Commissioners Court as requested or on a set periodic basis if desired.

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

14 Administrative Assistants @ \$65,000 (average salary plus benefits). The positions are needed for the entire year; however, a phased-in approach will also work.

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

Yes, additional office space will be needed for house the additional personnel. This will increase our leased space costs.

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Form #3: Budget Expansion Justification Sheet

Department: Harris County District Attorney

Functional Area: Support/Paralegals
Dept. Funding Priority #: 4

Funding Request*:

Start-Up Costs (One-time)	\$	55,000
Cost of Positions (Recurring)		2,925,000
Other Recurring Costs		15,000
Total Request	\$	\$2,995,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.

Historically, the District Attorney model was to utilize lawyers for almost all work activity. Paralegals and substantial support staff have only been utilized for approximately 5-6 years. An internal study of the work performed by paralegals during 2018 led to the realization that our Department undervalued and underutilized our support staff and especially our paralegals. The work done by most paralegals was largely administrative. In June, 2019, with in the implementation of the administrative Discovery Unit, an initiative to train and further develop our paralegal staff began. Paralegals are currently learning and honing their skills to be of more assistance to our prosecutors. They are learning more about motions and document and evidence review. With this new focus, our paralegals will be able to undertake a portion of the work currently being done by prosecutors. As they shift focus, our Department is starting to utilize the infrastructure created for the Discovery Unit to track their work and productivity. Beginning mid-2018, their work was tracked. Since then, they have been assigned approximately 37,364 tasks. These tasks were, again, largely administrative and related to evidence collection and follow-up. When that work shifted from the trial division paralegal to the Discovery Unit, and retraining began, their work performance slightly decreased, as was to be expected. Their new role, largely legal based rather than administrative based, began in July, 2019. Since July, 2019, they have been assigned approximately 12,400 tasks. Their clearance rate on tasks dropped from 65% (when doing administrative tasks) to approximately 50%. They are only able to complete about one-half of their work before more work comes in. This demonstrates a need for additional support staff and specifically paralegals. An increase in support and paralegal staff will increase their clearance rate and thus improve the prosecutor's time to discovery and the court's time to final disposition.

In victims' services, historically, the District Attorney model underserved the victim population despite statutory mandates. However, since 2018, our Department has received substantial grant funding that allowed this area to grow and improve. Those grants, however, require that the County and our Department begin to absorb those costs.

The Victim Assistance Coordinators (VACs) proactively attempt to reach all victims of crime as defined and mandated by Chapter 56 of the Texas Code of Criminal Procedure. Because this division is almost completely grant funded, our grant performance reporting provides a basis for measuring their workload and productivity. The report completed through the third quarter of 2019 provides:

The VACs assigned to the Victim Services Division personally contacted via telephone, text messages, emails, and in person over 3,000 victims this reporting period to inform them of their rights as a crime victim, provide them with a victim impact statement, information regarding crime victims' compensation, and

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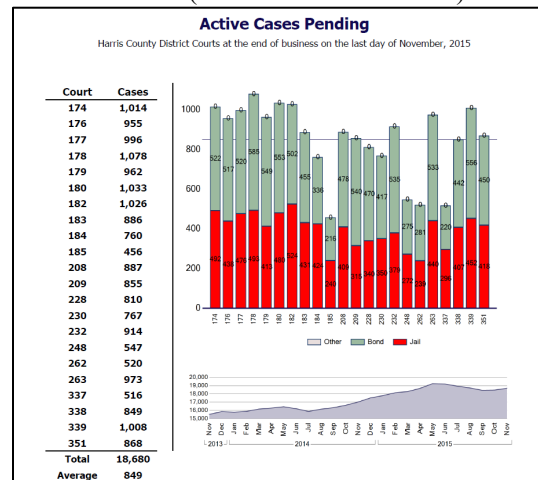
an explanation of the criminal justice system. The VACs also assisted crime victims on a continuing basis by providing them with court dates, case status, counseling referrals, and accompanying them to court and to meetings with assistant district attorneys.

The Victim Assistance Coordinators further referred crime victims to social service agencies, and other victim service programs. Additionally, one VAC is assigned to a specialized case load providing support to survivors of Domestic Violence – Strangulation/Impeding Breathing cases due to the high level of risk for repeat victimization and homicide associated with these cases. This VAC provides the initial contact, support, and referrals, but also administers risk assessments.

All grant measures have shown this area to be successful and not only meeting but exceeding performance measures.

Outside of the grant measures, our Department evaluates the number of active cases pending across the courts; both the County Criminal Courts at Law and the Criminal District Courts have seen large increases in active pending cases. The Criminal District Courts have seen a 59% increase (See *Charts 9 and 10 below*) while the County Criminal Courts at Law have seen a 78% increase. (See *Charts 11 and 12 below*) Collectively, the criminal courts have seen a 68% increase in active pending cases.¹

Chart 9 (Criminal District Courts)



¹ Criminal District Courts reported 18,680 for November, 2015 and 29,694 for November, 2019 resulting in a 59% increase. County Criminal Courts at Law reported 16,708 for November, 2015 and 29,804 for November, 2019 resulting in a 78% increase. Collectively, the county had 35,388 active pending cases for November, 2015 and 59,498 for November, 2019 resulting in a 68% increase.

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Chart 10 (Criminal District Courts)

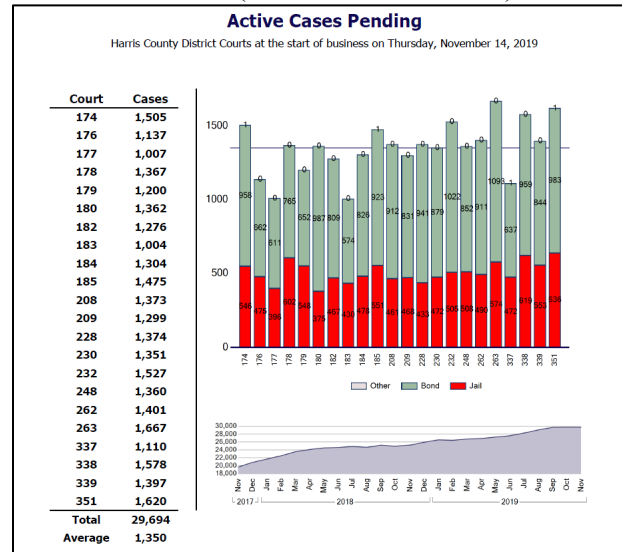
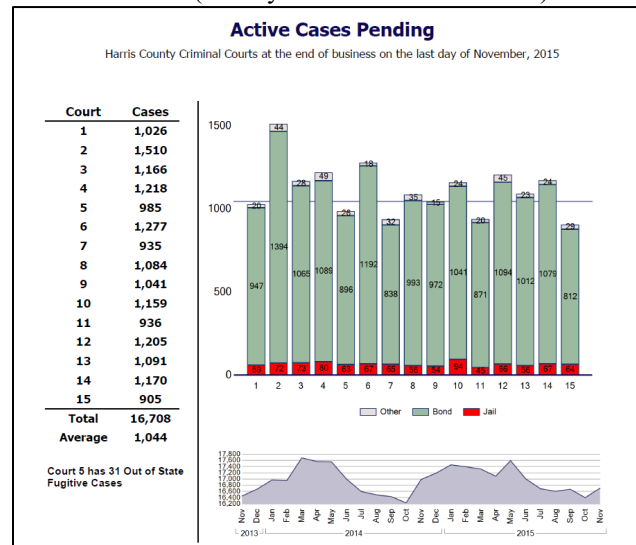
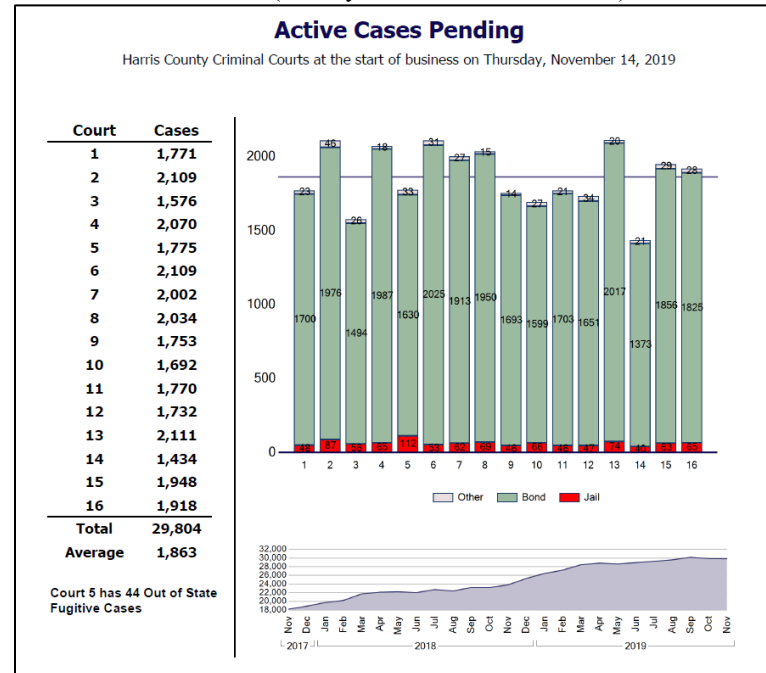


Chart 11 (County Criminal Courts at Law)



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Chart 12 (County Criminal Courts at Law)



Yet, our Departmental personnel has not kept pace with the increases in the courts we serve. In 2015, our Department employed 297 prosecuting attorneys and 320 support personnel for a combined staff of 617. (See Charts 13 and 14 below) As 2019 comes to a close, our Department employs 357 prosecuting attorneys and 408 support personnel for a combined staff of 765. (See Charts 13 and 14 below) In the period of 2015-2019, our Department experienced a growth of only 20% in prosecuting attorneys with a 24% overall staff increase. Our increase falls significantly short of the workload increase in the Harris County criminal courts.

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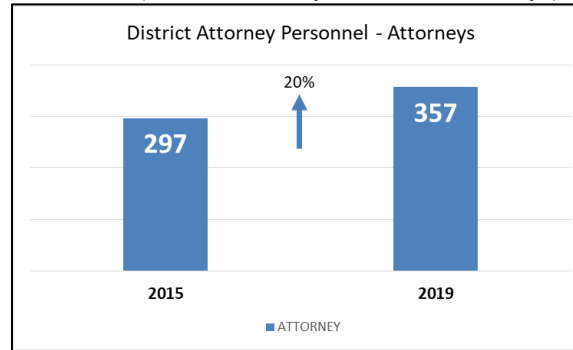
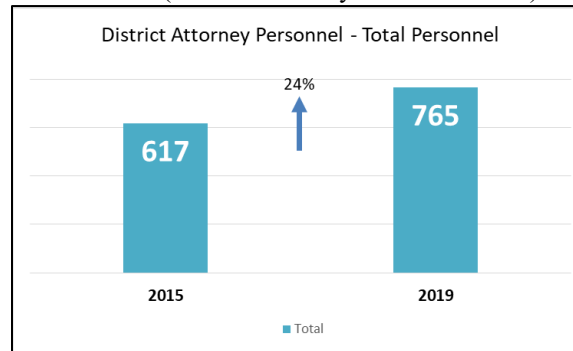


Chart 14 (District Attorney Personnel-Total)



While the courts are primarily concerned with the adjudication of the defendants with cases in their courts, our Department is statutorily responsible for and required to consider both the defendant and the crime victim. From the defendant perspective, our Department is charged with seeking justice, evaluating evidence, disclosing evidence both incriminating and exculpatory which may support conviction or may very well assist the defendant in his challenge to the evidence, and provide a fair process. From the victim perspective, our Department is charged with providing education and information to the victim, facilitating their participation in the criminal justice system, and aiding in their restoration through restitution and crime victims' compensation. Our Department's obligation to the crime victim is unique and one that is not taxed upon the courts or the defense bar, thus increasing our overall workload.

B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.

Our proposed approach is to hire 14 additional paralegals to assist with the legal processing of current and incoming cases. This is a more cost effective approach than to hire more prosecutors. Additionally, this request includes 25 Victim Assistance Coordinators (VAC) to have one per court to assist the victims through the criminal justice process.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

While the courts are primarily concerned with the adjudication of the defendants with cases in their courts, our Department is statutorily responsible for and required to consider both the defendant and the crime victim. From the defendant perspective, our Department is charged with seeking justice, evaluating evidence, disclosing evidence both incriminating and exculpatory which may support conviction or may very well assist the defendant in his challenge to the evidence, and provide a fair process. From the victim perspective, our Department is charged with providing education and information to the victim, facilitating their participation in the criminal justice system, and aiding in their restoration through restitution and crime victims' compensation. Our Department's obligation to the crime victim is unique and one that is not taxed upon the courts or the defense bar, thus increasing our overall workload.

C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.

There are very few external performance measures available to aid prosecutorial offices. There are generally no studies or data that set or define prosecutorial standards locally or nationally. Outside of our grant performance measures, the county auditor's office reviews the work and produces reports on their compliance with grant activities and performance.

Our Department's workload is generally defined by criminal activity and the arrests of law enforcement officers throughout the jurisdiction. As crime rates increase due to population growth, so does our workload. While the converse would be true as well, our Department has historically been understaffed with high workloads that have never adjusted.

Our overall workload was reviewed and evaluated by the Texas Southern University School of Public Affairs, Center for Justice Research.²

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Form #4: Progress Update on Expansion Funds Provided for the Current Fiscal Year (FY2019/20)

Department: District Attorney

Expansion Funding Added to the FY2019/20 Budget: \$850,000 May 14, 2019 budget transfer for 8 Environmental Crimes positions. Annualized cost is \$970,000.

A) Describe the purpose of the funding that was provided and what you expected to accomplish.

The purpose of the funding was to achieve 4 goals: (1) To allow for better management, assessment, review, and documentation of remediation reports where environmental harms are ameliorated through a pretrial intervention program; (2) to divert the chiefs attention and man hours from managing misdemeanor court dockets to focusing on complex felony prosecutions and facilitating targeted investigations in the area of air and water pollution crimes; (3) to have felony three prosecutors dedicated to the misdemeanor illegal dumping dockets and managing the illegal dumping pretrial intervention program; (4) to develop creative and untraditional models for tapping into the community for developing whistle-blowers and complainants who might not otherwise know who to contact when exposed to an environmental crime.

B) How are you measuring whether you're achieving the stated goals?

Our approach to accomplishing these 4 goals are as follows:

- (1) Management of Compliance where Remediation is a Condition of Pretrial Intervention in Water pollution Cases: Greater assessment and review of remediation reports that are produced in pretrial intervention programs is measured by the time we spend connecting to the environmental experts who the defendant hires to carry out the remediation. Prior to having additional prosecutors, time did not permit us to reach out to these consultants until close to the time of dismissal date. With additional prosecutors, the Environmental Crimes Chief is now referred all compliance matters the day the Defendant enters into an agreement with the State to hire a consultant and produce a remediation case. This allows the State to better monitor the degree of success and to make recommendations as the remediation is under way. By directly connecting with the hired environmental consultant early in the pretrial intervention, the State often learns more about the degree of the problem and the remediation needed to combat the harm. For example, a remediation report may not convey the actual feelings of the environmental consultant hired by the defense if reviewed many months later. Reaching out directly to the consultant has revealed that although a remediation is technically accomplished, more could be done. By having our new prosecutors work our misdemeanor dockets, the Division Chief is able to set time aside to connect directly with these consultants to ensure more detailed remediation and compliance. For example, in one case, the site inspection resulted in findings of soil contamination that went beyond the conclusions drawn by the inspector. As a result, the State was able to require the Defendant to complete greater levels of remediation that originally anticipated. By reaching this conclusion earlier in time, The State is able to extend the PTI period for compliance to produce an ideal environmental result. Managing these cases more directly in this manner allows the State to get ahead of the ball, remediate at a faster pace and towards a more qualitative result so as to prevent a situation where a year goes by, dismissal date arrives, and the Court is left asking the prosecution why did it take a year before these issues were raised to justify an extension of time for compliance.
- (2) Diverting the Chiefs from Managing Misdemeanor Dockets and the Illegal Dumping Pretrial Intervention Program to Prosecuting Complex Environmental Felonies and Directing Sophisticated Investigations where the Public Health is at Risk: Our approach to increasing the number of targeted investigations and a greater focus on complex felony prosecutions is still in development, but what is being developed is designed to have measurable results. For example, our division is working with Harris County Pollution Control and the Environmental Defense Project (EDF) to develop a robust air monitoring program that allows for the generation of data in areas known to suffer from greater levels of air pollution. The program is in development, because the ability for the State to tap into it will ultimately depend on the program being set up with certain standards that allow for the evidence to be admitted in court. Also, standards for how the data is used, and by whom, are also being set up. If the data indicates an identifiable point source for air pollution, what agreements and measures are in place that determines whether the county attorney's office handles the case versus the district attorney's office are difficult to develop and implement, but efforts are being made. One problem we are trying to work around is once a suspect is identified, when should an injunction be brought by the county attorney's office? If an injunction is implemented, often times it impedes a criminal investigation into the matter by alerting the suspect. Evidence of criminal conduct in this circumstance is harder to find, because the criminal investigation is cut short the moment the suspect becomes part of an injunction.

The State is also setting up a system where more targeted investigations are pursued in the area of water and air pollution. Where there is an environmental public safety risk, we are now working much more closely and routinely with our investigation units. Under the influence of Patrick Morrissey at HPD, we are working with HPD's Environmental Unit to make this unit an exclusive investigator and enforcer of water and air pollution laws, with a particular focus on crimes where public health and safety is most at risk. As a result these efforts, we are now investigating our first potential manslaughter prosecution borne from an environmental crime. We are also about to file on a Defendant that exposed an entire community of immigrants to high levels of benzene, with reported health effects. Measuring our progress in this area should mean that by the end of 2020, our case numbers should show an increase in the prosecution of environmental crimes where complainants have been injured, suffered health effects, or where the crimes involve criminal schemes to skirt the laws without our more traditional prosecutions falling in number. The additional two prosecutors that we have will ensure that the typical water pollution cases and illegal dumping cases continue to be prosecuted, while the chiefs in our division have the time to focus on complex prosecutions like Arkema, and produce investigations that cultivate whistleblowers and target environmental crimes that impact public health in the manner described above. The State is working with the Department of Health and Public Safety to attempt to secure a reporting system where any and all air pollution or environmental complaints made to the Fire Marshall's office, 911, 311, or the City of Houston's Fire Department are sent directly to the prosecution upon report. Investigating a complaint generated by these agencies can bring attention to a problem that would otherwise have been treated as non-criminal.

In addition to developing a robust air monitoring program, our investigators are mapping out areas in pollution hotspots that are hubs for industry. Part of their approach is to patrol these areas and make contacts in these communities for developing leads and gathering information that could lead to uncovering a whistleblower. Additionally, our efforts have allowed for better coordination with Harris County Pollution Control, so that complainants are better identified and standards for determining criminal versus civil cases are more clearly established.

C) Discuss what has been accomplished so far and whether you're meeting your goals.

Please see B above

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

Much remains to be done. Due to the Arkema litigation being so intense, and looking into the KMCO and ITC cases along with our other investigations that are promising, we have used our new prosecutors and investigators to catch up on matters where we had fell behind. As they take over the responsibilities of managing the illegal dumping dockets in misdemeanor court, we have opened up time and resources to work more closely with our investigation units at HPD and Precinct 1, and are working on reaching out to other agencies in La Porte, Deep Park, and on the ship channel to better investigate complaints that may otherwise go unreported or not investigated. What remains to be done is to develop and finalize the new air monitoring, increase the number of patrols in Galena Park, Deep Park, and other areas known as environmental hotspots; to better share, receive and review data from other environmental agencies, such as Harris County Pollution Control, to ensure that the State is able to turn its focus and investigations on the areas that need it most.

E) How much of the expansion funding amount are you requesting to be continued in the upcoming fiscal year (FY 2020/21)?

The same as previously requested.

Form #4: Progress Update on Expansion Funds Provided for the Current Fiscal Year (FY2019/20)

Department: District Attorney

Expansion Funding Added to the FY2019/20 Budget: \$900,249 August 13, 2019 budget transfer for 10 positions related to the Harding St. shooting. Annualized cost is \$1,474,000.

A) Describe the purpose of the funding that was provided and what you expected to accomplish.
The purpose of the funding was to provide additional staffing (prosecutors and investigators) to the Civil Rights Division to assist with the Harding investigation and the review over 14,000 incidents, to include but not limited to, Houston Police Department Narcotics Squad 15 former Officers Goines and Bryant. Upon completion of the review, we expect to identify and charge those who may have engaged in criminal conduct and identify cases that may have problematic convictions.
B) How are you measuring whether you're achieving the stated goals?
We will measure our goals by the number of indictments secured and cases we identify as having problematic convictions.
C) Discuss what has been accomplished so far and whether you're meeting your goals.
In August of 2019, we received funding for additional staffing, we have identified and developed probable cause to believe two officers have engaged in criminal conduct. The cases involving these two officers have been filed and will be presented to a grand jury in compliance with the Code of Criminal Procedure. As of October 31, 2019, we will have reviewed over 2500 incidents.
D) What remains to be done and what is the outlook and timeline for completion?
Currently, we have thousands of cases that have not been reviewed. This investigation remains massive even with additional staffing and is expected to continue for several more years.
E) How much of the expansion funding amount are you requesting to be continued in the upcoming fiscal year (FY 2020/21)?
We are requesting the same amount of funding that was granted for fiscal year 2019-2020.

560-PUBLIC DEFENDER

Data as of: 11/11/2019

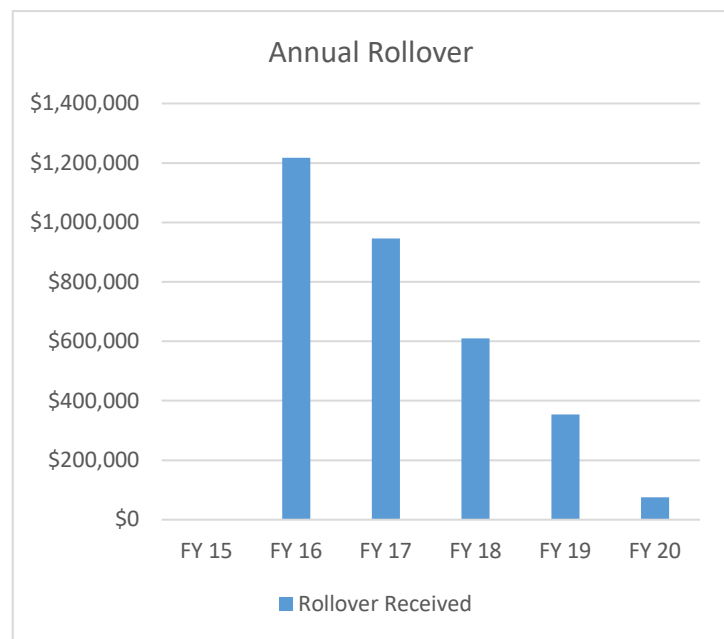
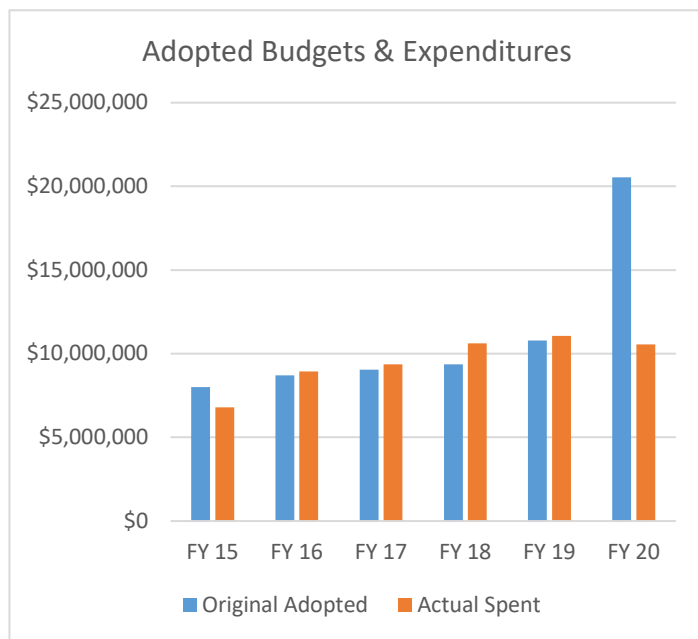
Avg. Annual Budget Increase Last 5 Years: 20.8%

FY 20 Adopted Budget Per Capita (Harris County): \$4.37

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$8,000,000	\$8,700,000	\$9,040,000	\$9,375,000	\$10,786,000	\$20,545,000
Final Adjusted	\$8,023,207	\$9,917,553	\$9,997,339	\$11,016,466	\$11,140,117	\$20,619,950
Rollover Received	\$211	\$1,217,553	\$945,672	\$610,057	\$354,117	\$74,950
Rollover % of Adopted	0%	14%	10%	7%	3%	0%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$3,118,905	\$8,649,650	\$9,028,631	\$10,183,225	\$10,585,084	\$9,989,858
Non-Labor/Transfers	\$3,686,090	\$300,479	\$344,820	\$432,713	\$475,717	\$574,047
Actual Spent	\$6,804,995	\$8,950,129	\$9,373,451	\$10,615,938	\$11,060,801	\$10,563,905



FY20 Rollover as a % of FY20 Adopted Budget: 0.4%

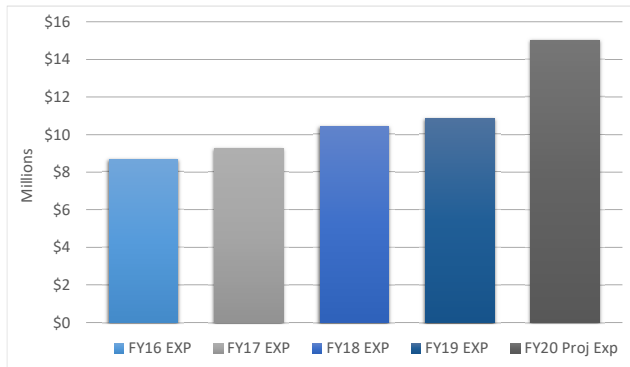
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$424,769	\$746,856
7255-APPELLATE REVIEW & SUPPORT	0	\$321,701	\$81,859
7661-STATEWIDE INDG DEF MONITOR'G	0	\$18,165	\$562,960
8001-MISC FOUNDATIONS GRANTS	0	\$84,903	\$102,038

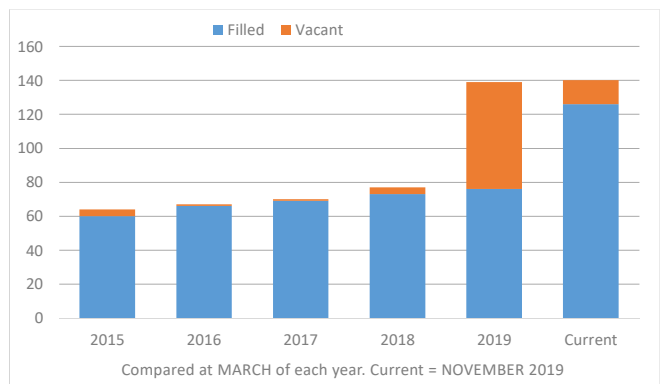
PERSONNEL SUMMARY FOR PUBLIC DEFENDER

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

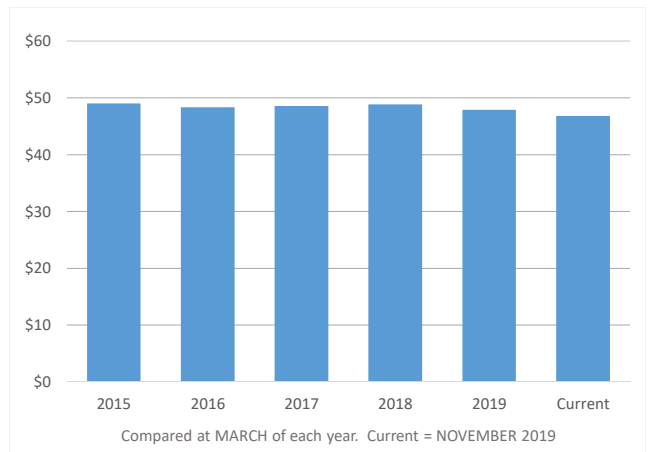


Avg. Salary Increases For Existing Full-Time Employees

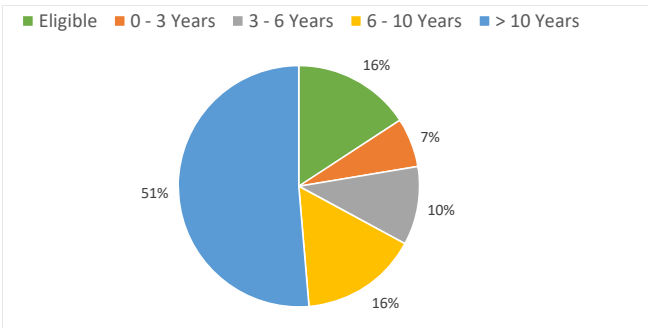
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	66	8.4%	8.4%
Sept 2017	66	8.4%	4.1%
Sept 2016	57	9.2%	3.0%
Sept 2015	51	12.3%	2.9%
Sept 2014	45	16.5%	3.1%

	Filled	Vacant	Total
R32+	125	14	139
Part	1	0	1
Temp	0	0	0

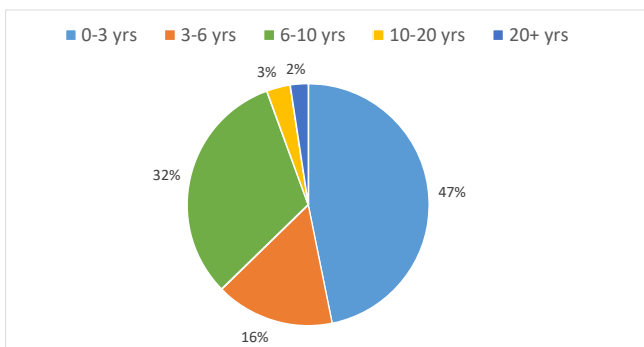
Dept. Average Hourly Base Pay Rate



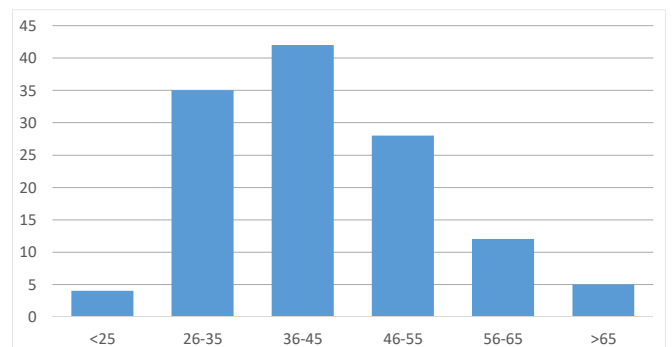
Retirement Eligibility



Employee Tenure



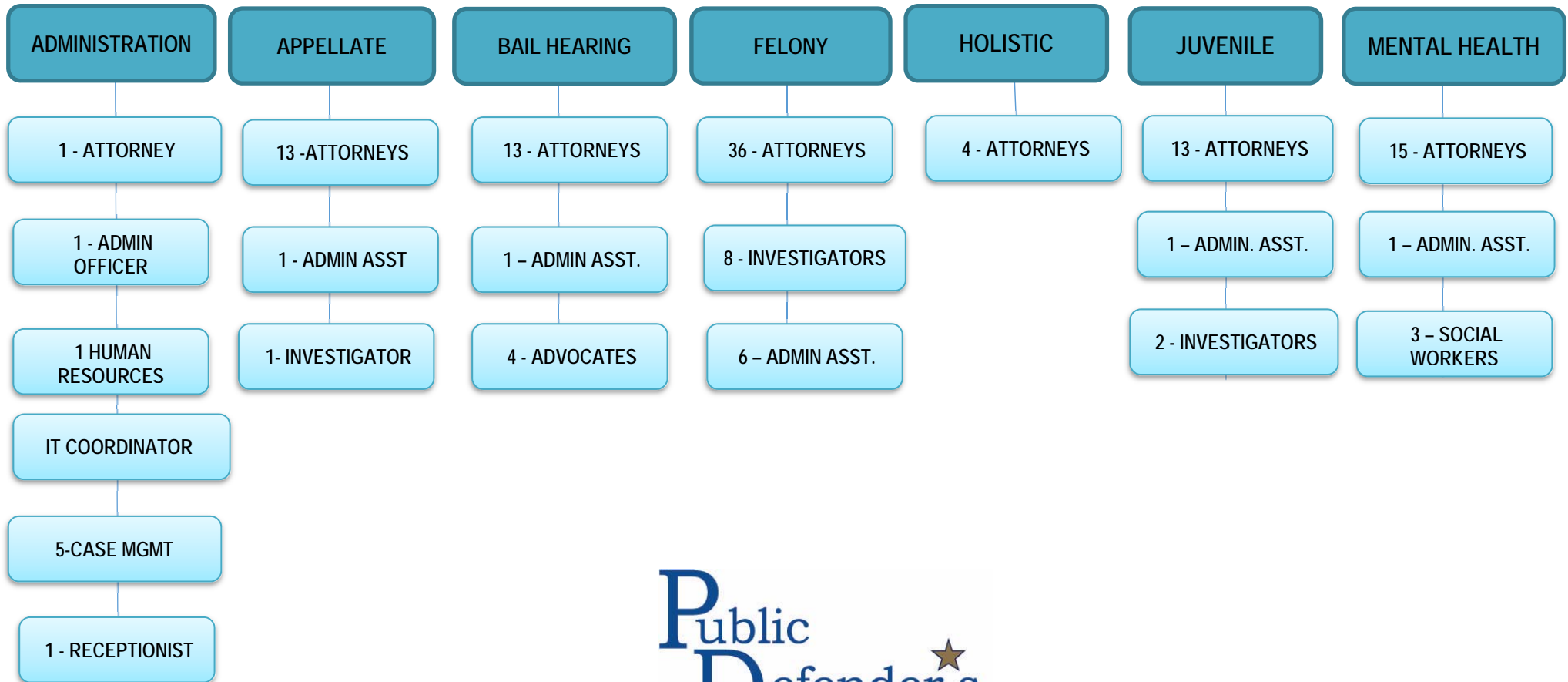
Number of Employees by Age





Department-Provided Information

Alexander Bunin,
Chief Public Defender



Public
Defender's
Office
Harris County, Texas

Form #1: Department Mission and Metrics

Public Defender - 560

A) Department Purpose/Mission

Our clients are appointed to us by the 16 Harris County Criminal Courts at Law, the 22 Criminal District Courts and the three Juvenile District Courts. They are adults facing criminal charges, juveniles alleged to be delinquent, and either adults or juveniles dealing with revocations of supervision or appeals. We also represent all persons appearing before a magistrate at the Joint Processing Center whose bail will be set.

In all cases, we assure both adequate investigation and legal research is complete before advising clients to make decisions about their cases. Client-centered defense is a principle we follow. That means we consider client goals and needs in making decisions about their cases. Sometimes, those needs exceed the scope of representation in the criminal case, such as researching immigration consequences, finding health and housing placements and restoring their ability to seek employment and benefits.

Our professional allegiance is to our clients, both by law and by the rules of professional responsibility. When these duties conflict with other rules, the allegiance to our clients comes first. This means we seek a level of independence that is different from most other departments and agencies. This level of independence has been recognized by the United States Supreme Court as necessary to the successful functioning of public defender offices.

B) Discuss your department's accomplishments in the last year.

During the last year, there were two major changes that required an increased level of effort by all employees. First, was the return to physical space in the Criminal Justice Center, after approximately 20 months of dislocation caused by Hurricane Harvey. During the exodus, most PDO employees were housed on the First Floor of 1301 Franklin, a decommissioned jail where employees shared small working spaces. Others were in a windowless basement room near the garage in the Administration Building. The remainder had to work mostly from home.

The return to the CJC meant expanding from the entire 13th Floor to also acquiring half of the 12th Floor. That additional space has now been exhausted. Part of the request for next year will be for additional space that will be documented separately. This was caused by our second major change last year – the significant increase in budget and staff. Our budget increased from \$11,470,987 in 2019 to \$21,351,189 in 2020. That reflected increased costs in all categories. Staff went from 75 to currently 125 (with 14 still open). More personnel meant the ability to take more cases. More

Form #1: Department Mission and Metrics

cases meant increased case costs.

The office was also able to take on new functions. Two immigration attorneys are available to consult on all cases where the defendant is not a U.S. Citizen. These services are also provided to private court-appointed lawyers. Three lawyers in the PDO are connecting juveniles and adults with legal services beyond their pending criminal or delinquency cases. A national study by the Rand Corporation recently found these interventions improve client outcomes.

Most important, cases outcomes for PDO clients in their criminal cases and delinquency proceedings have improved. In 2013, the report, Fabelo, et al, *Improving Indigent Defense: Evaluation of the Harris County Public Defender*, Council of State Governments Justice Center (2013) (hereinafter *Improving Indigent Defense*), showed the PDO had better case outcomes than either the private appointed or retained lawyers. That report is being reissued in early 2020, but the PDO results are already available. For instance, among PDO misdemeanor mental health clients, the percentage of clients whose cases were dismissed increased from 17 percent in 2014, each year, until 2019 where is peaked at 44 percent. Those cases were often dismissed because PDO attorneys and social workers found placements for mentally ill clients.

In the Juvenile Division, the percentage of non-custody sentences increased every year from 2014 to 2019 and total adjudications decreased significantly over that time. The Appellate Division continued to have a higher reversal rate than the bar generally. Most significantly, the Felony Trial Division – which had the highest caseload – improved significantly since the last report. Particularly notable, were the cases won at trial. The office got acquittals in almost half of the dozen felony cases tried in 2019 – a rate much higher than Harris County or Texas, generally.

These accomplishments are not without explanation. The increased staff at all levels has improved the quality of the office overall. More shared resources in a law office not only multiple the ability to take on additional cases, it improves the work done in each. Compared to the private bar, which is simply an accumulation of solo practitioners, a large, resourced public defender office shares the synergy of large private civil firms or prosecution offices. This really became evident with the growth last year.

C) Discuss actions taken to drive efficiency and productivity in your department.

As stated above, the greatest increase in efficiency and productivity was caused by the added staff and funding. It more than doubled the office's ability to take cases. The PDO will go from about eight percent of appointments to about 20 percent of

Form #1: Department Mission and Metrics

appointments by the end of the fiscal year. That is more than doubling productivity. It does not include the additional new responsibilities taken on, such as immigration consultation and holistic practices. Included also are increases in quality among all our criminal and delinquency cases as documented in the update to *Improving Indigent Defense*. In sum, we are more efficient and productive because there are more to share the work and share expertise.

D) Describe any new responsibilities your department assumed this year.

As described above, immigration consultation and holistic practices are new to the PDO. All other changes are increases to existing functions. However, even in mere growth there are some changes. We added a relationship with Partners for Justice (PFJ) to our existing bail work. PFJ was developed through a model at Bronx Defenders of using recent college graduates who are then trained to work in public defender offices as Justice Advocates. Highly motivated, smart young persons can do work that a license in law, social work or private investigation is unnecessary – such as helping clients with transportation, connections with other agencies and attending to their needs. This is a cost effective way to cover duties normally handled by more expensive positions.

E) Specify any costs your department incurred this or last year that you won't have next year.

Zero.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

Internal case management (with reports) and internal timekeeping programs. Measurements are closed cases, time per case and documents associated with those activities.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

See report from Meadows foundation, described above in forms.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: **560 - Public Defender**

FY19/20 General Fund Adopted Budget:	\$20,545,000
Rollover Budget Received in FY19/20:	\$74,950

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Bail Hearing Division	\$2,451,520	16	2	\$368,240	15.0%	1	Yes
2	Felony Trial Division	\$6,090,972	50	6	\$1,097,978	18.0%	2	Yes
3	Misdemeanor Mental Health	\$2,686,802	15	5	\$872,177	32.5%	3	Yes
4	Appellate Division	\$2,527,552	17	4	\$540,980	21.4%	4	Yes
5	Juvenile Division	\$1,776,851	13	4	\$744,480	41.9%	5	Yes
6	Immigration Division	\$294,733	2					
7	Holistic Defense Division	\$294,733	2					
8	Administration	\$1,054,051	10					
9	NON LABOR COSTS: Expert Services, Defender Data, Online Legal Research, Annual Bar Dues, Court transcripts, medical records, Interpreters, Forensic Services	\$756,667						
10								
Department-Estimated Totals		\$17,933,881	125	21	\$3,623,855	20.2%		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: PUBLIC DEFENDERS OFFICE

Functional Area: BAIL HEARING DIVISION
 Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		368,240
Other Recurring Costs		
Total Request	\$	368,240

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
<p>The growth of the PDO is part of a systemic change to public defense in Harris County. After the creation of the PDO in 2011, funding and staff remained mostly stagnant for the first eight years. Increases were based primarily on inflation. In 2017, the first major change occurred with the addition of the Bail Division. Prompted by litigation against the County, about \$1M was added to the PDO budget to staff lawyers at initial bail appearances for all defendants, 24 hours a day, 365 days a year. The next big change was last year, when a split vote (3-2) of Commissioners Court doubled the PDO's funding and staff. This commitment to increasing the presence of the office and reducing the reliance on private court appointed lawyers -- who currently handle more than 80 percent of the cases -- appears to continue this year.</p>
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
<p>The funding will be used to hire more lawyers, investigators, social workers and administrative staff, as well as fund the proportional increase in case-related non-personnel costs. As described in Form 1, this will not only increase the number of cases the office handles, but it improves the quality of work done overall. Employees will be hired over the course of the entire fiscal year and will depend on the availability of space.</p>
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
<p>Data will be provided in a report from the Meadows Foundation. The authors, Tony Fabelo and Jessica Tyler, completed a previous report on the PDO in 2013 on behalf of Council of State Governments Justice Center. Although the final publication will occur after the budget process, data from the new research is included in these sheets and more will be available by the budget hearing.</p>
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
<p>Many different metrics will be used in the Meadows Foundation report to explain our work. The most important will be outcomes, which show a consistent pattern of improvement that surpasses both the private appointed and retained bar.</p>
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
<p>The data will be communicated in the Meadows Foundation report.</p>

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

Position	S+FB	Non Labor Costs	Qty.	# of pay periods
Attorney	\$178,420	\$5,700.	2	26

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

Additional office space is required. The PDO has requested contiguous space on the 12th Floor of the CJC, i.e., the remainder of the floor. The County Engineer has been advised of the issue and is waiting for a final count on additional employees before seeking approval to take action.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: PUBLIC DEFENDERS OFFICE

Functional Area: FELONY DIVISION
 Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		1,097,978
Other Recurring Costs		
Total Request	\$	1,097,978

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
<p>The growth of the PDO is part of a systemic change to public defense in Harris County. After the creation of the PDO in 2011, funding and staff remained mostly stagnant for the first eight years. Increases were based primarily on inflation. In 2017, the first major change occurred with the addition of the Bail Division. Prompted by litigation against the County, about \$1M was added to the PDO budget to staff lawyers at initial bail appearances for all defendants, 24 hours a day, 365 days a year. The next big change was last year, when a split vote (3-2) of Commissioners Court doubled the PDO's funding and staff. This commitment to increasing the presence of the office and reducing the reliance on private court appointed lawyers -- who currently handle more than 80 percent of the cases -- appears to continue this year.</p>
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
<p>The funding will be used to hire more lawyers, investigators, social workers and administrative staff, as well as fund the proportional increase in case-related non-personnel costs. As described in Form 1, this will not only increase the number of cases the office handles, but it improves the quality of work done overall. Employees will be hired over the course of the entire fiscal year and will depend on the availability of space.</p>
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
<p>Data will be provided in a report from the Meadows Foundation. The authors, Tony Fabelo and Jessica Tyler, completed a previous report on the PDO in 2013 on behalf of Council of State Governments Justice Center. Although the final publication will occur after the budget process, data from the new research is included in these sheets and more will be available by the budget hearing.</p>
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
<p>Many different metrics will be used in the Meadows Foundation report to explain our work. The most important will be outcomes, which show a consistent pattern of improvement that surpasses both the private appointed and retained bar.</p>
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
<p>The data will be communicated in the Meadows Foundation report.</p>

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

Position	S+FB	Non Labor Costs	Qty.	# of pay periods
Attorney	\$178,420.	\$13,200.	5	26
Investigator	\$135,378.	\$4,500.	1	26

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

Additional office space is required. The PDO has requested contiguous space on the 12th Floor of the CJC, i.e., the remainder of the floor. The County Engineer has been advised of the issue and is waiting for a final count on additional employees before seeking approval to take action.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: PUBLIC DEFENDERS OFFICE

Functional Area: MISDEMEANOR MENTAL HEALTH DIVISION
 Dept. Funding Priority #: 3

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		872,177
Other Recurring Costs		
Total Request	\$	872,177

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
<p>The growth of the PDO is part of a systemic change to public defense in Harris County. After the creation of the PDO in 2011, funding and staff remained mostly stagnant for the first eight years. Increases were based primarily on inflation. In 2017, the first major change occurred with the addition of the Bail Division. Prompted by litigation against the County, about \$1M was added to the PDO budget to staff lawyers at initial bail appearances for all defendants, 24 hours a day, 365 days a year. The next big change was last year, when a split vote (3-2) of Commissioners Court doubled the PDO's funding and staff. This commitment to increasing the presence of the office and reducing the reliance on private court appointed lawyers -- who currently handle more than 80 percent of the cases -- appears to continue this year.</p>
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
<p>The funding will be used to hire more lawyers, investigators, social workers and administrative staff, as well as fund the proportional increase in case-related non-personnel costs. As described in Form 1, this will not only increase the number of cases the office handles, but it improves the quality of work done overall. Employees will be hired over the course of the entire fiscal year and will depend on the availability of space.</p>
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
<p>Data will be provided in a report from the Meadows Foundation. The authors, Tony Fabelo and Jessica Tyler, completed a previous report on the PDO in 2013 on behalf of Council of State Governments Justice Center. Although the final publication will occur after the budget process, data from the new research is included in these sheets and more will be available by the budget hearing.</p>
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
<p>Many different metrics will be used in the Meadows Foundation report to explain our work. The most important will be outcomes, which show a consistent pattern of improvement that surpasses both the private appointed and retained bar.</p>
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
<p>The data will be communicated in the Meadows Foundation report.</p>

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

Position	S+FB	Non Labor Costs	Qty.	# of pay periods
Attorney	\$178,420.	\$9,200.	4	26
Social Worker	\$119,197.	\$2,500.	1	26

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

Additional office space is required. The PDO has requested contiguous space on the 12th Floor of the CJC, i.e., the remainder of the floor. The County Engineer has been advised of the issue and is waiting for a final count on additional employees before seeking approval to take action.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: PUBLIC DEFENDERS OFFICE

Functional Area: APPELLATE DIVISION
 Dept. Funding Priority #: 4

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		540,980
Other Recurring Costs		
Total Request	\$	540,980

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
<p>The growth of the PDO is part of a systemic change to public defense in Harris County. After the creation of the PDO in 2011, funding and staff remained mostly stagnant for the first eight years. Increases were based primarily on inflation. In 2017, the first major change occurred with the addition of the Bail Division. Prompted by litigation against the County, about \$1M was added to the PDO budget to staff lawyers at initial bail appearances for all defendants, 24 hours a day, 365 days a year. The next big change was last year, when a split vote (3-2) of Commissioners Court doubled the PDO's funding and staff. This commitment to increasing the presence of the office and reducing the reliance on private court appointed lawyers -- who currently handle more than 80 percent of the cases -- appears to continue this year.</p>
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
<p>The funding will be used to hire more lawyers, investigators, social workers and administrative staff, as well as fund the proportional increase in case-related non-personnel costs. As described in Form 1, this will not only increase the number of cases the office handles, but it improves the quality of work done overall. Employees will be hired over the course of the entire fiscal year and will depend on the availability of space.</p>
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
<p>Data will be provided in a report from the Meadows Foundation. The authors, Tony Fabelo and Jessica Tyler, completed a previous report on the PDO in 2013 on behalf of Council of State Governments Justice Center. Although the final publication will occur after the budget process, data from the new research is included in these sheets and more will be available by the budget hearing.</p>
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
<p>Many different metrics will be used in the Meadows Foundation report to explain our work. The most important will be outcomes, which show a consistent pattern of improvement that surpasses both the private appointed and retained bar.</p>
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
<p>The data will be communicated in the Meadows Foundation report.</p>

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

Position	S+FB	Non Labor Costs	Qty.	# of pay periods
Attorney	\$178,420.	\$7,700.	2	26
Admin. Assistant	\$ 81,870.	\$2,500.	2	26

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

Additional office space is required. The PDO has requested contiguous space on the 12th Floor of the CJC, i.e., the remainder of the floor. The County Engineer has been advised of the issue and is waiting for a final count on additional employees before seeking approval to take action.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: PUBLIC DEFENDERS OFFICE

Functional Area: JUVENILE DIVISION
 Dept. Funding Priority #: 5

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		744,480
Other Recurring Costs		
Total Request	\$	744,480

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
<p>The growth of the PDO is part of a systemic change to public defense in Harris County. After the creation of the PDO in 2011, funding and staff remained mostly stagnant for the first eight years. Increases were based primarily on inflation. In 2017, the first major change occurred with the addition of the Bail Division. Prompted by litigation against the County, about \$1M was added to the PDO budget to staff lawyers at initial bail appearances for all defendants, 24 hours a day, 365 days a year. The next big change was last year, when a split vote (3-2) of Commissioners Court doubled the PDO's funding and staff. This commitment to increasing the presence of the office and reducing the reliance on private court appointed lawyers -- who currently handle more than 80 percent of the cases -- appears to continue this year.</p>
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
<p>The funding will be used to hire more lawyers, investigators, social workers and administrative staff, as well as fund the proportional increase in case-related non-personnel costs. As described in Form 1, this will not only increase the number of cases the office handles, but it improves the quality of work done overall. Employees will be hired over the course of the entire fiscal year and will depend on the availability of space.</p>
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
<p>Data will be provided in a report from the Meadows Foundation. The authors, Tony Fabelo and Jessica Tyler, completed a previous report on the PDO in 2013 on behalf of Council of State Governments Justice Center. Although the final publication will occur after the budget process, data from the new research is included in these sheets and more will be available by the budget hearing.</p>
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
<p>Many different metrics will be used in the Meadows Foundation report to explain our work. The most important will be outcomes, which show a consistent pattern of improvement that surpasses both the private appointed and retained bar.</p>
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
<p>The data will be communicated in the Meadows Foundation report.</p>

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

Position	S+FB	Non Labor Costs	Qty.	# of pay periods
Attorney	\$178,420.	\$7,700.	4	26

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

Additional office space is required. The PDO has requested contiguous space on the 12th Floor of the CJC, i.e., the remainder of the floor. The County Engineer has been advised of the issue and is waiting for a final count on additional employees before seeking approval to take action.

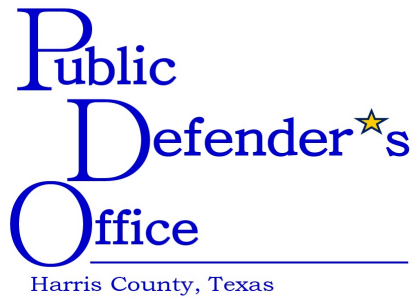
***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #4: Progress Update on Expansion Funds Provided for the Current Fiscal Year (FY2019/20)

Department: Public Defender

Expansion Funding Added to the FY2019/20 Budget: \$9,000,000 \$9,000,000 increase vs. initial, proposed allocation. \$9,759,000 total increase vs. prior year allocation.

A) Describe the purpose of the funding that was provided and what you expected to accomplish.
The funding was provided to expand the existing representation of clients in felonies, misdemeanors, appeals, bail hearings and juvenile proceedings. It additionally expanded the work to immigration consultation and holistic defense. We expected to increase caseloads from 8 percent to about 20 percent. We are on track to accomplish that by the end of the fiscal year. We have successfully integrated the immigration and holistic practices into our current work.
B) How are you measuring whether you're achieving the stated goals?
The data of improved outcomes will be reflected in the report by Meadows Foundation. Summaries of those improvements are in these forms and will be more complete by the time of budget hearings.
C) Discuss what has been accomplished so far and whether you're meeting your goals.
As stated in "A" and Form 1, we are exceeding our goals. We have successfully added additional functions and we are more than doubling capacity for our core work.
D) What remains to be done and what is the outlook and timeline for completion?
There remains 14 approved open positions to fill. That can be easily done during the remaining fiscal year. The problem is that the PDO has run out of space. This is now a "chicken and egg" issue. In order to fill all approved positions the office needs more space. However, for Engineering to adequately gauge PDO space needs, all potential new positions need to be considered. There is enough money that will be unspent at the end of the fiscal year (a projected \$2,836,236) to create an additional 15 FTEs this fiscal year. That would be in addition to next years' expansion projected on Form 3. With the space, we could fill the 14 open positions and 15 additional FTEs before the end of February 2020.
E) How much of the expansion funding amount are you requesting to be continued in the upcoming fiscal year (FY 2020/21)?
All that remains.



1201 Franklin Street, 13th Floor
Houston, Texas 77002

713.274.6700
713.368.9278 eFax

2020-21 Budget Summary

The Harris County Public Defender's Office (PDO) was established in 2011 with a grant-funded budget of about \$8M. That annual budget grew marginally over the next seven years. Attorney caseloads were regulated by the PDO's founding grant and were based on national standards. Without any significant funding increases,¹ the office's share of court appointed cases among the misdemeanor, felony and juvenile courts remained about 8 percent of all such cases until 2019. This was despite a 2013 report, commissioned by Harris County, that found PDO's outcomes significantly exceeded both the private appointed and retained lawyers in similar cases.²

To make up for its slow growth, and its small percentage of appointments, the PDO received a significant increase last year. The PDO budget doubled and its capacity to take additional cases doubled. It is expected that PDO will end this fiscal year with caseloads closer to 20 percent of all appointments. The bulk of the funding increases were for salaries of 64 new employees. Fifty-two of those positions have been hired and the remaining 12 will be filled during this fiscal year. It is also anticipated that PDO will ask Commissioners Court to create five additional positions this fiscal year with funds remaining in this years' budget.

The PDO has still not reached ideal size. Even with funding restraints on criminal justice generally, some additional growth in the PDO for 2020-21 is warranted. Every increase in PDO caseload is a decrease in private appointed cases and costs. According to the commissioned studies, this is an overall increase in the quality of representation. The proposal for an increase next year looks like this:

	Attorneys	Investigators	Social Services	Administrators	Total Costs	% of Cases
2019-20	150	13	10	24	\$20,545,000	15-20%
Increase	17	1	1	2	\$3,623,855	5-10%
2020-21	167	14	11	26	\$24,168,855	25-30%

¹ In 2017, Commissioners Court added approximately, \$1M to the PDO's budget to represent defendants at initial bail hearings, 24 hours a day, 365 days a year. This funding did not increase the PDO's ability to accept additional misdemeanor, felony or juvenile appointments. Excluding that funding, PDO growth between 2011-18 was only 11 percent.

² A similar report was funded this year and will be published in early 2020. Preliminary summaries of the recent data by The Meadows Foundation, indicate PDO outcomes have even improved beyond those documented in the 2013 report by Council of State Governments Justice Center.

940-COUNTY COURTS

Data as of: 11/11/2019

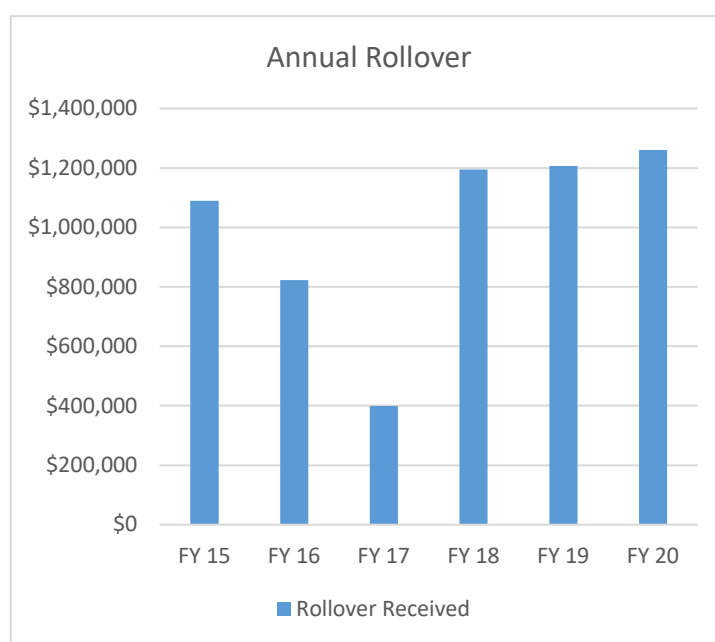
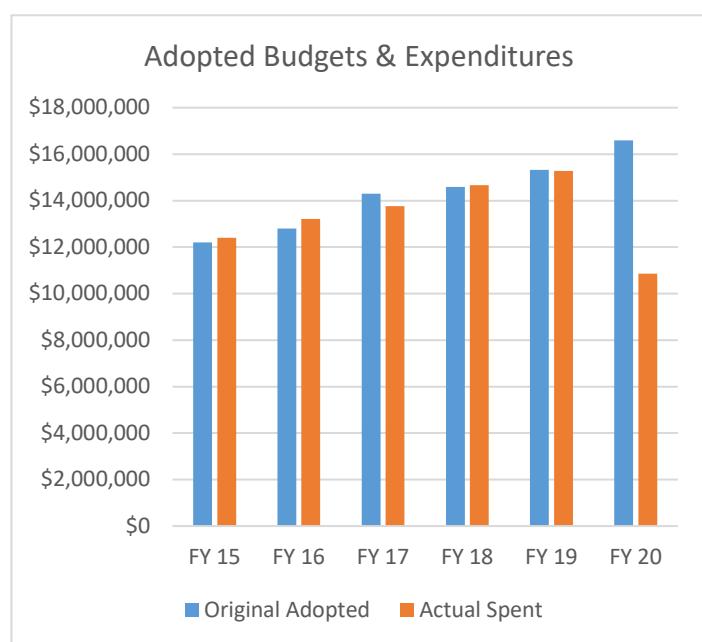
Avg. Annual Budget Increase Last 5 Years: 6.4%

FY 20 Adopted Budget Per Capita (Harris County): \$3.53

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$12,200,000	\$12,800,000	\$14,300,000	\$14,585,000	\$15,326,000	\$16,600,000
Final Adjusted	\$13,318,991	\$13,681,331	\$15,009,243	\$16,038,891	\$16,585,946	\$17,870,462
Rollover Received	\$1,088,886	\$822,431	\$399,848	\$1,195,036	\$1,206,738	\$1,260,454
Rollover % of Adopted	9%	6%	3%	8%	8%	8%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$11,220,046	\$11,709,875	\$12,615,844	\$13,290,048	\$13,904,808	\$9,821,649
Non-Labor/Transfers	\$1,185,936	\$1,502,336	\$1,151,254	\$1,373,824	\$1,370,069	\$1,038,667
Actual Spent	\$12,405,982	\$13,212,211	\$13,767,098	\$14,663,872	\$15,274,877	\$10,860,315



FY20 Rollover as a % of FY20 Adopted Budget: 7.6%

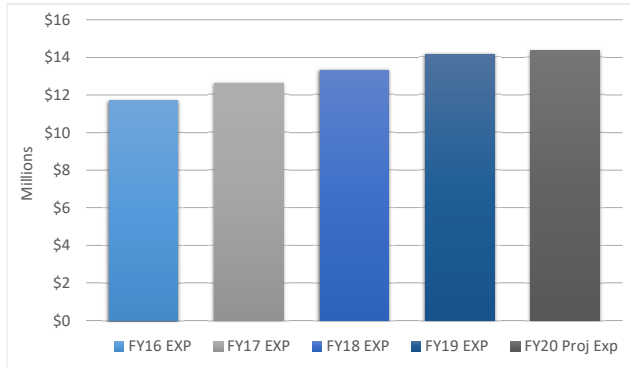
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	3	\$976,326	\$4,545,436
2380-JUSTICE COURT TECHNOLOGY FUND	3	\$442,715	\$995,910
2430-STAR DRUG COURT PGRM	0	\$9,537	\$84,407
2440-COUNTY & DISTRICT TECHNOLOGY	0	\$201	\$13,899
27A0-COURT REPORTER SERVICE	0	\$0	\$463,854
7248-MISDEMEANOR VETERANS COURT	0	\$65,695	\$37,167
7614-SPECIALTY MISDMNR SOBER CT17	0	\$458,178	\$234,130
7784-INDIGENT DEFENSE:MANAGED ASSIG	0	\$0	\$2,716,069

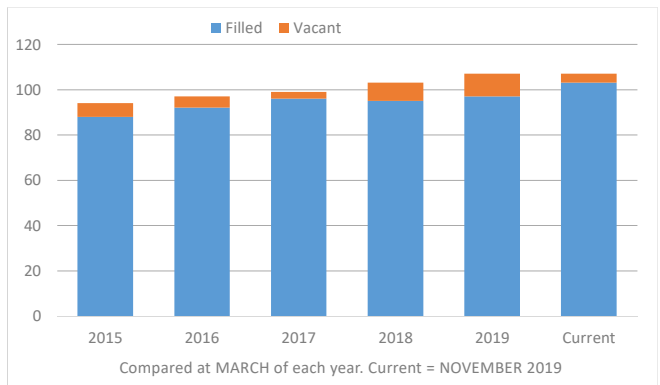
PERSONNEL SUMMARY FOR COUNTY COURTS

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

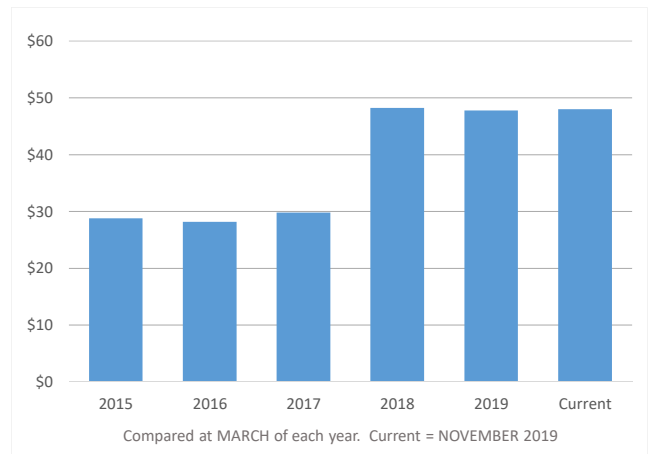


Avg. Salary Increases For Existing Full-Time Employees

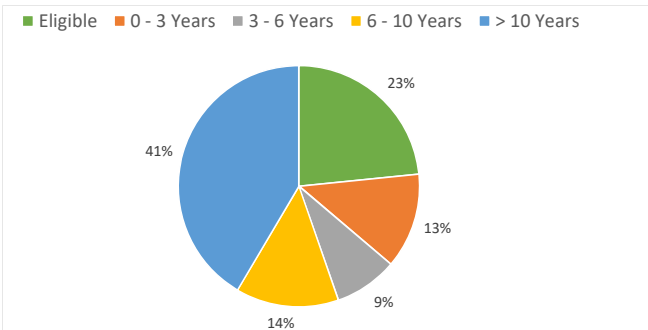
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	47	3.4%	3.4%
Sept 2017	45	7.8%	3.8%
Sept 2016	38	11.3%	3.6%
Sept 2015	30	13.6%	3.2%
Sept 2014	26	17.9%	3.4%

	Filled	Vacant	Total
R32+	102	2	104
Part	1	0	1
Temp	0	2	2

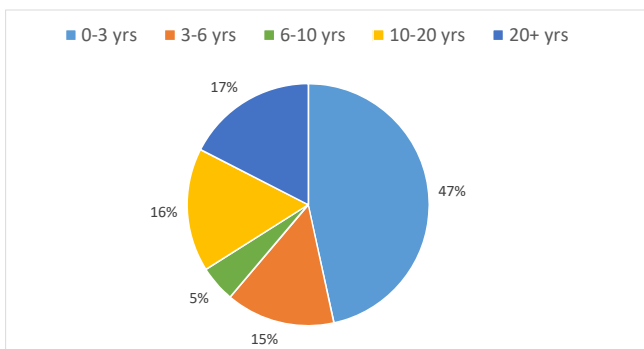
Dept. Average Hourly Base Pay Rate



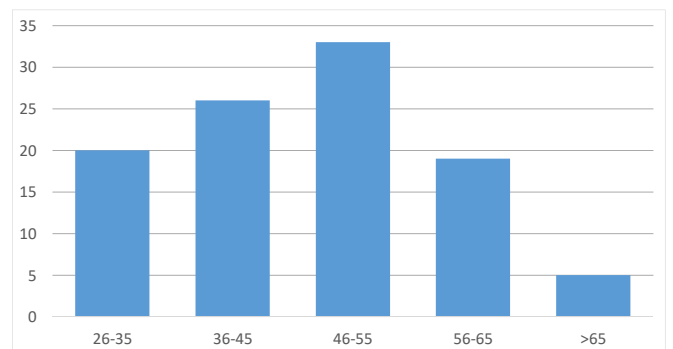
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information

Harris County
Office of Court Management

Judge, County Civil Courts at Law Number 1 - 4

Judge, County Criminal Courts at Law Number 1 - 16

Staff Atty – CCL
Staff Atty – JP
Staff Atty Intern (2)

Court Manager

Public Relations Coordinator
requesting FY21

Office Administrator
Asst. Office Administrator

Chief Hearing Officer
Hearing Officers (9)
Hearing Officer Temp (1)

Visiting Judges
Special County Court Judge (1)
Special JP Court Judge (1)
Visiting District Court Judge (1)
Capital Impact Project Judge (1)
State Jail Visiting Judge (1)
Impact Docket Visting Judge (1)

Infrastructure Services Director

Technical Services
Sr. Division Manager

Research & Analytics
Sr. Division Manager

Systems Engineer

Web App Developer

Network Admin

Applications Programmer

Field Services Tech (2)

Programmer

Help Desk
Admin. Clerk II (2)

Court Mgmt Analyst

County Court Services Director
(including PC Court operations)

Special Programs
Manager (Criminal)

B/Process Civil
Division Manager

Operations Coordinator
Criminal Division

County Civil
Coordinator (4)

County Criminal
Coordinator (16)

County Civil
Court Reporter (4)

County Criminal
Court Reporter (16)

Floating Coordinator
requesting FY21

Sub Court Coordinator (2)

Justice Court Svc Director
(including Class C PC Court operations)

B/Process JP Courts
Division Manager

Business Process Analyst

Chief Clerk

Asst. Chief Clerk

Admin. Clerk II (5)

Clerk (3)

Form #1: Department Mission and Metrics

County Courts - 940

A) Department Purpose/Mission

Office of Court Management: Purpose

The Office of Court Management, County Criminal Courts at Law, County Civil Courts at Law, Justice Courts, and Probable Cause Court exist to ensure justice is done. Justice delayed is justice denied, therefore the courts strive to fulfill the following purposes:

- To promote justice in individual cases.
- To ensure the public perceptions of justice in individual cases.
- To provide an impartial forum for the resolution of legal disputes.
- To protect individuals against the arbitrary use of governmental power.
- To provide for a formal record of legal status.
- To deter criminal behavior.
- To rehabilitate individuals convicted of crime.
- To provide for the separation of convicted individuals from society where necessary.
- To protect vulnerable populations — abused and neglected children and adults, from the abuse of power in any form.
- To promote coordination with justice, public health, social service and other agencies to address common problems underlying the court's criminal and civil caseload, including substance use and mental health.[\[1\]](#)

Office of Court Management: Mission

The Mission of the Office of Court Management is to assist the Harris County and Justice Courts in their ability to provide a forum for the fair, impartial, accessible, and timely resolution of cases. This mission is accomplished through close collaboration, enabling-technologies, justice community leadership, and continual evaluation and improvement of court and justice practices.

Office of Court Management: Vision

A Harris County and Justice Court system that is;

- accessible to the community and those who come before the court,
- effective in its ability to carry out its constitutional duties,
- efficient in its adherence to established principles of time standards and

Form #1: Department Mission and Metrics

caseflow management,

- an established source of visioning and strategic planning for the Harris County justice community,
- consistent with the **Purposes and Responsibilities of Courts**.

Additional details regarding Purposes of Courts, public administration in trial courts, and the Office of Court Management are provided in (**Addendum A**)

[1] "Purposes and Responsibilities," *NACM Core*, 09-Mar-2015. [Online]. Available: <https://nacmcore.org/competency/purposes-and-responsibilities/>

B) Discuss your department's accomplishments in the last year.

Accomplishments in last year:

- Onboarding:
 - 22 newly-elected judges
 - 2 newly-appointed judges
 - 6 Criminal Law Hearing Officers
 - 23 new court staff
 - 21 Visiting Judges
- Moving Probable Cause Court and operations into the Joint Processing Center
- Moving County Criminal Courts at Law from Family Law Center to the Criminal Justice Center and moving eight (8) County Criminal Courts at Law between floors in the Criminal Justice Center
- Major Upgrade of Justice Court Case Management System application (Odyssey)
- Applied for and secured Indigent Defense Improvement Grant for the creation of a Managed Assigned Counsel program in Harris County
- Implemented eSignatures in the County Civil Courts at Law, including one paperless court
- Implemented electronic filing through efiletexas.gov for the Justice Courts
- Implementation of Harris County Criminal Courts at Law – Local Rules of Court: Rule 9 regarding bail in the County Criminal Courts at Law
- Upgrade to Microsoft Exchange Server 2016 across all supported users (600 mailboxes)
- Upgraded core infrastructure servers from Windows Server 2008 R2 to Windows Server 2016

C) Discuss actions taken to drive efficiency and productivity in your department.

Form #1: Department Mission and Metrics

- Education and training for new judges and court staff
- Enhanced court performance metrics
- Participation and leadership in justice technology committees, working groups, and other collaborative platforms
- Reorganization to align resources with the Courts' mission and vision
- Routine team meetings in support of various office functions
- Development of new web application for the creation of applications for Occupational Driver's License court orders (Deploy Q4 2019)
- Development of Service Desk Ticketing platform, to be used for technology and service requests, issue tracking, and trend analysis for supported hardware, software, and processes (Deploy Q1 2020)
- Implementation of software development and project task tracking platform for Research & Analytics Division (TRAC)
- Significant expansion of email storage and backup capabilities for messaging
- Development of Windows 10 deployment strategy, including redesign of security and group policy architecture

D) Describe any new responsibilities your department assumed this year.

- Payroll/HR functions for most visiting judges county-wide
- Development of a misdemeanor Cite and Release process
- Implementation of House Bill 601's amendments to Article 16.22 of the Texas Code of Criminal Procedures

E) Specify any costs your department incurred this or last year that you won't have next year.

- From careful planning and the use of rollover funds (\$290,000), we will complete a PC refresh in the County Criminal Courts, County Civil Courts, Probable Cause Hearing Court, and Office of Court Management within the current fiscal year. These computers will replace systems that were deployed in the Fall of 2014.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

Key measures for this and last fiscal year are provided on (**Addendum F**), while a

Form #1: Department Mission and Metrics

description of the systems from which these numbers originate is provided below:

The Justice Data Warehouse (JDW) is a court business intelligence system that was developed and is supported by the Office of Court Management. The JDW is comprised of a series of SQL databases that digest information from a Universal Services data staging architecture populated by JWEB, Harris County's system of record for County Criminal Courts at Law and State District Courts trying criminal cases. This court business intelligence system processes data for both ad-hoc reporting and the provisioning of information via a web portal used by the Office of Court Management and the County Criminal Courts at Law. The web portal allows users to monitor caseload inventory, court performance measures, and exception reporting on a daily basis. This portal currently provides 124 reports to end-users, and is expanded upon as needs are identified.

In addition to the web portal, the JDW serves numerous purposes varying widely in nature. A few examples include public information requests, statutory and state reporting requirements, academic studies, the consideration and evaluation of specialty court programs and caseloads, identification of cases requiring mental health specialists, special projects / internal research, and annual reporting to Harris County departments and justice system stakeholders.

The purpose of this system is to allow courts to understand and maintain control in the courts and caseload over which they preside. At its core, it allows for the management of court caseflow and workflow, which are critical because they help guarantee every litigant receives procedural due process and equal protection. A sampling of key performance measures provided to the courts is as follows:

Active Cases Pending - The number of cases that are actively pending and working towards a disposition at a certain point in time.

Incoming Cases - The number of new filings and other cases added to the court docket.

Disposed Cases - The number of cases disposed or resolved and removed from the court docket.

Clearance Rate - The number cases disposed, divided by the number of filings (expressed as a percentage).

Settings to Disposition - An average of the number of settings required for an individual case to reach disposition.

Time to Disposition - The amount of time elapsed between filing and disposition

Form #1: Department Mission and Metrics

for cases disposed at this year.

Age of Caseload - The amount of time elapsed since filing, for the number of active cases pending.

In addition to the above measures, County Civil Courts at Law and Justice Courts track a variety of similar measures, including filings, dispositions, and judgments in civil cases, filings, dispositions and collections in Justice Court Cases. The County Civil Courts at Law and the Harris County Justice Courts utilize Tyler Odyssey case management system, which is capable of extensive reporting.

 [ADDENDUM F - Performance Measures.pdf](#)

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

- S.O.B.E.R. DWI Court, Veterans Treatment Court, Project Second Chance, and the Mental Health-Outpatient Competency Restoration Program (**Addendum G**)
- State and national standards and recommendations for case processing times and court performance measurement, published by the National Center for State Courts (NCSC), National Association for Court Management (NACM), the American Bar Association, the Conference of State Court Administrators, the Conference of Chief Justices, titled (1) [Model Time Standards for State Trial Courts](#), and the United States Department of Justice: Bureau of Justice Assistance, titled (2) [Trial Court Performance Standards](#).
- Measures that align with Purposes and Responsibilities of Courts
- DWI Court evaluation
- Planned Veterans Court evaluation



Harris County Courts



Harris County Office of Court Management Fiscal Year 2020-2021

Addendum A – Department Overview



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Public Administration in Trial Courts	3
Harris County Office of Court Management	4
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Harris County Justice Courts	5
24-Hour Hearing Court	6

The ordinary administration of criminal and civil justice ... contributes, more than any other circumstance, to impressing upon the minds of the people affection, esteem, and reverence towards the government.

*Alexander Hamilton,
The Federalist, No. 17 (1787)*



Purposes of Courts

Courts are among the most vital institutions within the architecture of a modern society. Courts exist to ensure social order is maintained, individual equality and human rights are protected, and that the peaceful, fair, timely, and final resolution of disputes is a reality. Courts are and must be accessible by all, and as such are a symbol of public trust and confidence in not only the judicial branch, but in government as a whole. Of the many departments and agencies necessary for the operation of a justice system, the courts are an indispensable keystone of this system.

The National Association for Court Management (NACM) hosts a list of ten (10) core Purposes and Responsibilities of Courts. These fundamental purposes apply regardless of the specific jurisdiction in which a court functions and provide guidance for the daily work of court leaders, including both elected judges and public administrators.

- To promote justice in individual cases.
- To ensure the public perceptions of justice in individual cases.
- To provide an impartial forum for the resolution of legal disputes.
- To protect individuals against the arbitrary use of governmental power.
- To provide for a formal record of legal status.
- To deter criminal behavior.
- To rehabilitate individuals convicted of crime.
- To provide for the separation of convicted individuals from society where necessary.
- To protect vulnerable populations — abused and neglected children and adults, from the abuse of power in any form.
- To promote coordination with justice, public health, social service and other agencies to address common problems underlying the court's criminal and civil caseload, including substance use and mental health.

Public Administration in Trial Courts

The contemporary model of public administration in trial courts began in August of 1969, when the Chief Justice of the United States Supreme Court, Warren E. Burger, observed "The courts of this country need management, which busy and overworked judges, with drastically increased caseloads, cannot give. We need a corps of trained administrators or managers to manage and direct the machinery so that judges can concentrate on their primary duty of judging." At the First National Conference of the Judiciary, held in Williamsburg, Virginia in 1971, Chief Justice Warren Burger called for the creation of a central resource for the state courts – a "national center for state courts." The National Center for State Courts (NCSC) subsequently began operations the same year. Since then, the concept of public administration in trial courts, or court administration, has been endorsed by the American Bar Association and many other national associations, conferences, and commissions.



Harris County Office of Court Management

Harris County's implementation of court administration began with the establishment of the Administrative Office of the District Courts, as well as the Office of Court Management in the mid-1970s. The Office of Court Management was originally created to hire court coordinators tasked with structuring the management of court caseload in the Harris County Courts at Law. The Office of Court Management also provided caseload training for judges and court coordinators as to the best practices and nationally-recognized standards for caseload management. Caseload management is critical because it helps guarantee every litigant receives procedural due process and equal protection.

The Office of Court Management exists to provide leadership, guidance, and numerous associated support functions to the courts it serves. It exists in partnership with the judiciary to exercise leadership among other justice-related agencies in order to develop strategies that join the interests of justice system partners as well as other branches of government. The Office of Court Management strives to continuously improve collaboration and communication within the Harris County justice community by building partnerships, seeking community input, and persistently working together to ensure Harris County remains a leader and resource among Harris County justice system partners, as well as to those throughout the state and the country.

Many things have changed over the past 40 years of criminal and civil justice, but one thing that remains consistent is that through the collaborative efforts of the court executive leadership team [Court Manager and leadership judge(s)], court policy is defined, implemented, monitored, sustained, and revised where necessary. The Court Manager serves as the department director for the Office of Court Management. Under the Court Manager's leadership, the Office of Court Management exists to provide;

- Administrative support
- Staff Attorney / legal support
- Information Technology / infrastructure and multi-tier help desk support
- Information Technology / reporting, business intelligence, research, and application development
- Infrastructure Services / liaison for service-providing support
- Human Resources and Payroll coordination
- Training support for effective court/case management

While our courts are served locally we keep in mind our commitment to be an exemplary component to the American system of justice. Justice delayed is justice denied, and the Office of Court Management exists in pursuit of helping the Harris County courts and justice system serve the public in their mission of ensuring justice is accessible to all.



Venue and Jurisdiction

County Criminal Courts at Law

The Harris County Criminal Courts at Law have original jurisdiction of all misdemeanors over which exclusive original jurisdiction is not given to the justice courts, and when the fine to be imposed shall exceed \$500. These Courts have concurrent jurisdiction with the Harris County Civil Courts at Law to hear appeals of the suspension of a driver's license, jurisdiction to grant occupational drivers licenses, and appellate jurisdiction in appeals of criminal cases from justice courts and municipal courts in the county.

County Civil Courts at Law

The Harris County Civil Courts at Law have jurisdiction in civil cases in which the matter in controversy exceeds \$500 but does not exceed \$200,000, and jurisdiction in appeals of civil cases from justice courts in Harris County. Effective September 1, 2020, this amount will increase to \$250,000, excluding interest, statutory or punitive damages and penalties, and attorney's fees and costs. These Courts have exclusive jurisdiction of eminent domain proceedings in Harris County if the amount in controversy does not exceed the maximum amounts discussed above. The County Civil Courts at Law have other jurisdiction provided by law, including:

- (1) to decide the issue of title to real or personal property;
- (2) to hear a suit to recover damages for slander or defamation of character;
- (3) to hear a suit for the enforcement of a lien on real property;
- (4) to hear a suit for the forfeiture of a corporate charter;
- (5) to hear a suit for the trial of the right to property valued at \$200 or more that has been levied on under a writ of execution, sequestration, or attachment; and
- (6) to hear a suit for the recovery of real property.

Harris County Justice Courts

In addition to the jurisdiction and powers provided by the Constitution and other law, the Justice Courts currently have original jurisdiction of civil matters over which exclusive jurisdiction is not in the district or county court and in which the amount in controversy is not more than \$10,000, exclusive of interest; and foreclosure of mortgages and enforcement of liens on personal property in cases in which the amount in controversy is not more than \$10,000. Effective September 1, 2020; however, the Justice Courts' jurisdiction will increase to amounts in controversy of not more than \$20,000 – a significant change which will undoubtedly result in large volumes of cases previously filed in the County Civil Court at Law being filed in the Justice Courts.

The Texas Legislature has given Justice Courts exclusive jurisdiction over certain landlord/tenant law matters, including eviction cases to determine right of possession to property, writs of reentry and restoration of utilities for tenants wrongfully locked out of or cut off from utility services at their residence, and writs of reentry authorizing a law enforcement officer to accompany a person to enter their residence to retrieve certain emergency property; tow hearings to determine probable cause for the towing and booting of a vehicle; and hearings to review the denial, revocation, or suspension of licenses to carry handguns.

Justice Courts also have jurisdiction to grant occupational driver's licenses; to determine whether a dog is dangerous or an animal has been cruelly treated; and to review the denial, revocation, or suspension of drivers' licenses.



Justice Courts have original jurisdiction in criminal cases punishable by fine only or punishable by a fine and a sanction not consisting of confinement or imprisonment.

Justice Courts also serve as truancy courts, handling truancy cases as civil process cases under a procedural framework similar to that followed in juvenile courts when a student is failing to attend school..

Justices of the Peace also act as magistrates in criminal proceedings and to determine the right of possession to stolen property. Ten of the Justices of the Peace sit for probable cause hearings relative to court ordered mental health services on a weekly rotation.

24-Hour Hearing Court

The Criminal Law Hearing Officers in the 24-Hour Probable Cause Court review probable cause for further detention on new arrest cases for all levels of crimes from fine-only misdemeanors to felonies. They also administer magistrate warnings and set bonds on misdemeanor and felony cases. In fine-only misdemeanor cases from the Justice Courts, the Criminal Law Hearing Officers have jurisdiction to accept pleas and dispose of cases. The Hearing Officers also review probable cause for the issuance of emergency protection orders, arrest warrants, search warrants, and mental health warrants, and administer magistrate warnings on out-of-county fugitive cases.



Harris County Courts



Harris County Office of Court Management Fiscal Year 2020-2021

Addendum F – Performance Measures



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Age of Caseload	4
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Filings	5
Dispositions	5
Clearance Rate	5
Harris County Justice Courts	5
Criminal Filings	5
Criminal Dispositions	5
Clearance Rate, Criminal Caseload	5
Civil Filings	5
Civil Judgments	5
Total Filings	5
Total Dispositions/Judgments	5
County Retained	5
Collection Totals	5



Overview of Internal Performance Measures and Data Systems

The Justice Data Warehouse (JDW) is a court business intelligence system that was developed and is supported by the Office of Court Management. The JDW is comprised of a series of SQL databases that digest information from a Universal Services data staging architecture populated by JWEB, Harris County's system of record for County Criminal Court at Law and State District Courts trying criminal cases. This court business intelligence system processes data for both ad-hoc reporting and the provisioning of information via a web portal used by the Office of Court Management and the County Criminal Courts at Law. The web portal allows users to monitor caseload inventory, court performance measures, and exception reporting on a daily basis. This portal currently provides 124 reports to end-users, and is expanded upon as needs are identified.

In addition to the web portal, the JDW serves numerous purposes varying widely in nature. A few examples include public information requests, statutory and state reporting requirements, academic studies, the consideration and evaluation of specialty court programs and caseloads, identification of cases requiring mental health specialists, special projects / internal research, and annual reporting to Harris County departments and justice system stakeholders.

The purpose of this system is to allow courts to understand and maintain control in the courts and caseload over which they preside. At its core, it allows for the management of court caseflow and workflow, which are critical because they help guarantee every litigant receives procedural due process and equal protection. A sampling of key performance measures provided to the courts is as follows:

- **Active Cases Pending** - The number of cases that are actively pending and working towards a disposition at a certain point in time.
- **Incoming Cases** - The number of new filings and other cases added to the court docket.
- **Disposed Cases** - The number of cases disposed or resolved and removed from the court docket.
- **Clearance Rate** - The number cases disposed, divided by the number of filings (expressed as a percentage).
- **Settings to Disposition** – An average of the number of settings required for an individual case to reach disposition.
- **Time to Disposition** - The amount of time elapsed between filing and disposition for cases disposed at this year.
- **Age of Caseload** - The amount of time elapsed since filing, for the number of active cases pending.

In addition to the above measures, County Civil Courts at Law, and Justice Courts track a variety of similar measures, including filings, dispositions, and judgments in civil cases, filings, and dispositions and collections in Justice Court Cases. The County Civil Courts at Law and the Harris County Justice Courts utilize Tyler Odyssey case management system, which is capable of fulfilling an extensive set reporting needs for both internal and external projects.



County Criminal Courts at Law

	FY 2018	FY 2019	
		YTD	Projected
Active Cases Pending	28,436	30,123	32,654
Incoming Cases	59,325	35,496	53,244
Disposed Cases	51,195	29,290	43,935
Clearance Rate	86%	83%	
Settings to Disposition	5.24	6.16	

Age of Caseload

	FY 2018	FY 2019 YTD
Under 30 days	15%	12%
30 to 60 days	12%	11%
60 to 90 days	11%	11%
90 to 180 days	25%	24%
180 to 360 days	25%	27%
Over 360 days	12%	15%

Time to Disposition

	FY 2018	FY 2019 YTD
Under 30 days	27%	19%
30 to 60 days	10%	7%
60 to 90 days	8%	7%
90 to 180 days	24%	22%
180 to 360 days	20%	28%
Over 360 days	12%	16%



County Civil Courts at Law

	FY 2018	FY 2019	
		YTD	Projected
Filings	22,556	13,895	23,820
Dispositions	20,584	14,584	24,902
Clearance Rate	91%	100%	

Harris County Justice Courts

	FY 2018	FY 2019 (YTD)
Criminal Filings	423,324	214,653
Criminal Dispositions	406,846	232,680
Clearance Rate, Criminal Caseload	91%	108%
Civil Filings	128,494	83,939
Civil Judgments	64,157	69,521
Total Filings	551,818	298,592
Total Dispositions/Judgments	471,003	302,201

Fine, Fee, and Cost Collection

County Retained	\$32,971,679	\$24,155,756
Collection Totals	\$47,929,109	\$34,058,887



Harris County Courts



Harris County Office of Court Management Fiscal Year 2020-2021

Addendum G – Performance Measures and External Impact of Specialty Courts and Caseloads



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SOBER DWI Court 3

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Mental Health-Outpatient Competency Restoration Program CCCL#6 4



SOBER DWI Court

Saving Ourselves By Education & Recovery. The SOBER DWI Court is a judicially monitored program of treatment and intense community supervision within the Harris County Misdemeanor Courts. It is a collaborative effort between Harris County Community Supervision and Corrections Department (CSCD), Harris County District Attorney's Office, the Harris County Defense Bar and the County Criminal Courts at Law. The goal for all program stakeholders is changing client's behavior and effecting a reduction in DWI recidivism by identifying and addressing the root causes of each individuals' substance abuse. There are currently five dockets, each focused on a special population; these dockets are held by County Criminal Courts at Law No.'s 1, 4, 11, 12, and 13.

The SOBER DWI Court program is designed for high-risk DWI offenders who are arrested in Harris County. Once accepted into the program, clients will receive treatment as outlined in their individualized treatment plan. Treatment is provided by Harris County CSCD treatment staff. The length of the program ranges between nine (9) and sixteen (16) months dependent upon the progress of each individual client.

SUCCESS RATE	COMPLETION	PROGRAM VIOLATIONS	REVOKED/ABSCONDED	CURRENTLY IN THE PROGRAM
84%	94	5	9/4	83

Veterans Treatment Court

The Harris County Criminal Courts at Law, **Veterans Treatment Court** is collaboration between the U.S. Department of Veterans Affairs, Harris County District Attorney's Office, Harris County Community Supervision and Corrections Department, the Harris County Defense Bar and the Harris County Criminal Courts at Law. This program provides services to veterans who are eligible for VA services, and who either have an honorable or general discharge, are on active duty, or are members of a reserve component of the United States Armed Forces.

The judicially monitored program is a four-phase, highly structured, accountability driven program which can last between nine (9) and sixteen (16) months. Each client's treatment plan is comprised of their specific needs as ascertained by an intensive assessment process administered by the VA and Harris County CSCD. The client receives treatment at no cost, vocational services while in the program, financial assistance with alcohol monitoring devices, and a variety of rewards and incentives. Upon successful completion of the program, participating clients may be eligible for the dismissal of criminal charges.

(See Page 4 for metrics)



SUCCESS RATE	COMPLETION	PROGRAM VIOLATIONS	REVOKED/ABSCONDED	CURRENTLY IN THE PROGRAM
91%	42	4	0/0	15 (with an additional 15 pending placement into the program)

Project Second Chance

Project Second Chance is collaboration between the Harris County District Attorney's Office, Harris County Community Supervision and Corrections Department and the County Criminal Courts at Law.

This program provides services to clients, ages twenty-five (25) and older, who are arrested for Prostitution (2nd). They are placed on a pretrial diversion contract with the DA's office and supervised by Harris County CSCD. Through Project Second Chance, these clients will attend and complete the trauma-informed, psychoeducational "Ending the Game" (ETG) curriculum, which is an intervention program for victims of commercial sexual exploitation. These clients will also have routine office visits with their counselor/case manager. Clients will also have access to a licensed case manager for one-on-one counseling, as needed.

DISMISSALS	PROGRAM VIOLATIONS	REVOKED/ABSCONDED	CURRENTLY IN THE PROGRAM
40	0	0	23

Mental Health-Outpatient Competency Restoration Program CCCL#6

The Harris Center, Harris County District Attorney's Office, Harris County Public Defender's Office, and Harris County Criminal Court at Law #6 have established a partnership designed to provide Outpatient Competency Restoration Treatment, if it is found to be appropriate for the client based upon their individual needs. The Harris Center obtained funding for these services through the Texas Department of State Health Services. The Harris County Psychiatric Hospital is providing Outpatient Competency Restoration (OCR) contracted services to clients at the Southmore Clinic, which is operated by The Harris Center. These clients will have judicial oversight in County Criminal Court at Law No. 6. In addition to the OCR program, The Harris Center has provided the courts with a court team member, a Behavioral Health Coordinator, who will be responsible for linking clients who have specific mental health needs, with appropriate programs and resources within their agency.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion
Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: **940 - County Courts**

FY19/20 General Fund Adopted Budget:	\$16,600,000
Rollover Budget Received in FY19/20:	\$1,260,454

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	County Courts at Law: There are twenty (20) elected Statutory County Court at Law judge positions in Harris County and (20) court coordinators and (20) reporters.	\$8,682,174	62					
2	OCM - Probable Cause Hearing Court: The Probable Cause Hearing Court operates within the Joint Processing Center 24-hours a day. Criminal Law Hearing Officers review probable cause for further detention on new arrest cases. They also give magistrate warnings on out-of-county fugitive cases as well as accept pleas and dispose of Class C cases from the Justice Courts. In addition to this, they review probable cause for the issuance of emergency protection orders, arrest warrants, search warrants, and mental health warrants, and magistrate warnings on out-of-county fugitive cases. There are 10 Criminal Law Hearing Officers (1 designated at Chief Hearing Officer) and 9 Probable Cause Court Clerks (1 supervisor and 1 assistant supervisor). There is also a position for Temporary Criminal Law Hearing Officer included in this group.	\$2,518,322	21					
3	OCM - Management and Administration: The Court Manager is the department director of the Office of Court Management. The Court Manager assists in the management, coordination, and administration of the county limited jurisdiction courts (civil, criminal, and justice courts). The (1) Office Administrator and (2) Assistant Office Administrator manage payroll, HR, benefits, IFAS, accounting and procurement, managing of visiting judges, court interpreters, substitute court personnel, and many other critical management functions of the Office of Court Management. The County Courts and Office of Court Management request a new position and funding for a public relations staff position to support public outreach and communications.	\$444,714	3	1	\$136,000	30.6%	1	Yes
4	OCM - Staff Attorney Group: There is one (1) Staff Attorney for the twenty (20) County Criminal and Civil Courts at Law, and one (1) Staff Attorney for the sixteen (16) Harris County Justice Courts. These positions are responsible for providing legal assistance to the judges of their respective court divisions, as well as the Court Manager. These positions may advise in matters of law arising from the operation of courts, relations of courts, the administration of courts, and to other governmental agencies or entities. Both of these positions also provide support for their respective case types heard in the Probable Cause Court. This group includes two (2) temporary Intern positions.	\$377,427	4	0	\$0	0.0%		

Department: 940 - County Courts

FY19/20 General Fund Adopted Budget:	\$16,600,000
Rollover Budget Received in FY19/20:	\$1,260,454

5	OCM - Infrastructure Services Group: The Infrastructure Services Group is made up of two divisions: (1) the <i>Technical Services Division</i> , and (2) the <i>Research & Analytics Division</i> . The Infrastructure Services Group provides information/technology and infrastructure support to the staff and judges of the 16 County Criminal Courts at Law, 4 County Civil Courts at Law, 16 Justice Courts, 4 Probate Courts (Audio/Video only), 24-Hour Probable Cause Hearing Court, and the Office of Court Management. This group's scope of responsibility includes (1) server engineering and core-systems support, (2) front-end user support / Help Desk functions, (3) research and analytics, database & software development functions, and (4) liaison support of the justice environment for facilities/building-related requests, networking relating to switching and cable drops, telephony, etc., which are provided by other county departments. The Infrastructure Services Group serves as a first-line of contact for the courts and users supported by the Office of Court Management. This group includes two positions that are wholly funded from Fund 2380 the Justice Technology Fund.	\$1,407,776	13	0	\$0	0.0%		
6	OCM - County Court Services Group: The County Court Services Group is made up of two divisions: (1) the Criminal Courts Division, and (2) the Civil Courts Division. The Criminal Courts Division assists in the management, training, and the coordination of operations of the 16 County Criminal Courts at Law and the 24 hour Probable Cause Hearing Court. Other responsibilities include system analysis, managing court interpreters, scheduling substitute court personnel, supporting the development of problem-solving court programs for specialized caseloads, collaborating with stakeholders to develop technology to support the business processes defined in the O'Donnell consent decree, assisting with replies to inquiries from the public, and liaising with other justice partners to implement legislative mandates for court processes. The Civil Division provides research, analysis, documentation, training, testing and assists with the implementation of business information systems and processes for the 4 County Civil Courts at Law and the 16 Justice Courts.	\$544,876	4	1	\$83,000	15.2%	3	Yes
7	OCM - Justice Court Services Group - The Justice Court Services Group provides business process, systems analyst, documentation, training, and testing for the sixteen (16) Justice Courts and their respective staffs. This group includes a Director position that is currently vacant and will be posted soon. Additionally, it includes a Business Process Manager position that is wholly funded from Fund 2380, the Justice Court Technology Fund.	\$299,407	3					
8	OCM - Visiting Judges - There are six (6) Visiting Judge positions. These are (1) Special County Court Judge, (2) Special Justice Court Judge, (3) Visiting District Court Judge, (4) Capital Impact Project Judge, (5) State Jail Visiting Judge, and (6) Impact Docket Visiting Judge.	\$281,816	6	0	\$0	0.0%		
9	Operational Expenses - Materials and supplies, building and equipment, services and other, utilities, transportation and travel, other financial transactions. These expenses include, but are not limited to the following: office supplies, equipment, repairs, software licensing and maintenance, substitute court reporters, rentals/leases, interpreter fees, and appeal expenses.	\$1,290,085	0	0				

Department: **940 - County Courts**

FY19/20 General Fund Adopted Budget:	\$16,600,000
Rollover Budget Received in FY19/20:	\$1,260,454

10	Court Reporter Supplementary Support - For the past decade, the field of court reporting has seen a steady decline in the number of certified court reporting programs nationally, as well as declines in both enrollees and graduates within remaining programs. The impact of this industry trend is beginning to affect personnel availability in courts throughout the country, including those in Harris County. The purpose of this funding request is to subsidize certain previously unsubsidized equipment for court reporters, as well as investigate and test potential solutions for digital recording within a dedicated courtroom that can be used on an as-needed basis when a statutory county court is unable to find a full-time or substitute court reporter.	\$5,300	0	0	\$253,500	4783.0%	2	Yes
11	Travel & Education/Training for judges, court staff, and administrative staff - Training and professional development are a high priority for the Office of Court Management and the courts it serves. Maintaining a persistent awareness of new developments and best practices within the field of justice and judicial administration is an important part of this court system. With 18 newly-elected County Criminal and Civil Court at Law judges, as well as the appointment of several new Criminal Law Hearing Officers, training for judiciary, court staff, and administrative staff is of paramount importance. This includes both traditional and specialized training to meet the demands of the modern justice environment. This also includes funding for the Justice Court Judges' Annual Education Conference.	\$61,522	0	0	\$15,380	25.0%	5	Yes
12	Licensed Court Interpreter Funding - The number of individuals with limited ability to communicate in English is steadily increasing in Harris County. As such, the demand for language interpretation services in various court proceedings are increasing. Under Section 57.002 of the Texas Government Code, a licensed court interpreter must be provided in court proceedings, including trials and arraignments. Harris County provides payment for foreign language interpreters in 20 County Courts at Law, 24-Hour Hearing Court, and 16 Justice Courts, as per the Harris County Limited English Proficiency (LEP) Plan. Concurrently, the rate of pay for state-licensed court interpreters in Harris County has remained stagnant. With almost 15 years since the last approved rate increase, Harris County has fallen behind many large as well as surrounding counties in terms of daily pay. The Harris County Court Manager's Office and the Administrative Office of the District Courts are currently working with Budget Management on proceeding with a rate adjustment in the very near future.	\$686,581	0	0	\$171,645	25.0%	4	Yes
13								
14								
15								

Department-Estimated Totals	\$16,600,000	116	2	\$659,525	4.0%
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* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: **Office of Court Management**
940

Functional Area: OCM – Management and Administration

Dept. Funding Priority #: 1

Funding Request*: A new Public Relations position and funding to support public outreach, communication, and education for the OCM and court divisions supported.

Start-Up Costs (One-time)	\$	3,000
Cost of Positions (Recurring)		132,000
Other Recurring Costs		<u>1,000</u>
Total Request	\$	136,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The public has a great interest in the business of courts, but little understanding of why courts exist and what courts do. Courts have a responsibility to provide information to the public regarding the work of courts and an opportunity for the public to understand the information and performance metrics.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
A full-time position dedicated to managing the content of public facing websites and social media for courts. This position would facilitate court visits and community education. This position would also serve as a contact for media requests for information.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Harris County has historically done a poor job of promoting the good work that occurs in our courts. While recent efforts and outreach have been focused on reform and past deficiencies, good things continue to happen in our courts. Several different groups have given accolades to Harris County for the work done in the past, the current reforms, and the vision for the future. The Justice Management Institute and other technical assistance providers have recommended better community outreach in Justice and in courts in particular. Courts must have their own personnel to ensure that all responses and online presence are within the guidelines of the Code of Judicial Conduct. The Code applies to all judicial officers and their respective staffs. This responsibility cannot be delegated to another branch of government or department.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The Courts will track website utilization, social media inquiries and responses, and educational events throughout the year.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Performance metrics tracking this function will become a part of an Annual Report Distributed to Commissioners Court, the Justice Administration Department, and Budget Management.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Public Relations Coordinator, \$100,000 annually plus benefits, and 26 pay periods.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Office of Court Management**
940

Functional Area: County Court Services Group

Dept. Funding Priority #: 3

Funding Request*:A new position and funding to support a full Time Floating Court Coordinator for the County Criminal Courts at Law.

Start-Up Costs (One-time)	\$	3,000
Cost of Positions (Recurring)		80,000
Other Recurring Costs		0
Total Request	\$	83,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Currently the County Criminal Courts have a model position to support substitute coordination. Frequently a substitute is not available at the last minute to coordinate. This necessitates that the official court reporter coordinate for the court. This is not a good solution in that if the court is in trial, no one is available to answer calls or respond to other requests on behalf of the court. Having reporters coordinate also exacerbates the shortage of available reporters. Most reporters (officials and deputies) do not wish to coordinate. We have lost official reporters over this issue.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
A full-time position dedicated to managing the need for substitute coordination along with being the default substitute coordinator as the need arises. The Office would continue to utilize the model position for capacity beyond the one new FTE. This position would also manage interpreter needs in all courts.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Well trained coordinators manage the dockets of individual courts ensuring that all new settings comply with statutes and rules. They enforce judges' protocols and practices, and support courts operating in an efficient manner. The District Courts have utilized full-time floating coordinators for many years with success.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The Office will track utilization in courts, performance metrics on courts' caseloads and productivity, and use this resource to better evaluate consistency among the practices of different courts.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Performance metrics tracking this function will become a part of an Annual Report Distributed to Commissioners Court, the Justice Administration Department, and Budget Management.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Floating Court Coordinator - \$60,600 annually plus benefits, and 26 pay periods.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: Office of Court Management
940

Functional Area: Court Reporter Infrastructure Support

Dept. Funding Priority #: 2

Funding Request*: Infrastructure equipment and support for court reporters in the County Courts a Law

Start-Up Costs (One-time)	\$	251,850
Cost of Positions (Recurring)		0
Other Recurring Costs		<u>12,000</u>
Total Request	\$	263,850

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
For the past decade, the field of court reporting has seen a steady decline in the number of certified court reporting programs nationally, as well as declines in both enrollees and graduates within remaining programs. The impact of this industry trend is beginning to affect personnel availability in courts throughout the country, including those in Harris County. The situation in Harris County is further exacerbated by the statutory limitations on salary increases for court reporters. The purpose of this funding request is to subsidize certain previously unsubsidized equipment for court reporters. We will work with Budget Management to investigate and test potential solutions for digital recording within a dedicated courtroom that can be used on an as-needed basis when a statutory county court is unable to find a full-time or substitute court reporter. On multiple occasions a court has not been able to proceed with scheduled trials because a court reporter was not available.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
As has been the practice in the district courts for years, to provide a steno writing machine, notebook computer, and transcription software to official court reporters in the County Criminal Courts at Law and County Civil Courts at Law. These expenditures are expected to help attract and retain court reporters for official court reporter positions.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Multiple Harris County Courts have gone months without an official court reporter and without consistent substitute reporters available. Many surrounding counties pay a significantly higher salary and provide basic equipment to official reporters. The County Courts have lost several reporters to other court divisions and to other counties.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Turnover in official court reporters, track trials cancelled due to unavailability of a court reporter.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Performance metrics tracking this function will become a part of an Annual Report Distributed to Commissioners Court, the Justice Administration Department, and Budget Management.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
N/A.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Office of Court Management**
940

Functional Area: Operating Expenses – Travel and Education Funding

Dept. Funding Priority #: 5

Funding Request*: Additional funding to support travel and education for judges and court staff

Start-Up Costs (One-time)	\$	0
Cost of Positions (Recurring)		0
Other Recurring Costs		<u>15,380</u>
Total Request	\$	15,380

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Judges and many court staff are required to obtain continuing education annually. Today many judges and court staff are new and courts are experiencing significant change based on reform efforts and legislative change.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Additional funding is needed to support local, in-state, and out of state travel for judges and staff to obtain required educational hours.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Since January 1, 2019, the Courts and Office of Court Management have 22 new judges, 6 new Criminal Law Hearing Officers, and 23 new court staff.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Review of required education hours.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Continuing education requirements will be monitored.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
N/A.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Office of Court Management**
940

Functional Area: Operating Expenses – Licensed Court Interpreter Funding

Dept. Funding Priority #: 4

Funding Request*: Additional funding to support licensed interpreters in all supported court divisions as required by law.

Start-Up Costs (One-time)	\$	0
Cost of Positions (Recurring)		0
Other Recurring Costs		171,645
Total Request	\$	171,645

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Courts are required by Statute to provide licensed court interpreters for many court proceedings. Currently most of these expense occur in the County Criminal Courts, Probable Cause Court, and Justice Courts. Hourly rates for Interpreters have risen in the newest Masterword contract for foreign language interpreters. Additionally, rates are rising for contract interpreters.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Additional funding is needed to ensure compliance with federal and state requirements.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Many surrounding counties pay a significantly higher hourly rate for court interpreters. The courts have a more difficult time finding licensed interpreters for all languages.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Turnover of contract interpreters. Rescheduling cases due an interpreter not being available.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Performance metrics tracking this function will become a part of an Annual Report Distributed to Commissioners Court, the Justice Administration Department, and Budget Management.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
N/A.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

941-COUNTY COURTS - COURT APPOINTED ATTORNEY

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

7.1%

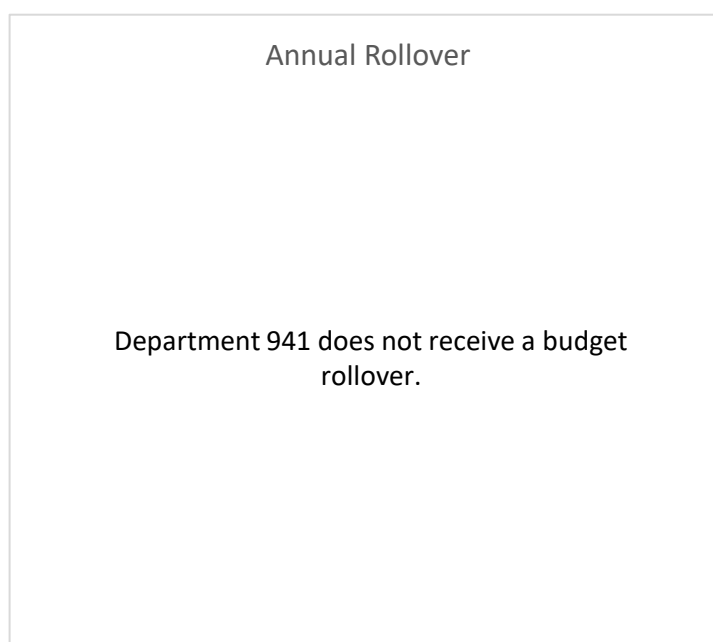
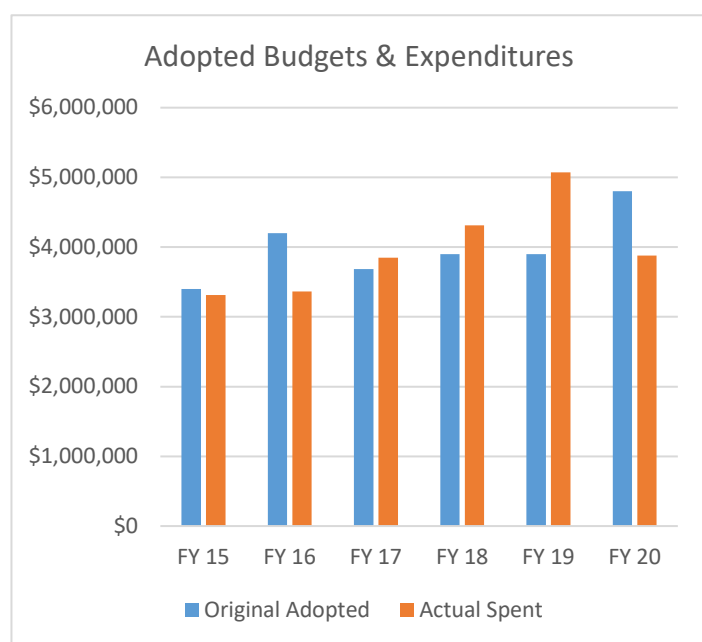
FY 20 Adopted Budget Per Capita (Harris County):

\$1.02

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$3,400,000	\$4,200,000	\$3,684,000	\$3,900,000	\$3,900,000	\$4,800,000
Final Adjusted	\$3,700,000	\$4,200,000	\$3,884,000	\$4,314,435	\$5,100,000	\$4,800,000
Rollover Received	--	--	--	--	--	--
Rollover % of Adopted	--	--	--	--	--	--

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Non-Labor/Transfers	\$3,313,243	\$3,365,061	\$3,849,452	\$4,314,435	\$5,072,988	\$3,878,979
Actual Spent	\$3,313,243	\$3,365,061	\$3,849,452	\$4,314,435	\$5,072,988	\$3,878,979



FY20 Rollover as a % of FY20 Adopted Budget: n/a

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$0	\$0

700-DISTRICT COURTS

Data as of: 11/11/2019

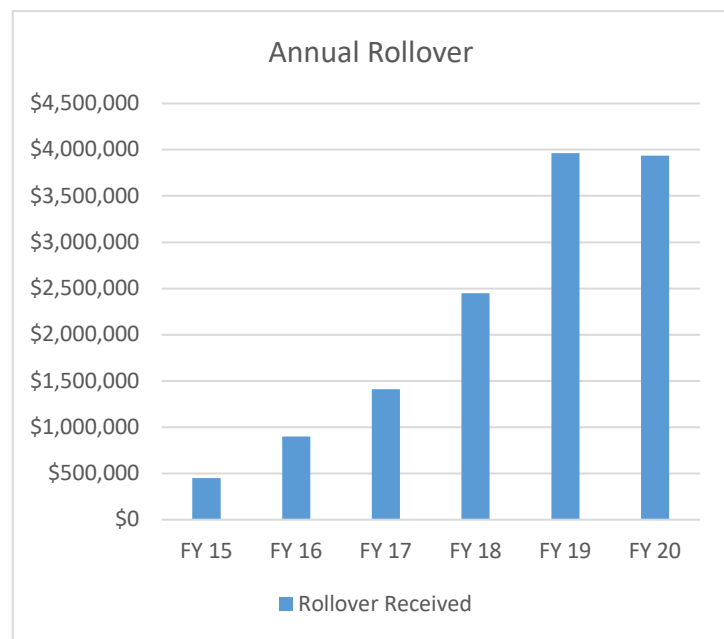
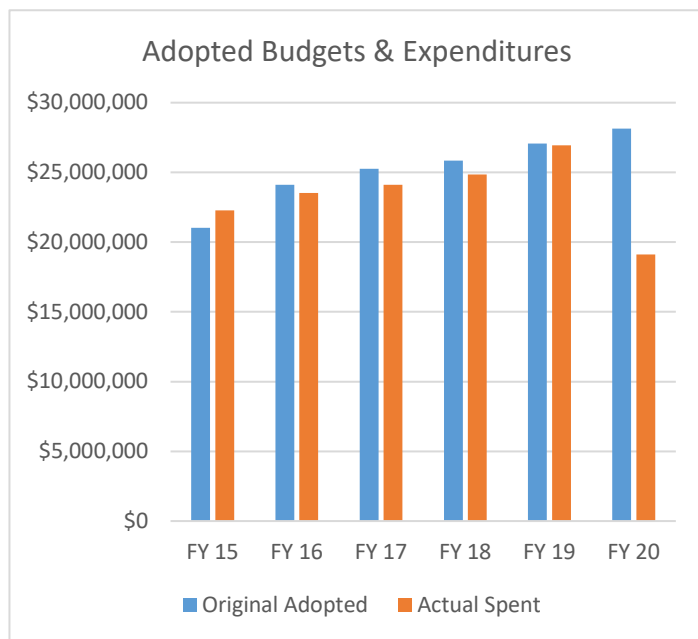
Avg. Annual Budget Increase Last 5 Years: 6.0%

FY 20 Adopted Budget Per Capita (Harris County): \$5.99

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$21,032,000	\$24,100,000	\$25,271,000	\$25,835,000	\$27,058,000	\$28,150,000
Final Adjusted	\$23,285,446	\$24,936,654	\$26,622,012	\$29,118,939	\$30,950,880	\$32,514,192
Rollover Received	\$451,364	\$899,012	\$1,411,498	\$2,448,650	\$3,964,067	\$3,935,208
Rollover % of Adopted	2%	4%	6%	9%	15%	14%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$19,127,392	\$20,042,262	\$20,843,397	\$21,162,031	\$21,726,387	\$15,659,770
Non-Labor/Transfers	\$3,144,250	\$3,474,507	\$3,272,782	\$3,690,519	\$5,209,174	\$3,462,369
Actual Spent	\$22,271,642	\$23,516,769	\$24,116,179	\$24,852,549	\$26,935,561	\$19,122,138



FY20 Rollover as a % of FY20 Adopted Budget: 14.0%

Other Department Resources

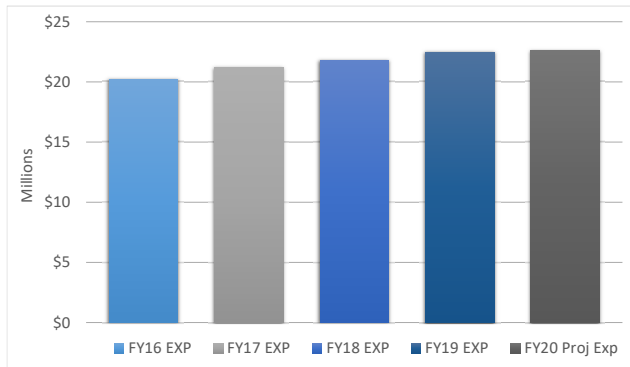
Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	3	\$2,568,896	\$4,571,558
2370-DONATION FUND	0	\$56,814	\$64,032
2430-STAR DRUG COURT PGRM	0	\$2,722	\$66,769
2670-CRIM COURTS AUDIO-VISUAL EQUIP	0	\$0	\$61,261
2700-DISPUTE RESOLUTION	0	\$899,486	\$1,338,091
27A0-COURT REPORTER SERVICE	0	\$36,120	\$1,376,274
7019-STAR-SUCCESS THRU ADDCTN RCVRY	0	\$86,558	\$97,935
7244-HC SERVICES MODULE PROJECT	0	\$238,259	\$146,968
7496-FAMILY COURT VICTIMIZATION SRV	1	\$195,394	\$137,108
7553-HC VETERAN'S COURT	0	\$115,721	\$87,926
7567-COLLABORATIVE COMMUNITY CRT	1	\$4,129	\$205,871
7679-MACARTHUR GRANT	0	\$0	\$150,000
7709-MDL ASBESTOS COURT-HC	1	\$93,581	\$157,607
8001-MISC FOUNDATIONS GRANTS	0	\$659,031	\$31,030

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
8038-ADULT DRUG COURT DISCRETIONARY	0	\$21,711	\$331,543
8046-FELONY MENTAL HEALTH CT	0	\$88,974	\$169,531
8768-STAR-STATE DRUG COURT	0	\$70,397	\$149,613

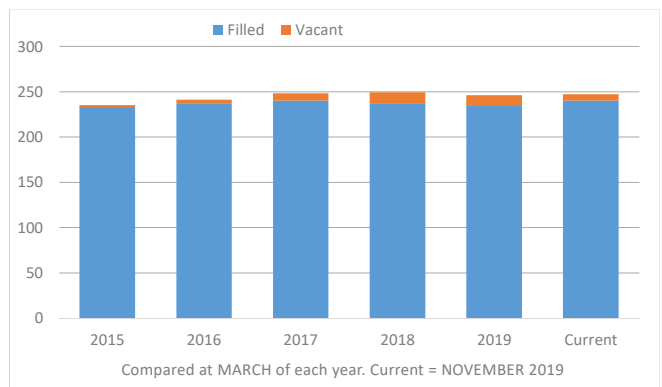
PERSONNEL SUMMARY FOR DISTRICT COURTS

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

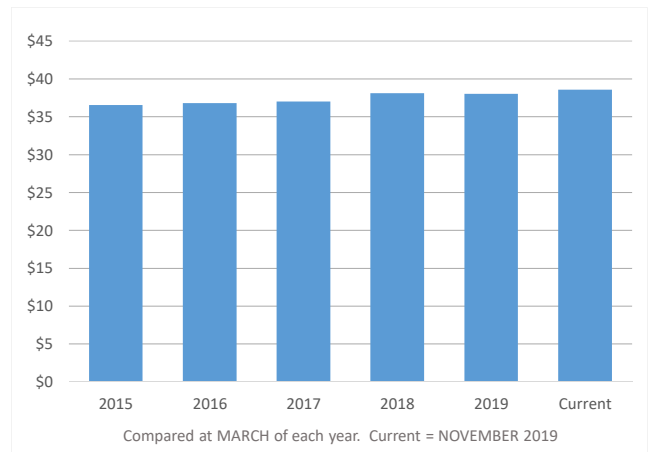


Avg. Salary Increases For Existing Full-Time Employees

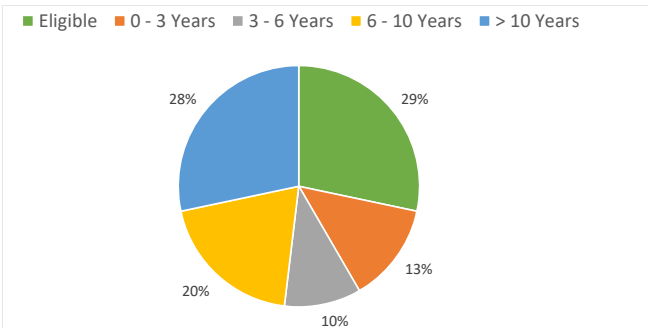
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	122	3.1%	3.1%
Sept 2017	114	5.5%	2.7%
Sept 2016	103	8.6%	2.8%
Sept 2015	98	10.1%	2.4%
Sept 2014	97	15.2%	2.9%

	Filled	Vacant	Total
R32+	181	7	188
Part	0	0	0
Temp	0	0	0

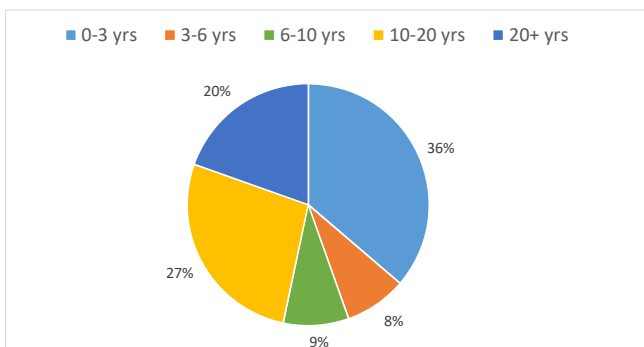
Dept. Average Hourly Base Pay Rate



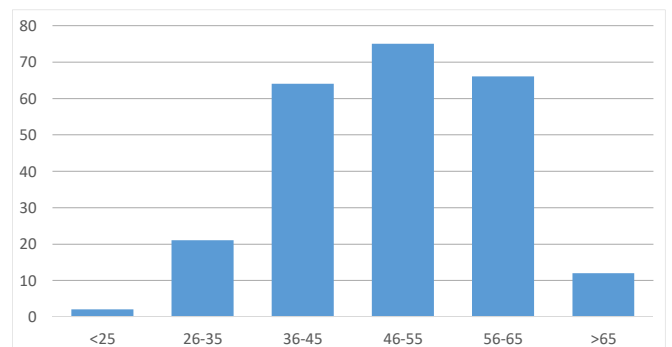
Retirement Eligibility



Employee Tenure



Number of Employees by Age





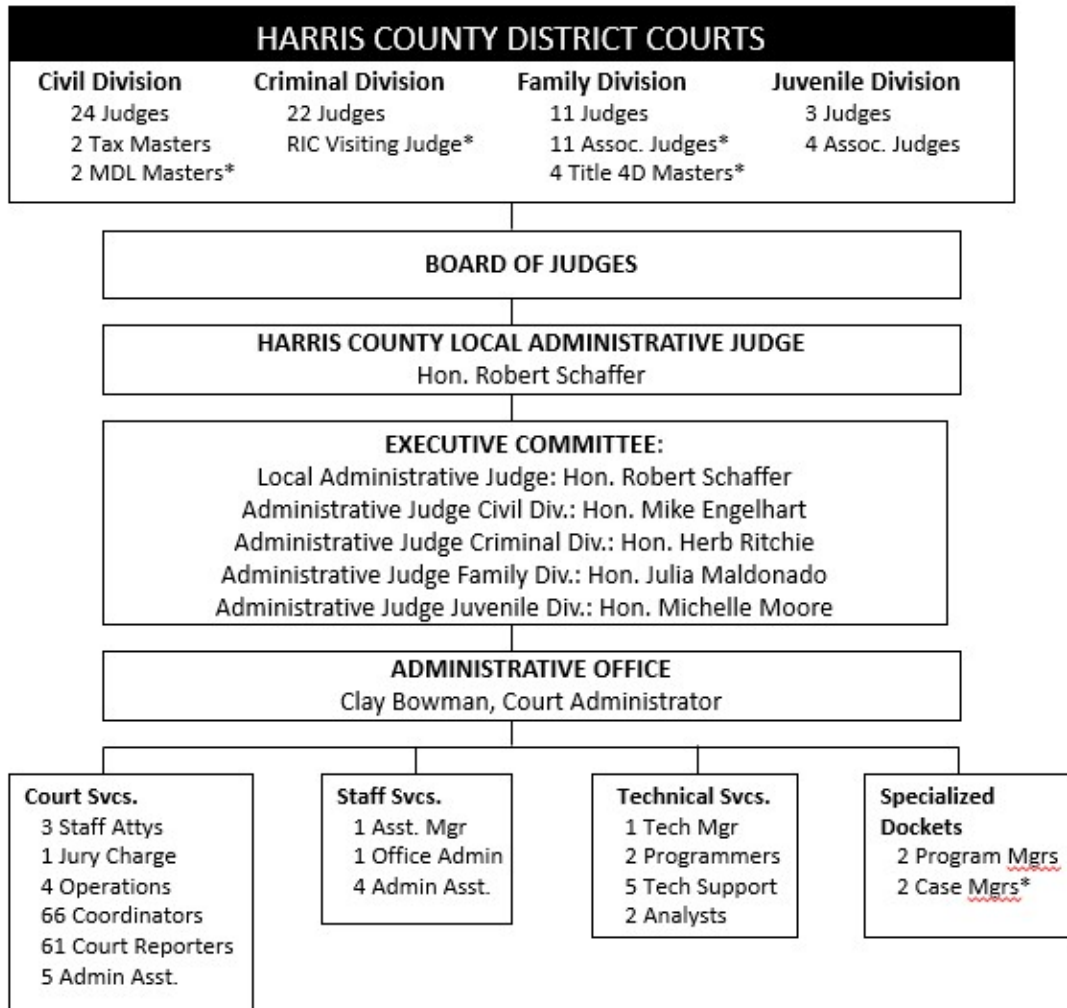
Department-Provided Information

Harris County District Courts

November 2019



Organization and Governance



** Note: Thirteen positions in MDL, Title 4D, Reintegration Court, CPS Impact and Family Drug Court are funded through state grants, federal grants or other outside sources.*

Administrative Office Support Services

Court Services	Staff Services	Technical Services	Specialized Dockets
Legal Judicial Counsel Con't. Legal Education Legislative Assistance Jury Charges Court Management Forms Notices Docket Controls Activity Tracking Jury Management	Payroll/Benefits Procurement/Supplies Professional Development Clerical Support Travel Grants Management Facilities Assistance Public Information Media Relations	Computer Support Technical Training Data Services Statistics Data Warehouse Website Court Presentation Sys JIMS System Support	Tax Courts Title 4D (Paternity) Courts Jail Impact Dockets Felony Reintegration Docket Multi-District Litigation CPS Project Court Therapeutic Justice Star Drug Court Family Drug Court Mental Health Dockets Veterans Court Infants and Toddlers

Form #1: Department Mission and Metrics

Department: District Courts Administration
Dept. #: 700

Functional Area:

A) Department Purpose and Mission.

To serve the interests of Justice by efficiently and effectively providing comprehensive administrative support to the District Courts and Judges of Harris County, to manage court improvement programs, and to act as a liaison between the courts and the public we serve.

B) Discuss your department's accomplishments in the last year.

- The Administrative Office managed the transition into County service for a record number of newly-elected judges (36) and newly-appointed Associate Judges (12) and support staff (37). Onboarding activities included payroll and benefits enrollment, general employee orientation, and specific legal and procedures training specific to the different court division practice areas.
- The District Judge Trying Criminal Cases approved changes to the Fee Schedule for attorneys representing indigent defendants effective with the start of FY2020. The projected budget impact is approximately \$4,505,155.
- The District Judge Trying Criminal Cases began working in collaboration with other justice system partners and the Texas Indigent Defense Commission on the concept of a Managed Assigned Counsel program for felony courts.
- The District Judges approved an increase in hourly compensation for Certified Court Language Interpreters. Court Interpreters had not received an increase in compensation since 2005. The current daily rate is approximately one-half the Federal Courts rate.
- The jail population, which had risen to 9,634 in October 2018, decreased 16% to 8,051 in March 2019, partly as a result of an additional impact docket begun in October to expedite disposition of cases involving the five offenses most responsible for pretrial jail population.
- The 'Responsive Interventions for Change' (RIC) docket managed 14,919 State Jail felony cases in the two year period since its inception in Oct. 2016. The program, initiated as part of the MacArthur Safety and Justice Challenge Grant, provides uniform management of low-level felony offenses with the goals of decreasing over-reliance on incarceration and reducing racial and ethnic disparity. In that time, State Jail commitments have decreased 44%.
- Through the assistance of Universal Services, courts transitioned from the legacy M204 Case Management System to the new JWEB web-based environment.
- The on-line Voucher Processing System ViPS for management of appointed attorney claims was extended to Family Courts. These will represent approximately \$17M in additional claims processed on-line annually.

C) Discuss actions taken to drive efficiency and productivity in your department.

District Judges, Associate Judges and Staff Attorneys are required to meet annual education requirements credentialed through the Texas Center for the Judiciary or State Bar of Texas. The Administrative Office provides support by assisting in the development and sponsorship of continuing education seminars or by funding attendance at judicial conferences.

Court Coordinators are also required to demonstrate sixteen (16) hours of approved continuing education. Opportunity to acquire hours comes through bi-monthly coordinator meetings and an annual in-house seminar timed to coincide with the Judicial Education calendar.

The Administrative Office routinely reimburses the cost of continuing education for Technical Staff to pursue certifications and attend training events and workshops relevant to their duties and professional development.

We offer reimbursement to court reporters for their required continuing education.

For all staff, we promote attendance at training events sponsored through Harris County Human Resources.

D) Describe any new responsibilities your department assumed this year.

No significant expansion of responsibilities.

E) Specify any costs your department incurred this or last year that you won't have next year.

No significant costs planned for elimination in FY 2021.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.**Court Performance Measures**

The profession of Court Administration has historically focused on the causes and remedies of delay in court proceedings under the premise that “justice delayed is justice denied.” Consequently, our case management system is geared toward activity analyses that emphasize what the National Center for State Courts has defined as Key Performance Indicators. Two of the most prominent of these performance indicators are ‘Case Clearance Rate’ and ‘Time to Disposition.’ Clearance rates at or above 100% are most desirable. The American Bar Association Model Time Standards encourage completion of 98% of felony cases within one year, 90% of Civil Cases within one year, and 100% of Family and Juvenile cases within one year.

Harris County District Court - Key Performance Indicators (FY2019-FY2020YTD)**Clearance Rate by Case Type**

		<i>Cases Filed</i>	<i>Disposed</i>	<i>Clearance</i>
Criminal	FY2019	39,716	37,427	94%
	FY2020 YTD*	22,776	20,279	89%
Civil	FY2019	59,110	47,602	81%
	FY2020 YTD	35,293	28,750	81%
Family & CPS	FY2019	58,354	56,607	97%
	FY2020 YTD	31,375	34,174	109%
Juvenile Delinquency	FY2019	7,275	7,377	101%
	FY2020 YTD	3,617	4,316	119%

Time to Disposition by Case Type

		<i>Cases by Number of Days to Disposition</i>				
		<i><=90 Days</i>	<i>91-180</i>	<i>181-365</i>	<i>>365 Days</i>	<i>Total Cases</i>
Criminal	FY2019	11,356	9,743	9,888	6,440	37,427
		30%	26%	26%	17%	100%
	FY2020 YTD*	4,823	4,407	6,403	4,646	20,279
		24%	22%	32%	23%	100%
Civil	FY2019	6,469	7,654	13,021	20,458	47,602
		14%	16%	27%	43%	100%
	FY2020 YTD	3,638	4,356	8,260	12,496	28,750
		13%	15%	29%	43%	100%
Family	FY2019	12,733	16,163	18,996	8,715	56,607
		22%	29%	34%	15%	100%
	FY2020 YTD	7,333	8,900	11,523	6,418	34,174
		21%	26%	34%	19%	100%
Juvenile Delinquency	FY2019	2,694	1,970	1,453	1,260	7,377
		37%	27%	20%	17%	100%
	FY2020 YTD	1,561	1,120	943	692	4,316
		36%	26%	22%	16%	100%

* All figures for FY2020 are March 2019 through September 2019

Source: Harris County District Clerk's Office

The District Criminal and Civil Court Divisions continue to struggle with limited courtroom access due to Harvey-related construction at the Criminal Justice Center. These courts work under court-sharing arrangements that significantly limit access to trial space and jail inmates. The courts have been working with the Justice Management Institute on efforts to improve court performance under the present circumstances. However, these effects may continue to be reflected in performance measures until facilities limitations can be overcome.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

The societal and individual impacts of courts are far-reaching and systemic to our democracy. In recent years, the profession of Court Administration has begun to examine access to justice more broadly than the relatively straightforward indicators of case flow and efficiency. Some of these have been the focus of our work with the MacArthur Safety and Justice Challenge. We will continue to work with the Harris County Justice Administration Department to identify and develop meaningful measurements that best reflect the differing interests of our various justice stakeholders.

H) Org Chart

Attach a one-page Org Chart for your department.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department:

700 - District Courts

FY19/20 General Fund Adopted Budget:	\$28,150,000
Rollover Budget Received in FY19/20:	\$3,935,208

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
Division - 7000 Court Management Division	Manage Services and Administrative Staff required for district court operations							
	Provides staffing for the Administrative Office of the District Courts, court coordinators, 11th Judicial Region Staff, RIC Visiting Judge, Associate Judges and Juvenile Courts Administration.	\$14,250,657	125					
	Psychological Testing - As requested, Harris County pays for the cost of an evaluation from an outside agency or physician.	\$1,026,143			\$146,955	14.3%	2	Yes
	Interpreter Fees - Harris County provides an interpreter in the courts for all languages. This also includes indigent cases.	\$619,591			\$217,000	31.0%	1	Yes
	Office Supplies, Postage and Furniture	\$130,698			\$50,000	38.3%	4	Yes
	Technical Services - equipment, software maintenance and repairs (as needed).	\$215,000						
	Fees/Services - 11th Admin Judicial Region services, law books for judges conference room , computer assisted legal research, subscriptions and other necessary services.	\$548,026						
	Rentals and Leases - Water coolers and copiers	\$135,484			\$60,484	44.6%	5	Yes
	Telephone maintenance, as needed	\$18,102						
	Travel - All support staff, including Associate Judges to attend training conferences and CLE training.	\$50,543			\$5,000	9.9%	6	Yes
Division - 7001 Judges	Provides staffing for all of the District Court Judges, which consists of 60 courts. Adjustment made to Social Security and Workers Compensation and Unemployment	\$ 2,150,197	60					
	Fees/Services - Medication Hearings, Judges Professional Liability Insurance, Bar Dues State/Local, law books and subscriptions for judges and legal interns.	\$444,686			\$34,686	7.8%	3	Yes
	Office Supplies - Stationary, Business Cards, copier paper and supplies for courts	\$250,000			\$60,000	24.0%	7	Yes
	Judicial and Witness Travel - Conferences and CLE training for judges. Witnesses for indigent defense (air fare, hotel, meals)	\$36,128						

Department: 700 - District Courts

FY19/20 General Fund Adopted Budget:	\$28,150,000
Rollover Budget Received in FY19/20:	\$3,935,208

	Division - 7002 Court Reporters Provides official court reporters for all of the District Courts, which consists of 60 courts.	\$7,375,903	61					
	Substitute Court Reporters - Provides relief for official reporters to take leave. Also, provides a reporter for the Associate Judges in our Family Courts and Juvenile Courts. As well as, our Impact Courts. Additional expenditures are used from Fund 27AO Court Reporter Service budget.	\$320,000						
	Statement of Facts - Payment to the court reporters for transcribing Indigent Cases and any other related expenses.	\$851,178						
	Advantage Software - Annual renewals of all court reporter's software. Price Increase	\$37,746			\$2,750	7.3%	8	Yes
	Office Supplies - Steno Paper, tape recorders and headphones.	\$25,000						
	Equipment Maintenance - repairs to steno machines. Due to the constant moving to different locations and aging equipment.	\$9,000			\$3,000	33.3%	9	Yes
	Division - 7004 Visiting Judges Expenses related to Visiting Judges							
	Travel Expenses - Hotel, Mileage, Parking	\$8,100						
	Subsistence - Harris County supplemental pay for Former Visiting Judges	\$450						

Department-Estimated Totals	\$28,502,632	246	0	\$579,875	2.0%
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* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: District Courts

Functional Area: Court Interpreters
Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		\$217,000
Total Request	\$	\$217,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.

The U.S. Constitution, state and federal law mandate that, in appropriate cases, courts must provide certain individuals with language interpreters. In the past few years, the demand for language interpreters in Harris County's courts has dramatically increased. This demand is expected to continue to increase along with our county's growing diversity. As of 2017, 25.3% of Harris County, TX residents were born outside of the United States (Data USA). Language interpreters who work in Texas courts are required to be licensed by the State of Texas. To continue to meet this need, remain in step with surrounding counties, and attract qualified, licensed Spanish interpreters, it is necessary for the courts to offer these individuals competitive rate of compensation. Additionally, the County vendor that provides certified interpreters for languages other than Spanish (Masterword Services) has implemented a 7% rate increase.

B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.

Funding will be used for existing contractors to keep pace with costs in surrounding Counties and the private sector.

C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.

Interpreter Rates for Counties Surrounding Harris County - October 2019

County	Policy	Hearing Rates	Trial Rates	Other Incentives	Policy Revision
Fort Bend	No formal fee schedule/Pays interpreter asking rate	Asking rate is typically close to \$75/hour (former county approved rate) or between \$300-350 per half-day	Asking rate is typically \$675 per day with 3-day cancellation requirement		2017
Brazoria	County approved policy, but no formal hourly fee schedule	Pays asking rate up to \$350/day	Pays asking rate up to \$350/day	Up to 40% reimbursement to obtain or maintain state license, max \$2000	8/2015
Chambers	No formal fee schedule/Pays interpreter asking rate	Pays asking rate/no formal policy	Pays asking rate/no formal policy		N/A
Montgomery	Follows county-approved fee schedule	\$175/ half-day \$350/full-day	\$375/day additional \$40/hour after 6pm		10/2018
Harris	Follows county-approved fee schedule	\$40.00 per hour, \$240.00 maximum for Hearings	\$55.00 per hour, \$330.00 maximum for Jury Trials		2005

D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?

Comparison with Surrounding Counties

E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?

As required.

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

All expenses are for contractors (Accounts Payable).

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

No additional facilities requirements.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: District Courts

Functional Area: Psychiatric Evaluations

Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		\$146,955
Total Request	\$	\$146,955

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.				
The State Law mandates that, in appropriate cases, courts must assess the mental competency and/or sanity of defendants charged with criminal offenses. (Article 46C of the Texas Code of Criminal Procedure or the competency of an Inmate or Defendant to stand trial, pursuant to Article 46B of the Texas Code of Criminal Procedure.) Under the existing contract between Harris County and the Harris Center for Mental Health and IDD, Examination orders exceed current staffing capacity.				
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.				
Funding will be used to supplement the existing contractors' workforce to keep pace with increased workload..				
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.				
The Harris Center has determined that an average caseload of 2 evaluation per examiner per day is consistent with standards for quality patient care and the standards established by appropriate accrediting agencies. Current workload exceeds to a degree that justifies one additional examiner at an annual cost of \$146,955.				
	Average Monthly Evaluations across Examiners	Average Monthly Non-Evaluation Days across Examiners	Average Number Evaluations/Day across Examiners	Average Number Evaluations/Day (+ / -) Contract
	35	4.5	2.12	+0.12
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?				
The Harris Center provides which are review at a quarterly meeting with the representatives from the Courts and Sheriff's Office.				
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?				
As required.				
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.				
All expenses are for contractors (Accounts Payable).				
G) Is additional office space needed or will existing space need to be built-out for requested new positions?				
No additional facilities requirements.				

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: District Courts

Division: 7000 Court Management Division

Functional Area: Office Supplies

Dept. Funding Priority #: 4

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		\$50,000.00
Total Request	\$	\$50,000.00

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Increase in office supplies, due to the newly elected judges and staff, there is an increase in expenditures.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The additional funds will be used organizing the needs of staff.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Based upon prior expenditures
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We will monitor our expenditures and make appropriate adjustments, if needed.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
As required.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
All expenses are processed through the Auditors Office.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional facilities requirements.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: District Courts

Division: 7000 Court Management Division

Functional Area: Travel
Dept. Funding Priority #: 6

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		\$5,000.00
Total Request	\$	\$5,000.00

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Increase the amount allowed for Travel. These expenditures have increased, due to training.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The additional funds will be used for training and conferences..
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Based upon prior expenditures
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We will monitor our expenditures and make appropriate adjustments, if needed.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
As required.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
All expenses are processed through the Auditors Office.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional facilities requirements.

****Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: District Courts

Division: 7000 Court Management Division

Functional Area: Rentals Leases
Dept. Funding Priority #: 5

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		\$60,484
Total Request	\$	\$60,484

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Increase the amount allowed for Rentals and Leases. These expenditures have increased, due to the volume of court rooms and locations.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The additional funds will be used supplying water coolers, water, copiers etc...
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Based upon prior expenditures
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We will monitor our expenditures and make appropriate adjustments, if needed.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
As required.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
All expenses are processed through the Auditors Office.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional facilities requirements.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: District Courts

Division: 7001 Judges Division

Functional Area: Fees and Services
Dept. Funding Priority #: 3

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		\$34,686
Total Request	\$	\$34,686

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Increase the amount allowed employ Legal Inters through Evins Personnel. These expenditures have increased, due to the volume of courts and the need for assistance in the court..
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The additional funds will be used to employ Legal Interns for the courts.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Based upon prior expenditures
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We will monitor our expenditures and make appropriate adjustments, if needed.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
As required.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
All expenses are processed through the Auditors Office.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional facilities requirements.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: District Courts

Division: 7001 Judges Division

Functional Area: Office Supplies
Dept. Funding Priority #: 7

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		\$60,000
Total Request	\$	\$60,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Increase the amount allowed for office supplies due to the needs of the judges.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The additional funds will be used to furnish new stationary, business cards, forms and needed supplies to organize the courts, as needed.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Based upon prior expenditures
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We will monitor our expenditures and make appropriate adjustments, if needed.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
As required.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
All expenses are processed through the Auditors Office.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional facilities requirements.

****Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: District Courts

Division: 7002 Court Reporters

Functional Area: Fees and Services
Dept. Funding Priority #: 8

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		\$2,750
Total Request	\$	\$2,750

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Increase the amount allowed for fees and services. The vendor that provides software assistance to court reporters has increased.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The additional funds are due to an increase in cost. The assistance for court reporters using this software is needed,.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Based upon prior expenditures
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We will monitor our expenditures and make appropriate adjustments, if needed.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
As required.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
All expenses are processed through the Auditors Office.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional facilities requirements.

****Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **District Courts**

Division: **7002 Court Reporters**

Functional Area: Equipment Maintenance
 Dept. Funding Priority #: 9

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		\$3,000
Total Request	\$	\$3,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Increase the amount allowed for equipment maintenance. Repair court reporters steno machine, as needed..
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The additional funds are due to the constant moving around of courts and aging equipment.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Based upon prior expenditures
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We will monitor our expenditures and make appropriate adjustments, if needed.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
As required.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
All expenses are processed through the Auditors Office.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional facilities requirements.

****Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

701-DISTRICT COURTS - COURT APPOINTED ATTORNEY

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

10.8%

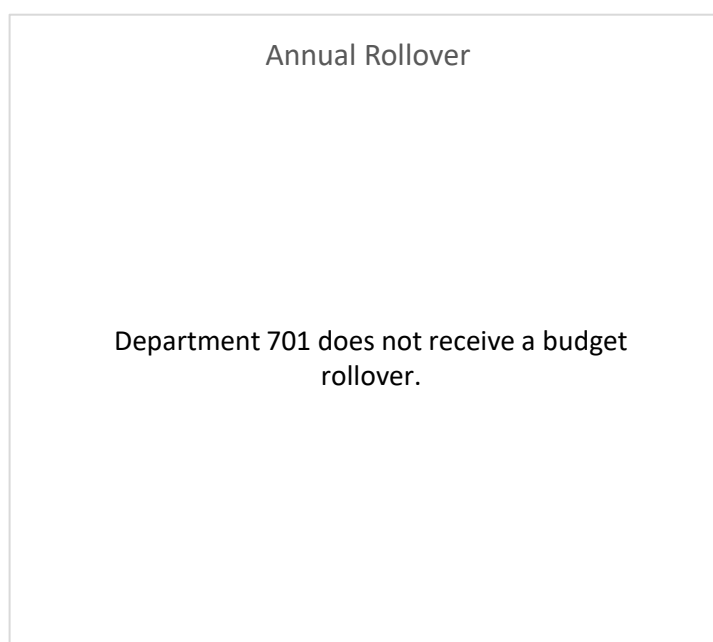
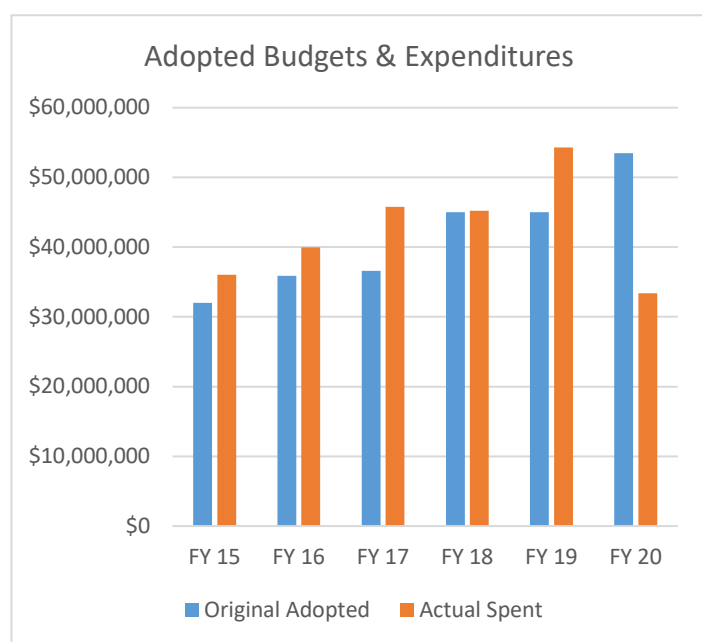
FY 20 Adopted Budget Per Capita (Harris County):

\$11.38

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$32,000,000	\$35,900,000	\$36,618,000	\$45,000,000	\$45,000,000	\$53,500,000
Final Adjusted	\$37,750,000	\$39,944,011	\$45,782,860	\$45,191,188	\$54,311,875	\$53,500,000
Rollover Received	--	--	--	--	--	--
Rollover % of Adopted	--	--	--	--	--	--

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Non-Labor/Transfers	\$36,057,611	\$39,944,011	\$45,782,860	\$45,191,188	\$54,311,875	\$33,405,414
Actual Spent	\$36,057,611	\$39,944,011	\$45,782,860	\$45,191,188	\$54,311,875	\$33,405,414



FY20 Rollover as a % of FY20 Adopted Budget: n/a

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$0	\$0

550-DISTRICT CLERK

Data as of: 11/11/2019

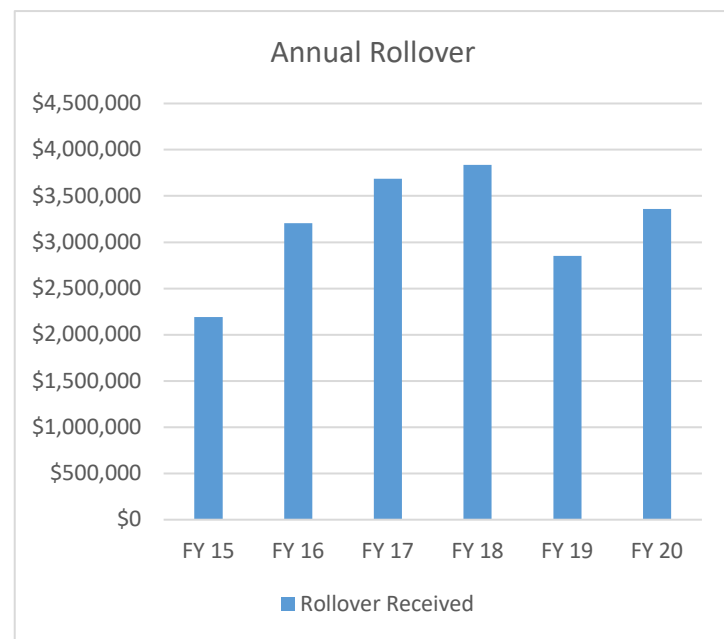
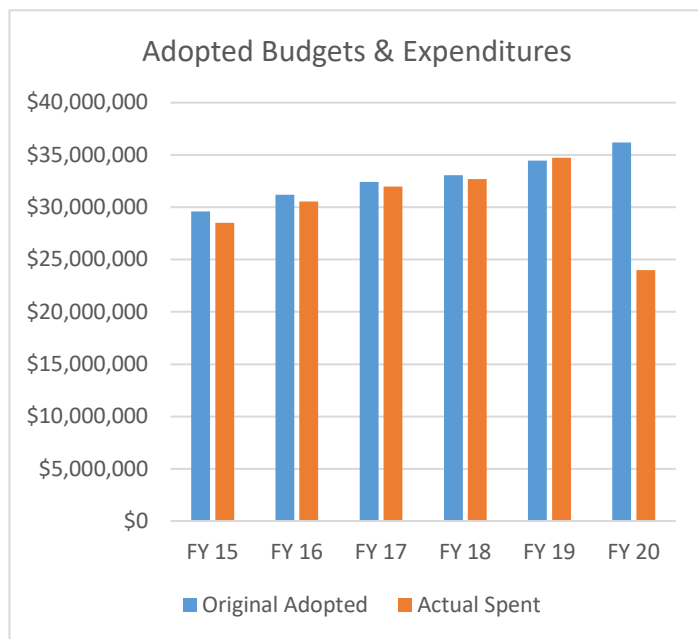
Avg. Annual Budget Increase Last 5 Years: 4.1%

FY 20 Adopted Budget Per Capita (Harris County): \$7.70

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$29,600,000	\$31,200,000	\$32,415,000	\$33,065,000	\$34,455,000	\$36,178,000
Final Adjusted	\$31,838,718	\$34,461,823	\$36,100,592	\$35,900,298	\$38,305,790	\$39,852,270
Rollover Received	\$2,189,319	\$3,205,845	\$3,686,892	\$3,835,298	\$2,853,615	\$3,358,979
Rollover % of Adopted	7%	10%	11%	12%	8%	9%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$24,484,998	\$26,382,418	\$28,127,052	\$29,183,199	\$30,729,234	\$21,613,310
Non-Labor/Transfers	\$4,038,407	\$4,171,275	\$3,864,256	\$3,510,983	\$4,003,374	\$2,378,343
Actual Spent	\$28,523,405	\$30,553,693	\$31,991,308	\$32,694,182	\$34,732,608	\$23,991,653



FY20 Rollover as a % of FY20 Adopted Budget: 9.3%

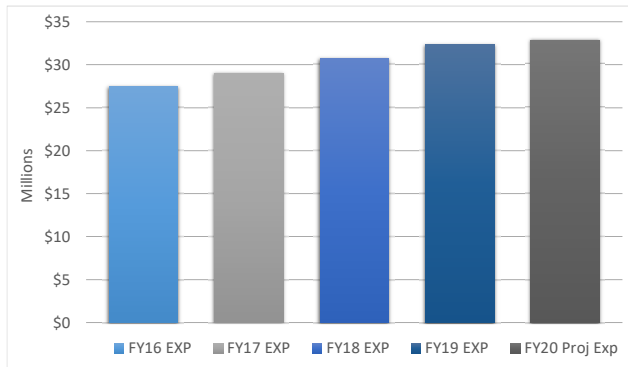
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	21	\$4,480,902	\$4,502,527
2090-DISTRICT COURT RECORDS ARCHIVE	5	\$673,437	\$1,911,748
23D0-DISTRICT CLERK RECORDS MANAGEM	0	\$1,395,215	\$547,016
23H0-COUNTY CLERK RECORDS ARCHIVE	16	\$1,358,766	\$1,218,633
23K0-DISTRICT CLERK CRT TECHNOLOGY	0	\$931,903	\$824,600
8001-MISC FOUNDATIONS GRANTS	0	\$121,582	\$530

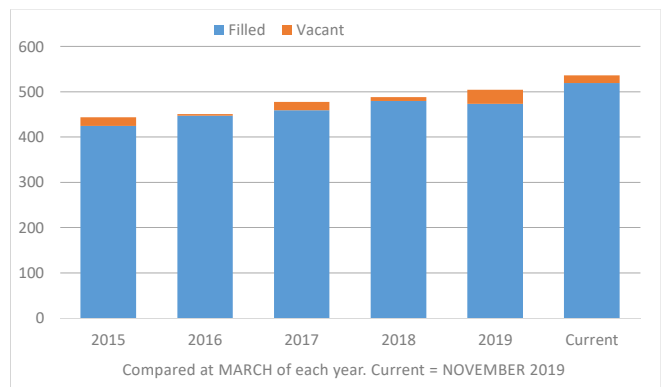
PERSONNEL SUMMARY FOR DISTRICT CLERK

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

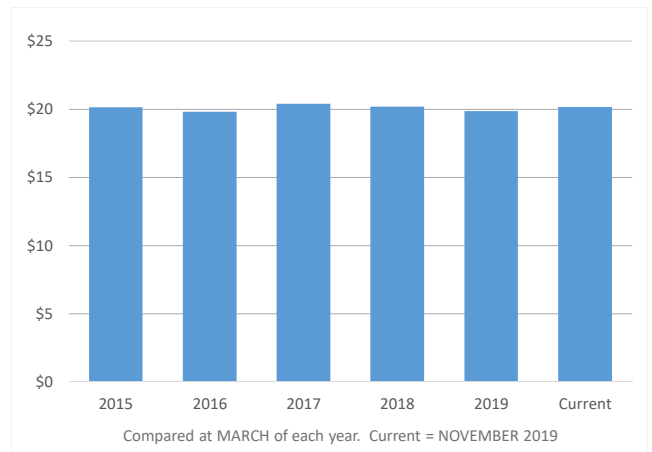


Avg. Salary Increases For Existing Full-Time Employees

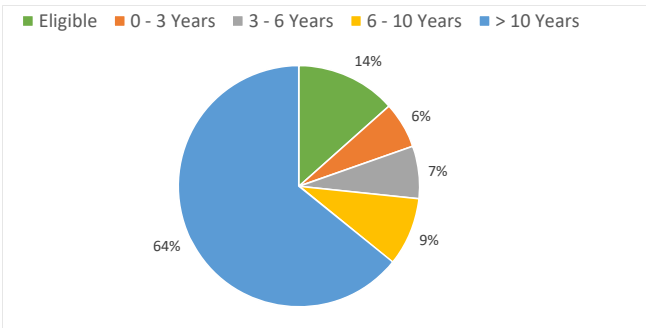
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	393	9.7%	9.7%
Sept 2017	339	12.1%	5.9%
Sept 2016	295	14.5%	4.6%
Sept 2015	265	18.6%	4.4%
Sept 2014	231	20.5%	3.8%

	Filled	Vacant	Total
R32+	519	17	536
Part	0	0	0
Temp	0	0	0

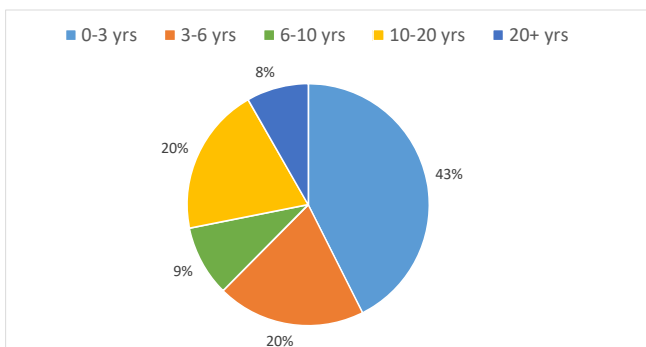
Dept. Average Hourly Base Pay Rate



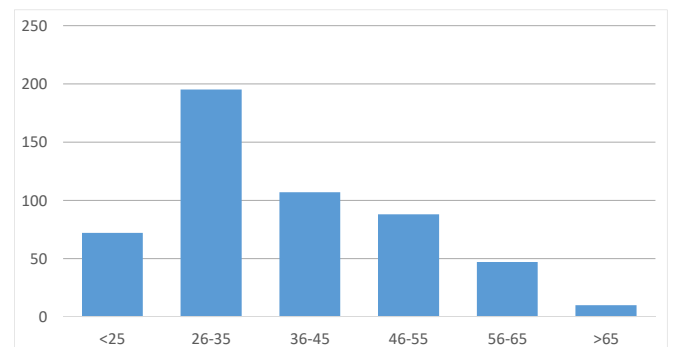
Retirement Eligibility



Employee Tenure



Number of Employees by Age

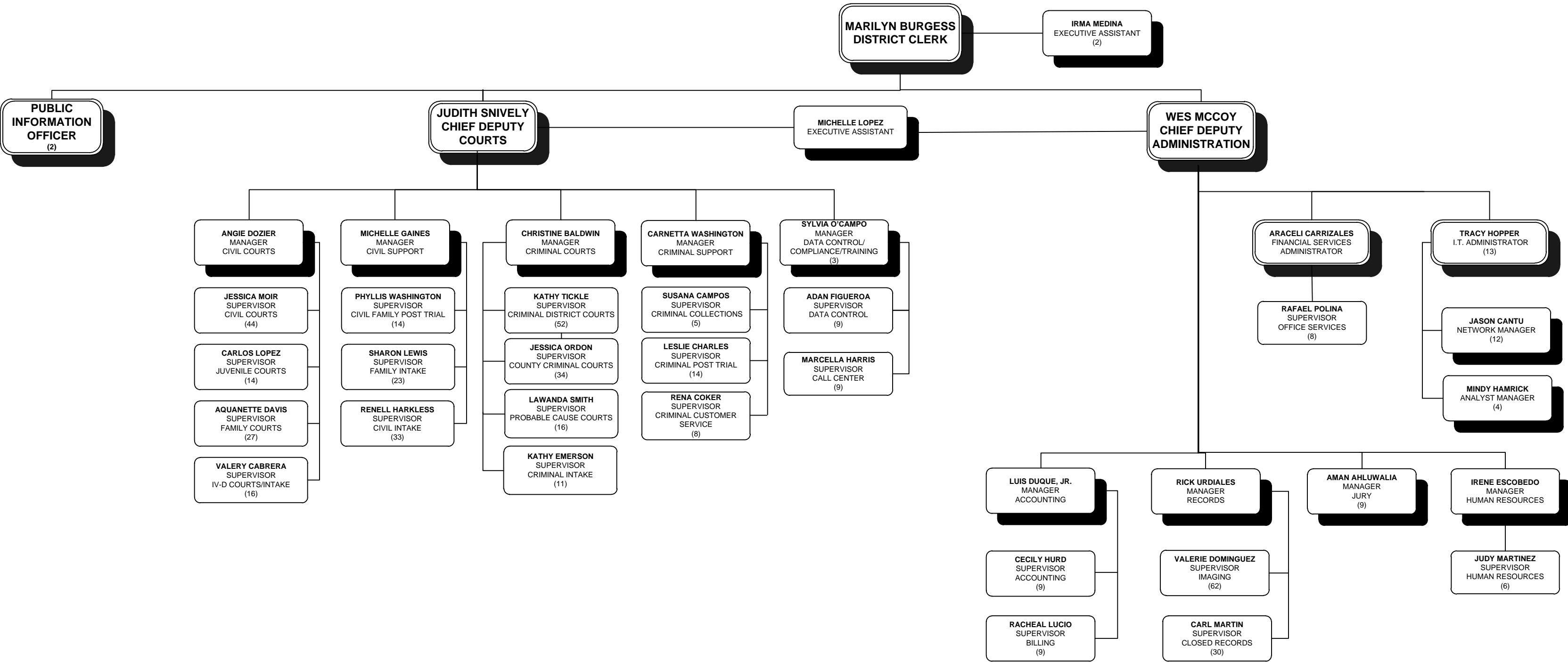




Department-Provided Information

HARRIS COUNTY DISTRICT CLERK'S OFFICE

ORGANIZATIONAL CHART



Form #1: Department Mission and Metrics

District Clerk - 550

A) Department Purpose/Mission

To provide the Judicial System and the public with information and support in the most technologically advanced methods possible by:

- Fulfilling our statutory duties as record custodian and fee officer to the best of our abilities;
- Fostering an environment for our employees that encourages the development of new ideas and the willingness to improve productivity;
- Implementing our goals and objectives with the team approach and decision making at all levels of the organization;
- And, striving to be a leader and example to other county and state agencies.

B) Discuss your department's accomplishments in the last year.

1. Criminal Justice Information System (CJIS) reporting decreased from 10 days to a 5 day turnaround which will make those convicted ineligible to purchase a fire arm.
2. When the new administration assumed office in January 2019 rejection rates for civil e-filing was running around 7% per month. In April, we put into place new review requirements and steps to be taken before a filing was rejected. Since that time our rejection rate has ranged from a high of 2.36% to a low of 1.98%. The rejection rate for the year of 2018 was 5.14% and even with our first 4 months running at 7%, our year to date rate is now 4.17% and falling. This allows cases to move along faster, offers better service to attorneys and in turn to their clients.
3. During the transition period between Election Day and assuming office on January 1, I learned there was over \$80 million on the books of uncollected civil court fees. These fees had not been billed or any effort made to collect them since 2011. As a CPA I was appalled and vowed we would bill monthly on a current basis

Form #1: Department Mission and Metrics

and go back and collect as much as financially feasible on the old past due amounts. The majority of these fees consist of fees incurred on Government Due filings by the Attorney General where the fees are assessed to the party deemed responsible in the final judgment at the conclusion of the case. I am proud to report that as of this writing we have billed \$16.8 million and collected \$2.1 in civil court fees. We will continue to work to collect the old amounts as long as it is financially productive to do so.

4. IT Accomplishments to date include:

- Electronic issuance of citations is used to send service papers back to the requestor electronically to save time, money, and congestion in the courthouse.
- Our eHearing project allows attorneys to schedule hearings online 24/7 in selected pilot courts. Additional courts and new features will be added in the coming year.
- Our new Remote Signature feature allows for defense attorneys to create accounts for their clients to remotely sign documents which decreases foot traffic in the courthouse.
- eNotices project allows the DCO to electronically send notices of the court's actions to parties of the case. We will be implementing this project in all civil courts by December 2020 saving on printing and postage.

5. IT Projects in process

- eJuror project during the first phase will allow the perspective Juror to fill out their questionnaire online and self-check into the Jury room via Kiosk. The second phase will allow the courts to order their panel in advance giving us the option to cancel excess jurors prior to appearance. The third phase will allow the Juror to block out dates they are unable to serve and the system will assign them directly to a panel electronically from remaining dates.
- Cite and Release project will allow for certain types of offenses to flow through the system without the defendant being arrested. New data elements, workflow, and documents will be programmed by the end of the year.
- Criminal Case Initiation project will allow the DA to file charges electronically. As documents are received the clerks will send data electronically to JWEB to initiate the cases. This will save time and speed up the current process.
- New DCO Website is under construction to give it an updated, more modern

Form #1: Department Mission and Metrics

look and make it mobile friendly to allow better viewing on different devices.

- Temporary Protective Orders (TPO) is an ongoing project to allow faster routing of TPO's to law enforcement and reporting to DPS to enable faster enforcement.
- Developing an integration of the Sheriff's OMS System with the DCO's case management system for the safety of our clerks and faster processing.
- Juvenile eCourts project will allow access to data electronically for the proper parties and allow Judges to have an electronic docket.
- ePleas project creates electronic pleas in criminal courts saving time, duplicate data entry, and reduce data entry errors.

C) Discuss actions taken to drive efficiency and productivity in your department.

1. We initiated a section by section internal review using the Appreciative Inquiry process. To date we have reviewed and assessed 6 out of 25 sections. The purpose is to determine better ways of accomplishing tasks more efficiently, to assess staffing levels and identify areas where more training or tools are needed to more effectively do the work of the department.
2. We had supervisors conduct performance evaluations on every one of their staff that had been with the DCO for a year or more. Merit salary increases for high performing personnel were approved and processed.
3. Increased emphasis on training for management and all employees, increased team building activities, and soliciting input from all employees.

D) Describe any new responsibilities your department assumed this year.

Criminal Intake, Criminal Probable Cause, County Criminal Courts at Law has implemented requirements of Rule 9/Bail Reform since February 2019. This reform involves processing case filings and additional bonds in an accelerated timeframe.

Accounting has taken on the responsibility of billing for all uncollected Civil Court fees on a monthly basis. This has resulted in the collection of over \$ 2 million that otherwise would not have been collected.

Additional specialty court (Gulf Coast Children's Court) staffed by our Juvenile Court clerks. Cite and Release Court to be staffed by our Criminal Court clerks by January

Form #1: Department Mission and Metrics

2020. Open Hours Court is anticipated to be established and staffed by our clerks by March 2020.

E) Specify any costs your department incurred this or last year that you won't have next year.

- The cost for the window build out for Civil Family Post Trial \$14,000.00
- The new door installation for Family intake \$7,400.00
- We anticipate a reduction in postage and printing cost of \$80,000 due to converting to the electronic notice of signed court orders. Currently these are being printed and mailed first class weekly.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

Our office works daily with a lot of statistics and supervisors, managers, and our Data Control staff monitor over 30 online reports to review performance and verify data. Our Data Control department is 100% dedicated to compliance. This team of 8 manually reviews an average of 250 judgments per day verifying data has been entered correctly utilizing the proper codes before this data is released to be shared with the Texas Justice Council, Department of Public Safety for Criminal Justice Information System (CJIS) reporting, and uploaded to our website to available for viewing by attorneys and the general public.

All electronic filings processed in our department are measured by how many filings are accepted, processed, and completed per employee. We also track monthly the number of cases filings rejected.

We track the appearance rate of jurors and have instituted a public outreach to increase appearance rates. We are working to implement an electronic jury summoning process that should dramatically increase our appearance rate.

The imaging section tracks the volume each employee images, revises, or processes on a daily, weekly or monthly basis.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired

Form #1: Department Mission and Metrics

outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

The office has created four Focus Groups to announce new office initiatives and solicit input on ways to better serve. The groups are: Judges, Attorneys, Paralegals, and the Public. Each group meets once every four months.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: **550 - District Clerk**

FY19/20 General Fund Adopted Budget:	\$36,178,000
Rollover Budget Received in FY19/20:	\$3,358,979

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Staffing Civil Courts	\$6,522,289	102	0	\$0			
2	Civil Support	\$4,202,258	71	0	\$0			
3	Staffing of Criminal Courts (Adding funding to expand Model Program to Probable Cause Court)	\$7,498,622	114	0	\$100,000	1.3%	5	Yes
4	Criminal Support	\$2,373,128	28	0	\$0			
5	Data Control/Compliance/Training/Call Center	\$1,284,467	21	1	\$70,396	5.5%	3	Yes
6	Accounting/Court Registry/Billing/Passports	\$1,334,831	19	0	\$0			
7	Imaging (Civil and Criminal)	\$1,739,223	62	12	\$628,658	36.1%	9	Yes
8	Closed Records	\$1,461,426	31	5	\$261,940	17.9%	8	Yes
9	Jury Operations	\$2,997,524	10	0	\$50,000	1.7%	6	Yes
10	Human Resources	\$941,067	8	0	\$0			
11	Office Services	\$1,062,338	9	1	\$52,388	4.9%	10	Yes
12	Information Technology-Network Support	\$856,656	13	0	\$0			
13	Information Technology-Programmers/Analysts	\$1,197,897	19	0	\$0			
14	Executive	\$2,430,081	9	0	\$0			
15	External Relations	\$276,193	3	0	\$0			

Department: **550 - District Clerk**

FY19/20 General Fund Adopted Budget: **\$36,178,000**
Rollover Budget Received in FY19/20: **\$3,358,979**

16	Bail Reform/Cite and Release Implementation (estimated 15 positions and partial equipment cost)	\$0	0	15	\$1,022,923	100.0%	1	Yes
17	Historical Documents Preservation	\$0	0	0	\$2,000,000	100.0%	11	Yes
18	Criminal E-Filing Mandate Support (2 Programmers/Analysts, 12 Senior Imaging Clerks, and 2 Data Control)	\$0	0	16	\$1,026,608	100.0%	2	Yes
19	Management Trainee Program	\$0	0	4	\$312,454	100.0%	7	Yes
20	Imaging Supervisor	\$0	0	1	\$78,114	100.0%	4	Yes
21								
22								
23								
24								
25								
26								
27								
28								
29								
30								

Department-Estimated Totals	\$36,178,000	519	55	\$5,603,481	15.5%
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* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: DISTRICT CLERK-DEPT. 550

Functional Area: #3 Staffing of Criminal Courts (Adding Model Program for Probable Cause Court)

Dept. Funding Priority #: 5

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		100,000
Other Recurring Costs		
Total Request	\$	100,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Existing Regular Staff in Probable Cause (PC) works all holidays and weekends with no additional pay. The Probable Cause Staff does not have the option to take off a holiday to spend time with their family or distressed from the regular workload.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Using the same idea of the Model Position Program in Criminal Intake to establish a similar program.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The Probable Cause Section is a 24 hours 7 days a week operation the same as the Criminal Intake Section and from input from employees and Management it is a negative impact for only one group of employees to have the option due to the lack of funding.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
By measuring the overall employee performance, decreased numbers of errors per shifts, decreased numbers of absenteeism.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Will produce an annual report as necessary to communicate the results.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
The funding is being requested for 26 pay periods for a shared position similar to the Model PCN 5506065A17 assigned and shared with various employees to assist with Criminal Intake Section.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional space needed as the Section work a shift schedule and an available space will be available with shift changes.

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: DISTRICT CLERK-DEPT. 550

Functional Area: #5 Data Control/Compliance/Training/Call Center

Dept. Funding Priority #: 3

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		70,396
Other Recurring Costs		
Total Request	\$	70,396

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The Department only has one dedicated Family/Civil Court Clerk Training Specialist responsible to train new Court Clerks for the Civil Courts.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The proposed approach is to add one more Family/Civil Court Clerk Training Specialist to split the responsibilities in training new Court Clerks for the Civil Courts.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Feedback from Management and Court Clerks has provided evidence that it is not an ideal situation for one person being the responsible trainer for a group with about 100 staff members and facing turnover which causes the Civil Courts to constantly hire new personnel that results in an increase to provide the proper training; having two trainers would create a more efficient training process by dividing the workload, better communication, understanding, and overall higher performing Clerks.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
By measuring the overall employee performance, decreased numbers of errors made by Court Clerks, decreased numbers of absenteeism, and decrease complaints by the public and Court Personnel.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Will produce an annual report as necessary to communicate the results.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
One (1) Family/Civil Court Clerk Training Specialist (PCN Functional Title), Clerk Level I (PCN Classification), corresponding base salary amount \$45,760.00. The funding is being requested for 26 pay periods.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional space needed.

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: DISTRICT CLERK-DEPT. 550

Functional Area: #7 Imaging (Civil and Criminal Services)

Dept. Funding Priority #: 9

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		628,658
Other Recurring Costs		
Total Request	\$	628,658

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The Imaging Section which provides daily support to the Civil and Criminal Courts highly depends on the Temporary Agency Personnel to meet the daily demands. Although the Temporary Personnel performs the same functions and are held to the similar standards they do not have the necessary benefits.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The proposed approach is to convert the remaining 12 Temporary Agency Personnel to Regular Positions which will give them the benefits and a salary that other employees in the same Section already have for performing the same job functions/tasks.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Feedback from Management supports the need to hire the Temporary Agency Personnel who is already trained in their processes into Regular Harris County Positions to reduce the constant turnover.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
By measuring the overall employee performance, decreased numbers of errors, decreased numbers of absenteeism, and decrease complaints by the internal and external customers and Court Personnel.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Will produce an annual report as necessary to communicate the results.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Twelve (12) Junior Clerk Positions (PCN Functional Title), Clerk Level III (PCN Classification), corresponding base salary amount for each \$31,200.00, total base salary amount for twelve (12) positions \$374,400.00. The funding is being requested for 26 pay periods.
1. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00
2. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00
3. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00
4. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00
5. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00
6. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00
7. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00
8. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00
9. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00
10. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00
11. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00
12. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional space needed.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: DISTRICT CLERK-DEPT. 550

Functional Area: #8 Closed Records

Dept. Funding Priority #: 8

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		261,940
Other Recurring Costs		
Total Request	\$	261,940

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The Closed Records Section highly depends on the Temporary Agency Personnel to meet the daily demands. Although the Temporary Personnel performs the same functions and are held to the similar standards they do not have the necessary benefits.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The proposed approach is to convert the remaining 5 Temporary Agency Personnel to Regular Positions which will give them the benefits and a salary that other employees in the same Section already have.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Feedback from Management supports the need to hire the Temporary Agency Personnel who is already trained in their processes into Regular Harris County Positions to reduce the constant turnover.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
By measuring the overall employee performance, decreased numbers of errors, decreased numbers of absenteeism, and decrease complaints by the internal and external customers.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Will produce an annual report as necessary to communicate the results.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Five (5) Junior Clerk Positions (PCN Functional Title), Clerk Level III (PCN Classification), corresponding base salary amount for each \$31,200.00, total base salary amount for five (5) Positions \$156,000.00. The funding is being requested for 26 pay periods. 1. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00 2. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00 3. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00 4. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00 5. Junior Clerk (PCN Functional Title), Clerk Level III (PCN Classification), base salary amount \$31,200.00
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional space needed.

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: DISTRICT CLERK-DEPT. 550

Functional Area: #9 Jury Operations

Dept. Funding Priority #: 6

Funding Request*:

Start-Up Costs (One-time)	\$	50,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	50,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Jury Operations includes providing the Juror Meals for those citizens answering the call, however, the current \$7.00 per meal does not provide sufficient funding.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The proposed approach is to increase the meal from \$7.00 to \$10.00 to give selected Jurors serving for more than three days more flexibility.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Feedback from Jurors as well as internal Management supports the need to allocate a higher amount dedicated to Juror meals.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
By measuring the overall attendance to answering the summons call and decrease complaints by Jurors.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Will produce an annual report as necessary to communicate the results.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
No additional positions being requested at this time.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional space needed.

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: DISTRICT CLERK-DEPT. 550

Functional Area: #11 Office Services

Dept. Funding Priority #: 10

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		52,388
Other Recurring Costs		
Total Request	\$	52,388

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The Office Services Section which provides internal services for over 500 employees for the Mailroom/Distribution and other general services including ordering and delivering inventoried materials/supplies, providing Fleet transportation as necessary, printing of special documents and projects for Communications Team and Management, highly depends on all their personnel including the Temporary Agency Personnel to meet the daily demands. Although the Temporary Personnel performs the same functions and are held to similar standards they do not have the necessary benefits.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The proposed approach is to convert one (1) Temporary Agency Personnel to a Regular Position which will give the Temporary Agency Personnel the benefits and a salary that other employees in the same Section already have.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Feedback from Management supports the need to hire the Temporary Agency Personnel who is already trained in their processes into Regular Harris County Positions to reduce the constant turnover.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
By measuring the overall employee performance, decreased numbers of errors, decreased numbers of absenteeism, and decrease complaints by the internal and external customers.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Will produce an annual report as necessary to communicate the results.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
One (1) Junior Clerk Position (PCN Functional Title), Clerk Level III (PCN Classification), corresponding base salary amount for one (1) Position \$31,200.00. The funding is being requested for 26 pay periods.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional space needed.

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: DISTRICT CLERK-DEPT. 550

Functional Area: #16 Bail Bond Reform/Cite and Release Implementation

Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	17,200
Cost of Positions (Recurring)		1,005,723
Other Recurring Costs		
Total Request	\$	1,022,923

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Our department will be affected directly with the new required functions and services required from the Bail Bond Reform/Cite and Release Implementation.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
We are requesting to be included in any plans and joint discussions/meetings in order to be fully informed and aware of all the requirements per the implementation. Due to the anticipated implementation the funding is needed for equipment and personnel.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The information for the Bail Bond Reform/Cite and Release Implementation has been given to our department by the Harris County Departments handling the program for the entire County.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
At this time there is a large number of unknown details about the new required functions and services, however, we will plan to evaluate the overall performance by employees and request feedback as necessary from other County Departments.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Will produce an annual report as necessary to communicate the results.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
<p>Estimated fifteen (15) Positions for different classification levels for an estimated base salary amount total of \$645,798.40. The estimated funding is being requested for 26 pay periods.</p> <ol style="list-style-type: none"> 1. Senior Clerk (PCN Functional Title), Clerk II (PCN Classification), base salary amount \$34,320.00 (Imaging Section) 2. Senior Clerk (PCN Functional Title), Clerk II (PCN Classification), base salary amount \$34,320.00 (Imaging Section) 3. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$34,320.00 (Imaging Section) 4. Assistant Court Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$34,320.00 (County Criminal Courts Section) 5. Assistant Court Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$34,320.00 (County Criminal Courts Section) 6. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$34,320.00 (Criminal Intake Section) 7. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$34,320.00 (Criminal Intake Section) 8. Team Leader (PCN Functional Title), Clerk Level I (PCN Classification), base salary amount \$41,600.00 (Probable Cause Section) 9. Team Leader (PCN Functional Title), Clerk Level I (PCN Classification), base salary amount \$41,600.00 (Probable Cause Section) 10. Lead Court Clerk (PCN Functional Title), Clerk Level I (PCN Classification), base salary amount \$41,600.00 (County Criminal Courts Section) 11. Lead Court Clerk (PCN Functional Title), Clerk Level I (PCN Classification), base salary amount \$41,600.00 (County Criminal Courts Section) 12. Project Analyst (PCN Functional Title), Project Analyst II (PCN Classification), base salary amount \$65,374.40 (Technical Services Section) 13. Analyst/Programmer I (PCN Functional Title), Analyst/Programmer I (PCN Classification), base salary amount \$80,184.00 (Technical Services Section) 14. Help Desk Representative II (PCN Functional Title), Help Desk Representative II (PCN Classification), base salary amount \$38,480.00 (Technical Services Section) 15. Network Engineer (PCN Functional Title), Network Engineer (PCN Classification), base salary amount \$55,120.00 (Technical Services Section)

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Existing space needs to be built-out for requested new positions.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: DISTRICT CLERK-DEPT. 550

Functional Area: #17 Historical Documents Preservation

Dept. Funding Priority #: 11

Funding Request*:

Start-Up Costs (One-time)	\$	2,000,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	2,000,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
As the statutory duty, we have the responsibility of protecting and maintaining any and all Courts records in our possession not to exclude a large number of non-preserved historical case files that unfortunately because of their age their physical appearance is deteriorating along with the historical significance to Harris County.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
At the last budget hearing for FY-2019-2020, in January 2019, our department expressed the need to take action again in the preservation of these historical documents. Since our budget hearing, the proposed approach has been to work with our Closed Records Section to provide an updated inventory list for the Purchasing Office to begin the bid process with qualified vendors. The bid process will allow our department to present the selected bid to the Budget Management Office and determine how to pay for this project and setting a goal where we can do a little at a time based availability of funds. This current request is to have funds dedicated to get the process started; however, we expect the continuation of the project and requests for funding annually.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The historical documents under the District Clerk are the original piece of information related to those named cases. There are no duplicates which means that once those historical documents vanished we lose the information they contain and there is no other way to obtain it. We have current customers that still request information directly from those historical documents which emphasizes the need to preserve them for future generations to have access to them.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
By measuring the overall final product and services that the vendor provides.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Will produce an annual report as necessary to communicate the results.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
No additional positions being requested at this time.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional space needed.

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: DISTRICT CLERK-DEPT. 550

Functional Area: #18 Criminal e-Filing Mandate Support (2 Analyst/Programmer I, 2 Data Control Clerks, and 12 Senior Imaging Clerks)

Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		1,026,608
Other Recurring Costs		
Total Request	\$	1,026,608

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The funding that was transferred to our department in 2016, to fulfill the State Criminal E-Filing Mandate along with identified related projects will run out as projected by the County Auditor's Office at the end of FY-2020, mainly affecting the salaries of 16 Regular Positions.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
We are requesting for the funding to be provided to transfer the essential personnel from the Special Fund 23H0 to the General Fund.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The personnel is essential to the continued use and support of the daily functions and services of Criminal e-Filing.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
If we are to lose the personnel we can expect daily production and support to cease as we cannot afford to lose the personnel in order to meet the demands established by the State Mandate.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Will produce an annual report as necessary to communicate the results.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Sixteen (16) Positions including 2 Analyst/Programmer I, 2 Data Control Clerks, and 12 Senior Imaging Clerks, total for sixteen (16) Positions \$634,398.00. The following base salary amount is based on the current Position Budget Report for Fund 23H0. The funding is being requested for 26 pay periods.
1. Analyst/Programmer I (PCN Functional Title), Analyst/Programmer I (PCN Classification), base salary amount \$81,120.00
2. Analyst/Programmer I (PCN Functional Title), Analyst/Programmer I (PCN Classification), base salary amount \$81,120.00
3. Team Leader (PCN Functional Title), Clerk Level I (PCN Classification), base salary amount \$40,934.00
4. Team Leader (PCN Functional Title), Clerk Level I (PCN Classification), base salary amount \$49,920.00
5. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$34,070.00
6. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$37,128.00
7. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$37,128.00
8. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$34,070.00
9. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$32,448.00
10. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$34,070.00
11. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$35,090.00
12. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$35,090.00
13. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$34,070.00
14. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$34,070.00
15. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$34,070.00

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

16. Senior Clerk (PCN Functional Title), Clerk Level II (PCN Classification), base salary amount \$32,448.00
--

G) Is additional office space needed or will existing space need to be built-out for requested new positions?
--

No additional office space needed.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: DISTRICT CLERK-DEPT. 550

Functional Area: #19 Management Trainee Program

Dept. Funding Priority #: 7

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		312,454
Other Recurring Costs		
Total Request	\$	312,454

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The Department lacks a solid group of four (4) employees who are cross-trained and prepared at any given time to filter into the various Courts and other support sections when needed.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The proposed approach is to implement a Management Trainee Program by bringing in personnel from the outside who have a degree, management experience preferably in Government/Law, professional people with skills set to fully cross-train in the various Sections and be able to filter into the Courts as well as to provide support to Management.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
This is a new approach that we want to implement to assist the overall office become more productive and increase efficiency throughout the organization.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
By measuring the overall employee performance, decreased numbers of errors made by Court Clerks, decreased numbers of absenteeism, and decrease complaints by the public and Court Personnel.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Will produce an annual report as necessary to communicate the results.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Four (4) Management Trainee Positions (PCN Functional Title), Supervisor I (PCN Classification), corresponding base salary amount for each \$52,000.00, total base salary amount for four (4) positions \$208,000. The funding is being requested for 26 pay periods.
1. Management Trainee Position (PCN Functional Title), Supervisor I (PCN Classification), base salary amount \$52,000.00.
2. Management Trainee Position (PCN Functional Title), Supervisor I (PCN Classification), base salary amount \$52,000.00.
3. Management Trainee Position (PCN Functional Title), Supervisor I (PCN Classification), base salary amount \$52,000.00.
4. Management Trainee Position (PCN Functional Title), Supervisor I (PCN Classification), base salary amount \$52,000.00.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional space needed.

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: DISTRICT CLERK-DEPT. 550

Functional Area: #20 Imaging Supervisor

Dept. Funding Priority #: 4

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		78,114
Other Recurring Costs		
Total Request	\$	78,114

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The Department only has one dedicated Imaging Supervisor who trains and supervises the overall daily operations of a group of over 75 Imaging Clerks at any given time including 12 Temporary Agency Personnel.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The proposed approach is to one additional Supervisor to split the management responsibilities. One supervisor will be assigned to Civil side and the other to the Criminal.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Feedback from Management has provided evidence that it is not an ideal situation for one person to continue having the full responsibility for 75 or more staff members at a given time.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
By measuring the overall employee performance, increasing the turnaround time when meeting requests, decreased numbers of errors made by Clerks, meeting daily and weekly quotas.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Will produce an annual report as necessary to communicate the results.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
One (1) Supervisor, Imaging Position (PCN Functional Title), Supervisor I (PCN Classification), corresponding base salary amount for each \$52,000.00. The funding is being requested for 26 pay periods.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional space needed.

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

605-PRETRIAL SERVICES

Data as of: 11/11/2019

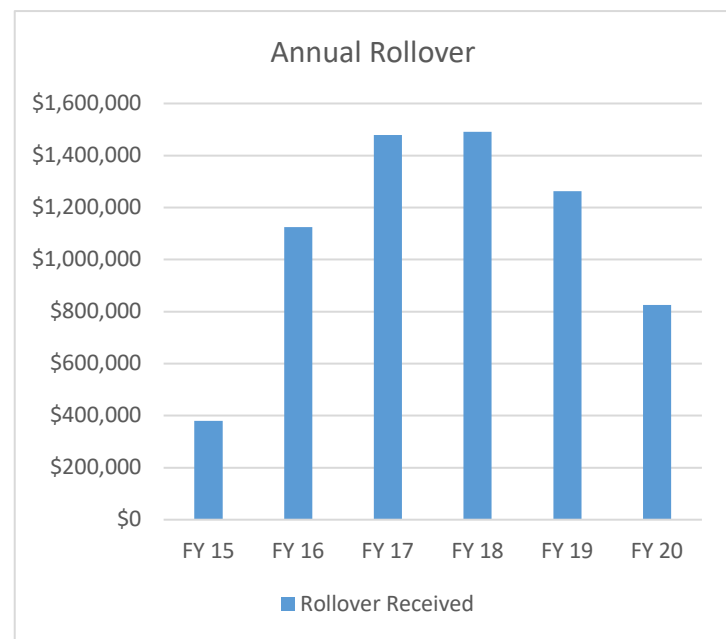
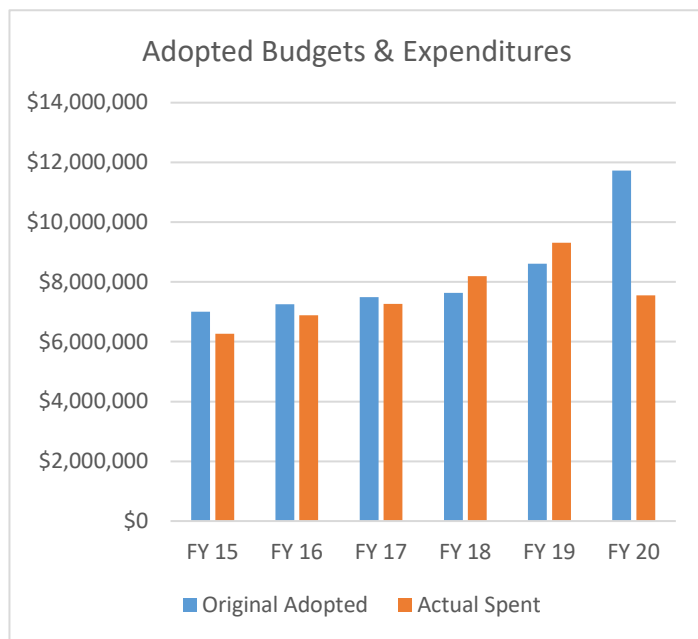
Avg. Annual Budget Increase Last 5 Years: 10.9%

FY 20 Adopted Budget Per Capita (Harris County): \$2.50

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$7,000,000	\$7,250,000	\$7,491,000	\$7,640,000	\$8,608,000	\$11,732,000
Final Adjusted	\$7,396,090	\$8,374,494	\$8,761,739	\$9,496,148	\$10,203,950	\$12,558,020
Rollover Received	\$379,895	\$1,124,494	\$1,478,867	\$1,491,533	\$1,262,600	\$826,020
Rollover % of Adopted	5%	16%	20%	20%	15%	7%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$6,042,315	\$6,673,668	\$7,056,051	\$7,874,217	\$8,900,902	\$7,070,201
Non-Labor/Transfers	\$219,932	\$211,322	\$205,109	\$319,068	\$416,508	\$487,135
Actual Spent	\$6,262,247	\$6,884,990	\$7,261,160	\$8,193,285	\$9,317,411	\$7,557,337



FY20 Rollover as a % of FY20 Adopted Budget: 7.0%

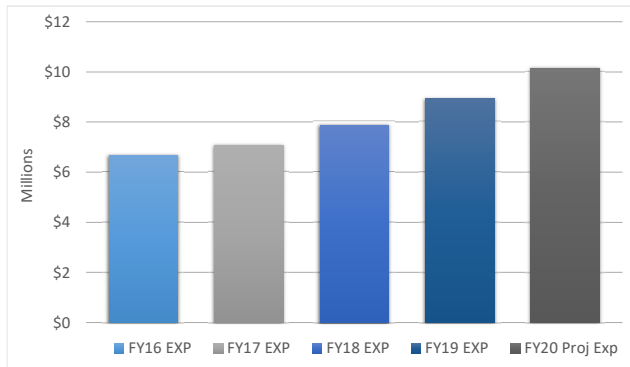
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$34,000	\$10,376
8001-MISC FOUNDATIONS GRANTS	0	\$34,000	\$10,376

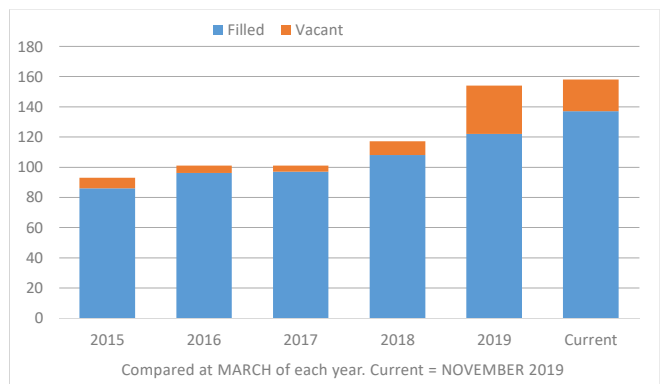
PERSONNEL SUMMARY FOR PRETRIAL SERVICES

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

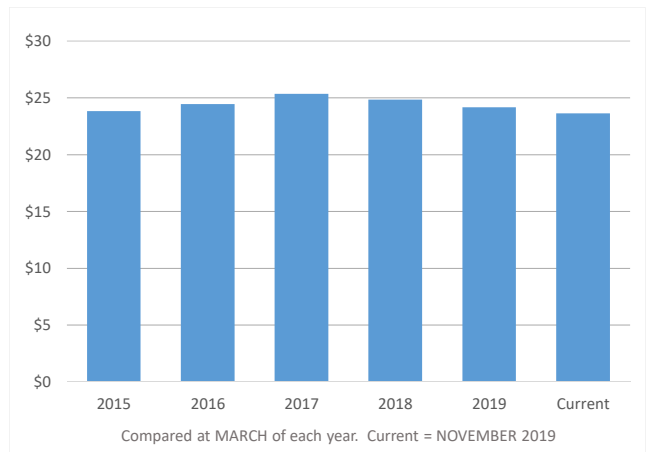


Avg. Salary Increases For Existing Full-Time Employees

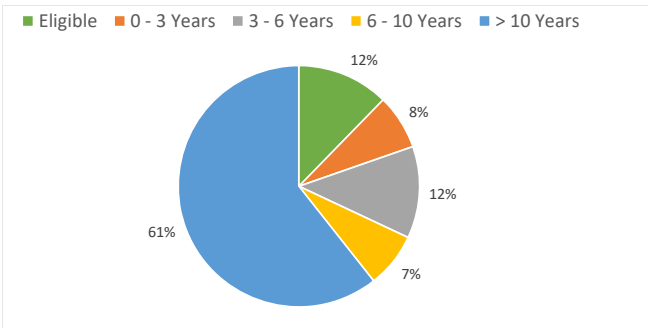
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	92	4.1%	4.1%
Sept 2017	81	7.6%	3.7%
Sept 2016	62	9.0%	2.9%
Sept 2015	55	13.9%	3.3%
Sept 2014	51	24.7%	4.5%

	Filled	Vacant	Total
R32+	137	17	154
Part	0	4	4
Temp	0	0	0

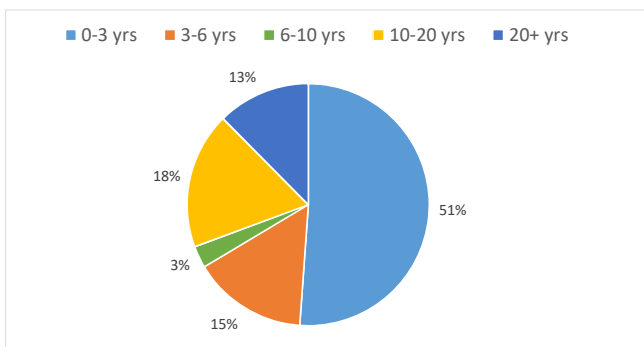
Dept. Average Hourly Base Pay Rate



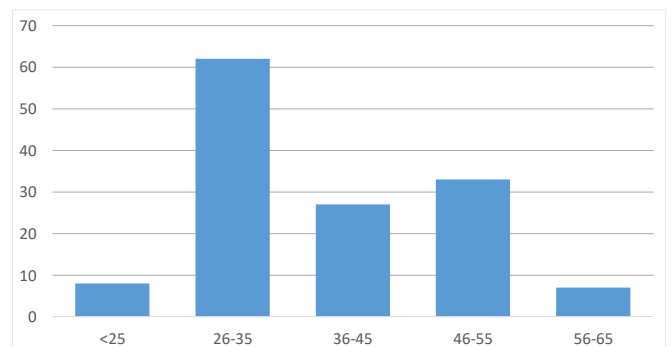
Retirement Eligibility



Employee Tenure



Number of Employees by Age



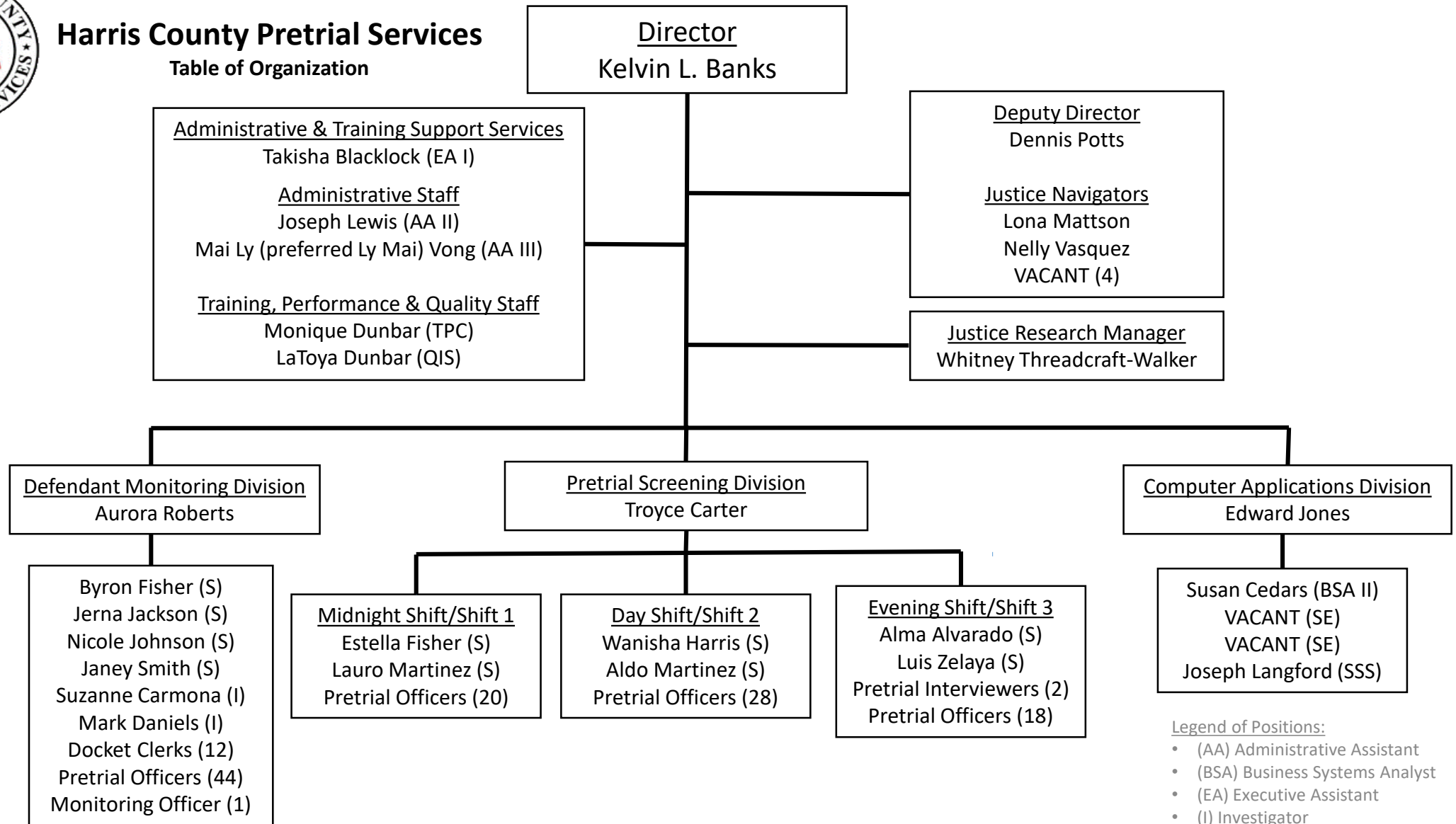


Department-Provided Information



Harris County Pretrial Services

Table of Organization



Legend of Positions:

- (AA) Administrative Assistant
- (BSA) Business Systems Analyst
- (EA) Executive Assistant
- (I) Investigator
- (QIS) Quality Improvement Specialist
- (SE) Software Engineer
- (S) Supervisor
- (SSS) System Support Specialist
- (TPC) Training & Performance Coordinator

2019 Approved Annual Budget: \$11,732,000

Revised 9/6/19

158 Approved Positions

Form #1: Department Mission and Metrics

Pretrial Services - 605

A) Department Purpose/Mission

Harris County Pretrial Services (HCPS) has two major purposes. The first purpose is to assess a defendant's risk of pretrial failure. To fulfill this purpose, HCPS gathers pertinent defendant information that may have a bearing on their pretrial compliance and provide this information to the courts. The second purpose is to manage defendants' risk while they are on pretrial release in the community. HCPS manages defendants' risk by providing supervision aligned with best-practices and research to ensure: 1) their appearance at all scheduled court hearings, 2) their compliance with personal bond release conditions, and 3) reduction of the probability of new criminal activity. The pretrial stage ranges from arrest to the conviction, acquittal or dismissal of criminal charges.

Aligned with the purpose, the mission of HCPS is to provide accurate and timely information to assist the judicial officers in Harris County with making informed pretrial release decisions and to monitor defendants released on bond to promote compliance with court orders, court appearances, and to support public safety.

B) Discuss your department's accomplishments in the last year.

The department's accomplishments in the last year include:

- Assessed to be a highly-functioning pretrial services agency by Pretrial Justice Institute¹
- 93% Public Safety Assessment accuracy rate for CY 2018²
- 98% Bond Scheduled accuracy rate for CY 2018
- 93% Eligible staff completed annual training hours
- Celebrated tenured-staff with over 10 years of service
- Celebrated staff with less than 10 years of service
- Transitioned into the Joint Processing Center to improve operational efficiencies.

¹ Pretrial Justice Institute (July 2019) *Harris County Pretrial Justice Infrastructure Review*.

² Harris County Pretrial Services Annual Report (2019) Retrieved from <https://pretrial.harriscountytexas.gov/Pages/Annual-Reports.aspx>.

C) Discuss actions taken to drive efficiency and productivity in your department.

The following actions were taken to drive efficiency and productivity:

Form #1: Department Mission and Metrics

- Received Capital Improvement Program funding and engaged a software vendor to replace the 20-year-old case management system to improve staff efficiency, productivity, and effectiveness through technology.
- Implemented new Annual Performance Evaluation for staff.
- Expanded the duties of the Training & Performance Coordinator to establish performance metrics for staff.
- Expanded the duties of the Quality Improvement Specialist to assess staff performance.
- Received approval for a Justice Research Manager position to conduct and remain abreast of empirical research to support HCPS's goal of continual improvements.
- Staff acknowledgements for Employee of the Month

D) Describe any new responsibilities your department assumed this year.

At the behest of the CJC Tenant Committee and with approval of Commissioners Court, Pretrial Services took responsibility for expansion of the Justice Navigator program to two additional buildings in the courthouse complex. Two full-time positions and two part-time positions were approved for this purpose.

E) Specify any costs your department incurred this or last year that you won't have next year.

With the implementation of a broader County effort to provide SMS court reminder text notifications to defendants, HCPS expects to lessen or eliminate costs associated with that function.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

The key measurements used by Pretrial Services to evaluate internal performance are as follows:

- Pretrial defendant interviews completed
 - 40,293 (FY 2019)
 - 22,846 (FYTD 2020)
- Public Safety Assessment risk tools completed
 - 80,536 (FY 2019)
 - 23,402 (FYTD 2020)
- Public Safety Assessment accuracy rate
 - 92.9% (FY 2019)
 - 86.8% (FYTD 2020)

Form #1: Department Mission and Metrics

- Bond Schedule accuracy rate
 - 99% (FY 2019)
 - 94% (FYTD 2020)
- Pretrial defendants supervised by HCPS
 - 11,230 (October 31, 2018)
 - 13,891 (October 31, 2019)
- Defendant Monitoring Division pretrial officer caseload ratio
 - 1:468 (October 2018)
 - 1:302 (October 2019)

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

The key measurements used by Pretrial Services to evaluate desired outcomes are as follows:

- Appearance Rate (Failure to Appear rate): 77% (23%)³
- Safety Rate (New Criminal Activity rate): 96% (4%)⁴
- Percentage of increase since January 2015:
 - From January 2015 through October 2019, the client population increased by 533% (increasing from 2,193 to 13,891)
 - The client population increased by 122% for the twelve months ending in October 2018
 - The client population increased by 24% for the twelve months ending in October 2019

³ Harris County Pretrial Services Annual Report (2019) Retrieved from <https://pretrial.harriscountytexas.gov/Pages/Annual-Reports.aspx>

⁴ Harris County Pretrial Services Annual Report (2019) Retrieved from <https://pretrial.harriscountytexas.gov/Pages/Annual-Reports.aspx>

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department:

605 - Pretrial Services

FY19/20 General Fund Adopted Budget: **\$11,732,000**

Rollover Budget Received in FY19/20: **\$826,020**

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Administration - Human Resources functions, training and performance functions, vision, policy, research, facilities oversight and maintenance, budgeting, accounts payable, office supplies, Justice Navigator program.	\$965,291	13	0	\$0	0.0%		No
2	Computer Applications - Information technology software and maintenance services, operations statistics, software development.	\$371,266	5	1	\$81,048	21.8%	3	Yes
3	Pretrial Screening - Risk assessments and interviews for people charged with new Class A or B misdemeanor or felony charges, compilation of criminal history information, presentation of risk assessment and Defendant Report information to Criminal Law Hearing Officers (24/7/365) and assigned judges (business hours), staffing of the Joint Processing Center (24/7/365), staffing of District Attorney Intake and preparation of bond schedule information (24/7/365), staffing of the courts and response to court requests for Pretrial Services-related purposes (business hours).	\$5,494,734	74	35	\$2,621,344	47.7%	1	Yes
4	Defendant Monitoring - Intake and supervision services for people released to HCPS supervision on an unsecured bond, reporting of compliance information to the courts, location of fugitive supervisees to resolve warrants. Division staff also monitor client compliance with drug testing, electronic monitoring, ignition interlock devices, and other bond conditions.	\$4,900,709	66	27	\$1,857,264	37.9%	2	Yes
5								
6								
7								
8								
Department-Estimated Totals		\$11,732,000	158	63	\$4,559,656	38.9%		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: PRETRIAL SERVICES

Functional Area: Pretrial Screening Division
Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	312,280
Cost of Positions (Recurring)	\$	2,179,866
Other Recurring Costs	\$	0
Total Request	\$	2,492,146

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
<p>As Harris County continues make strides towards comprehensive bail reform, there is an increasing demand for Pretrial Services to facilitate unsecured personal bond releases. Since 2015, there has been a 533% increase in unsecured personal bond releases placed under Pretrial Services' supervision. Although staffing demands have been addressed in the 24-hour Pretrial Screening Division at the Joint Processing Center for the Probable Cause Hearings, there is an increasing demand for additional staff in the Pretrial Screening Division assigned to the County Criminal Courts at Law (CCCL) and the criminal District Courts (DC). There are sixteen (16) CCCL courtrooms located in the Criminal Justice Center and twenty-two (22) criminal DC courtrooms in the Criminal Justice Center and the Civil Courthouse. Presently there are only seven (7) Pretrial Officers (PTO) assigned to respond in-person to all thirty-eight (38) CCCL and DC courtrooms, located in two different buildings on multiple floors. With the increase in demand and logistical barriers, there is a delay in response-time to the courtrooms. These delays impact the timely release of defendants and increase the time-on-task for PTOs responding to multiple courtrooms in multiple locations.</p>
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
<p>The proposed approach is to assign a PTO to each of the 38 CCCL and DC courtrooms. The PTOs will transition from being centralized in Pretrial Services and be decentralized to be onsite in each courtroom. The proposed PTO positions would continue to process defendants being granted personal bonds by the courts, and would also be able – by leveraging technology - to more timely transmit documents, process amended orders, and present compliance reports to the courts. The latter ability would better serve the courts and would obviate much of the need to have multiple staff completing tasks moving between two-buildings and multiple floors.</p>
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
<p>As aforementioned, there has been a 533% increase in unsecured personal releases placed under Pretrial Services' supervision. Specifically as of 10/31/19, 13,891 defendants are under Pretrial Services' supervision. Each unsecured personal bond release is facilitated by a PTO in the Pretrial Screening Division. With seven (7) PTOs servicing thirty-eight (38) courtrooms there have been delays in facilitating the unsecured personal bond releases in the assigned courtrooms. The American Bar Association¹ has several pretrial standards that include <i>prompt</i> and <i>timely</i> information being provided to the courts during pretrial release stage of a case. Pretrial Services' mission statement includes the sharing of <i>timely</i> and <i>accurate</i> information to inform the pretrial release decision.</p>
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
<p>Nearly all of the CCCL and DC judges have expressed concerns about delays and the desire for PTOs to be onsite in their respective courtrooms to provide various pretrial-related services. In this instance, the respective courts are customers of Pretrial Services. Thus, this proposed approach can be evaluated by providing the judges with a customer service evaluation of the services being provided to them using a quasi-experimental design.</p>
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
<p>Customer service evaluations will be conducted through the year with results provided to Commissioners Court upon request and as part of the department's annual report.</p>

¹ American Bar Association-Criminal Justice Section Standards –Pretrial Release retrieved from

https://www.americanbar.org/groups/criminal_justice/publications/criminal_justice_section_archive/crimjust_standards_pretrialrelease_blk/

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

We are respectfully requesting thirty-one (31) new Pretrial Officer positions and two (2) Supervisor II positions. This proposal would require reallocation of the seven (7) existing Pretrial Officer positions for a total of thirty-eight (38) PTO positions (one for each CCCL and DC courtroom). The base salary for each of the 31 Pretrial Officer positions is \$19.45 per hour (\$64,599 annually, including benefits). The base salary for each of the 2 Supervisor II positions is \$28.75 per hour (\$88,649 annually, including benefits). Funding is requested for 26 pay periods.

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

The CCCL and DC Judges have committed to providing PTOs workspace in their respective courtrooms. Therefore, there is no need for additional space, but there may be a need for minimal renovations in existing courtrooms. These positions and locations will require additional computer, telephone, and furniture equipment with an expected cost of \$312,280.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Pretrial Services**

Functional Area: Pretrial Screening Division

Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	0
Cost of Positions (Recurring)		129,198
Other Recurring Costs		0
Total Request	\$	129,198

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
HCPS currently has two part-time Pretrial Interviewer positions. The duties and hours of the positions restrict their ability to perform certain tasks required of Pretrial Officer positions (including criminal history inquiries), and also restrict where and how the positions can be used.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
HCPS proposes to transition the existing two part-time positions to two full-time positions that are not encumbered by the above restrictions. The employees in those positions can be trained to perform all tasks performed by full-time pretrial officers, and could better support the department's mission.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
N/A
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
N/A
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
N/A
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
We are respectfully requesting two (2) new full-time Pretrial Officer positions in exchange for two (2) existing part-time Pretrial Interviewer positions. The base salary for a Pretrial Officer position is \$19.45 per hour (\$64,599 annually, including benefits). Funding is requested for 26 pay periods.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
HCPS does not anticipate needing additional space.

****Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: Pretrial Services

Functional Area: Defendant Monitoring Division
Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	8,771
Cost of Positions (Recurring)		1,727,673
Other Recurring Costs		0
Total Request	\$	1,736,444

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
<p>Since January 2015, Pretrial Services has experienced a 533% increase in the number of unsecured personal bond releases placed under its supervision. As of October 2019, the active number of Pretrial Services clients has grown to 13,891. With ongoing efforts toward comprehensive bail reform, the number is expected to increase substantially. Currently, 46 pretrial officers (PTO) supervise these clients, but the high caseload ratio (302:1) affects the pretrial officers' ability to consistently and effectively provide quality services. This is particularly true as demands on PTO time increase with the rising number of defendants required to submit to electronic monitoring, drug testing, and ignition interlock monitoring.</p>
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
<p>The proposed approach is to increase the number of PTOs in the Defendant Monitoring Division by twenty-four (24), which will reduce the caseload ratio (based on the current population) to 198:1.¹ While still high, caseload ratio reduction is expected to allow for increased focus on supervision of clients with specified conditions, particularly those involving supervision technology, helping clients locate needed services, increased vigilance in identifying and reporting violations to the courts, and improving the appearance rate and public safety rate.</p>
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
<p>While published reports of pretrial supervision caseload ratios are difficult to locate, a caseload ratio of 198:1 remains well above published ratios in similar criminal justice settings. In one published example, the District of Columbia's Court Services and Offender Supervision Agency (CSOSA) reported General Supervision (non-specialized) caseload ratios not exceeding 50:1 in 2017 and 2018.² Generally, the American Probation and Parole Association APPA has noted the difficulty in determining appropriate caseload ratios. In a 2006 report, the APPA suggested a supervision caseload ratio of 200:1 for low-risk adults, with lesser ratios for adults considered to be at medium or high risk, based on risk, offense type, and criminogenic needs.³</p>
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
<p>This approach can be evaluated in part by providing the judges of the County and District criminal court with a customer service evaluation of the services being provided to them. An appropriate metric may be the time elapsed between behavior that is considered a violation and transmittal of a Bond Compliance Report to the affected court.</p>
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
<p>Results of evaluations conducted throughout the year and metric results will be provided to Commissioners Court on request and as part of the department's annual report.</p>
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
<p>We are respectfully requesting twenty-four (24) new Pretrial Officer positions and two (2) Supervisor II positions. The base salary for each Pretrial Officer position is \$19.45 per hour (\$64,599 annually, including benefits). The base salary for a Supervisor II position is \$28.75 per hour (\$88,649 annually, including benefits). Funding is requested for 26 pay periods.</p>

¹ The need to meet HCPS staffing and caseload ratio needs based on increases in the number of clients under supervision was identified as a goal in the HCPS budget submission for FY 2020.

² CSOSA Community Supervision Program: Congressional Budget Justification and Performance Plan/Report Fiscal Year 2020, P. 52 (03/18/2019), retrieved from <https://www.csosa.gov/wp-content/uploads/bsk-pdf-manager/2019/03/CSP-FY-2020-CBJ-Performance-Budget-Request-3-18-2019.pdf>.

³ American Probation and Parole Association, Caseload Standards for Probation and Parole (09/2006), retrieved from https://www.appa-net.org/eweb/docs/APPA/stances/ip_CSPP.pdf.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

HCPS does not anticipate needing additional space, but there may be a need for renovation of existing workspaces. These positions will require additional computer, telephone, and furniture equipment with an expected cost of \$8,771.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Pretrial Services**

Functional Area: Defendant Monitoring Division
 Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)	\$	120,820
Other Recurring Costs		
Total Request	\$	120,820

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
<p>HCPS conducts urine specimen collection for laboratory drug testing purposes with clients ordered to submit to such testing. Prior to the introduction of temporary employees to assist the lone Monitoring Officer, only one restroom was available for this purpose and Pretrial Officers were taken from their normal tasks to assist in the Monitoring Officer's absence. To increase specimen collection capacity and reduce wait times for clients ordered to submit to drug testing, and to reduce reliance on Pretrial Officers to fill-in, HCPS paid for buildout of a second restroom for the purpose and hired two (2) temporary employees to assist the Monitoring Officer. In recent months, specimen collection counts have continued to increase, affirming that the additional staff will continue to be needed.</p>
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
<p>The proposed approach is to increase the number of full-time monitoring officers by two (2), and to transition the now-experienced temporary employees into the new positions at the earliest opportunity. It is expected that doing so will continue to meet demand with experienced staff, to keep client wait times to a minimum, and to keep Pretrial Officers on task.</p>
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
<p>For the six months ending in September 2019, HCPS has experienced a 60% increase in the number of specimen collections conducted. In September 2019, the average daily number of collections was 102, but the actual daily number fluctuates and sometimes exceeds 150. Even without further increases in number, HCPS expects to conduct a minimum of 25,000 specimen collections in FY 2021, but given the current trend that number is expected to be substantially higher. During the same six-month period ending in September 2019, the number of HCPS felony clients (the group most often ordered to submit to drug testing) increased by 35%, and that upward trend continued with an additional 6% increase through October 2019.</p>
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
<p>HCPS will continue to collect data regarding the number of specimen collections completed and the number of laboratory tests conducted. HCPS also will assess the wait times for clients and determine whether additional changes are needed to optimize the collection process.</p>
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
<p>Metric results will be provided to Commissioners Court on request and as part of the department's annual report.</p>
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
<p>We are respectfully requesting two (2) new Monitoring Officer positions. The base salary for each Monitoring Officer position is \$17.83 per hour (\$60,410 annually, including benefits). Funding is requested for 26 pay periods.</p>
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
<p>HCPS does not anticipate needing additional space.</p>

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Pretrial Services**

Functional Area: Computer Applications Division
 Dept. Funding Priority #: 3

Funding Request*:

Start-Up Costs (One-time)	\$	4,682
Cost of Positions (Recurring)	\$	76,366
Other Recurring Costs	\$	0
Total Request	\$	81,048

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Requested increases to the number of employees are accompanied by an increased number of computers and peripheral equipment to maintain. The current System Support Specialist struggles to maintain all department computer equipment and support the users. The possible addition of sufficient workstations to equip the requested positions is expected to render impossible one employee's ability to properly maintain the computer equipment necessary to the department's operations.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The proposed approach is to increase the number of System Support Specialists by one (1), which is expected to ensure proper maintenance of the department's computer equipment.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Currently, the lone System Support Specialist is responsible for maintaining 155 workstations and providing support to 158 users in four buildings (i.e., 1201 Franklin, 1301 Franklin, 102 San Jacinto, and 700 N. San Jacinto) on multiple shifts. The additional positions requested for FY 2021 are expected to add approximately 80 additional workstations and 60 additional users, which include computers, printers, scanners, and telephones.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
N/A
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
N/A
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
We are respectfully requesting one (1) new System Support Specialist position. The base salary for a System Support Specialist position is \$24.00 per hour (\$76,366 annually, including benefits). Funding is requested for 26 pay periods.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
HCPS does not anticipate needing additional space. This position will require additional computer equipment and furniture with an expected cost of \$4,682.

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*



HARRIS COUNTY PRETRIAL SERVICES

KELVIN L. BANKS
Director of Pretrial Services

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November 11, 2019

Honorable County Judge Hidalgo and Members of the Commissioners Court
Harris County Administration Building
1001 Preston Avenue
Houston, TX 77002

RE: Harris County Pretrial Services Budget Questions Response

Greetings County Judge and Commissioners,

Below is Harris County Pretrial Services (HCPS) response posed by the County Judge for the upcoming budget hearing.

Questions:

- 1. What are the metrics you use to evaluate the performance and results of PTS's individual programs/services (i.e., whether they are successful)? How do you measure these metrics?**
 - a. Based on the National Institute of Correction's publication entitled *Measuring What Matters: Outcome and Performance Measures for the Pretrial Services Field*¹ and the Arnold Venture's LLC Public Safety Assessment² fidelity standards, below are examples of metrics that HCPS has implemented:
 - i. Performance Metrics:
 1. Universal Screening: The percentage of defendants eligible for release for whom a risk assessment is conducted.
 2. Recommendation Rate: The rate at which HCPS follows its risk assessment criteria when recommending release.
 3. Response to Defendant Conduct: The rate at which supervision officers respond appropriately to compliance and noncompliance with conditions.
 4. Pretrial Intervention Rate:
 - a. The rate at which fugitive defendants self-surrender to HCPS, law enforcement, or the courts after being advised to do so by HCPS.
 - b. The number of fugitive arrests brought about by HCPS staff.
 5. Public Safety Assessment Accurate Rate: The rate of 100% accuracy for completed risk assessments.

¹ National Institute of Corrections (2011) *Measuring What Matters: Outcome and Performance Measures for the Pretrial Services Field*. Pretrial Executive Network. Washington, DC

² Arnold Ventures LLC's Public Safety Assessment accuracy standards.

6. Bond Schedule Accuracy Rate: The rate of 100% accuracy for completed bond schedules.
 - ii. Outcome Metrics:
 1. Appearance Rate: The percentage of supervised defendants who make all scheduled court appearances.
 2. Safety Rate: The percentage of supervised defendants who do not engage in new criminal activity during the pretrial period.
 3. Concurrence Rate: The percentage of release decisions that correspond to supervision recommendations.
 4. Success Rate: The percentage of supervised defendants who are not revoked for technical violations, who appear in court for all required court appearances, and who do not engage in new criminal activity during the pretrial supervision period.
 - iii. Mission-Critical Data
 1. Count of pretrial interviews
 2. Count of risk assessments completed
 3. Count of defendants released by release type (i.e., personal bond, general order bond) and condition
 4. Time from nonfinancial release order to start of pretrial supervision
 5. Count of defendants supervised by the HCPS
 6. Supervision Caseload Ratio
 7. Count of differential risk levels of supervised defendants
 8. Count of defendants by supervision condition
 9. Time on pretrial supervision (e.g., median, minimum, maximum) by court division
- 2. Do you track the performance and results of individual PTS programs/services from year-to-year? Please provide a recent example of how you have (or are planning to) use historical data to improve or phase out an existing program/service.**
- a. HCPS captures performance and outcome measure in the annual reports.
 - i. For example from the 2018 HCPS Annual Report³ the appearance rate was 77%. This data is continually being assess to uncover why 23% of defendants have failed to appear at their court hearings.
 1. To further assess the underlying causation, HCPS submitted an application to Arnold Ventures LLC for their Request for Proposal to Conduct Research on Improving Pretrial Court Appearance using Innovation grant opportunity.⁴
 - a. HCPS has vetted through several stages of approvals while making revisions to the proposal since December of 2018, with the final version being submitted in November of 2019.

³ Harris County Pretrial Services Annual Report (2019) Retrieved from <https://pretrial.harriscountytexas.gov/Pages/Annual-Reports.aspx>

⁴ Arnold Ventures LLC (2019) REQUEST FOR PROPOSALS to Conduct Research on Improving Pretrial Court Appearance. Retrieved from <https://craftmediabucket.s3.amazonaws.com/uploads/RFP-to-Conduct-Research-on-Improving-Court-Appearance-QA.pdf>

- 3. What are the top 2-3 most impactful programs/services PTS provides?**
- a. What makes each of these programs/services particularly impactful?**
 - b. How do each of these programs/services promote one or more of PTS's high-level objectives?**
 - i. HCPS two most impactful services are conducted through our Pretrial Screening and Defendant Monitoring respective Divisions.
 - 1. The Pretrial Screening Division provides accurate and timely information the judges to inform the pretrial release decision. Although the annual booking are declining, this service is provided for approximately 84,000 misdemeanor and felony defendants.
 - a. For felony defendants, this include conducting a criminal history check, completing the Public Safety Assessment, completing the bond schedule, completing the pretrial interview and presenting the information to the judge.
 - b. For misdemeanor defendants, this includes following the guidelines in Local Rule 9 to facilitate the release of pretrial defendants.
 - c. Once approved, HCPS facilitates the release of all unsecured personal and general bonds releases.
 - 2. The Defendant Monitoring Division supervises defendants released on unsecured personal and general bonds that are ordered to HCPS.
 - a. The HCPS supervised defendant population has increased by 533% from January 2015 to October of 2019.
 - b. Specifically, 13,891 defendant were under HCPS supervision as of October 31, 2019.
 - c. Although this is an impactful service, the present caseload ratio of 1:300 (One (1) Pretrial Officer supervising 300 hundred defendants) does not put our staff in the best position to efficiently and effective supervise our defendants.
 - i. We are requesting twenty-four (24) new Pretrial Officer positions and a few additional supporting staff. This would bring our case ratio to 1:200.
 - ii. Both of these services are aligned with HCPS' mission statement.
- 4. Provide examples of 2-3 programs that have been less impactful than expected, or for which you are uncertain about the impact that the program is having.**
- a. Why do you think these programs were less impactful than expected?**
 - b. Will PTS continue to provide any of these programs in FY2020-21? If so, what is your plan to improve their impact?**
 - i. HCPS two least impactful services are the timely recording and dissemination of data and facilitate the unsecured personal bond releases in the assigned courts.
 - 1. With the planned technology improvements, including the implementation of the new case management, the capturing and reporting of data will be greatly improved.
 - 2. HCPS is requesting additional staff to address the facilitation of unsecured personal bonds in the assigned court. There are currently seven (7) Pretrial Officers covering sixteen (16) County Criminal Court at Law and twenty-two (22) criminal District Courts, for a total of thirty-

eight (38) courtrooms. We are requesting thirty-one (31) new Pretrial Officer positions that will be assigned and housed in each courtroom.

5. Are there any key milestones or accomplishments PTS plans to achieve in FY2020-21?

a. When was work on these key milestones or accomplishments initiated?

- Replacement of the HCPS case management system.
 - This was original initiated in 2015.
- Relocation of the Defendant Monitoring Division to the renovated Peden Building.
 - This was initiated in 2019.

b. What is the estimated completion date for these milestones or accomplishments?

- Replacement of the HCPS case management system – Q2 2020
- Relocation of the Defendant Monitoring Division to the renovated Peden Building – Q4 2021

6. How does PTS balance using outside contractors with increasing the department's own internal capacity to manage programs?

- a. Currently, HCPS utilizes contractors to provide drug/alcohol testing and electronic monitoring services. Consistent with the provisions of the O'Donnell consent decree, HCPS is also arranging to contract with one or more ignition interlock vendors to provide services.
- i. All of these a services have unique offering that cannot be completed internally.

7. How does PTS approach coordination and collaboration with other County departments in carrying out its work? Please provide an example of how the PTS collaborated with another County department to reduce duplication of resources.

- a. HCPS eagerly coordinates and collaborates with other County Departments.
- i. HCPS provide services to all courts including the County Criminal Court at Law, criminal District Court and the Probable Cause Court.
- ii. HCPS coordinates its risk assessment efforts with the District Attorney's Office.
- iii. HCPS coordinates and collaborates with the Harris County Sheriff's Department in its work related to probable cause hearings and release of bonded defendants at the earliest possible time.
- iv. HCPS collaborated with Harris County Purchasing, the Juvenile Probation Department, and the Community Supervision and Corrections Department in the RFP process to select an electronic monitoring vendor.

8. Is there a staffing plan for all PTS programs? How does the money requested for next year's budget fit with this staffing plan?

- a. HCPS has a staffing plan that include a request for additional staff to address the increasing demand in the upcoming budget.
- i. New staff request for the Pretrial Screening Division:
1. Pretrial Officers(31)
 2. Shift Supervisors (2)
- ii. New staff request for the Defendant Monitoring Division:
1. Twenty-four (24) Pretrial Officers
 2. Shift Supervisor (2)
 3. Monitoring Officers (2)
- iii. New staff request for the Computer Applications Division:

1. System Support Specialist (1)

9. For any new funding requests:

- a. **Could you get federal or state grants for this work?**
- b. **Do similar programs/services to what you are proposing already exist (e.g. City programs, non-profit programs)?**
 - i. The new funding request is the expansion of existing services based on increased demand.
 - ii. A search of several grant websites did not reveal any available grant funding for the expansion of existing pretrial programs staffing.

10. How much control does PTS have over the conditions that are set for defendants? Is this something that PTS has a say in? Or do the Judges/Magistrates set the conditions and then Pretrial is required to carry out the conditions that the Judges/Magistrates establish?

- a. HCPS can make recommendations to judicial officers, but beyond basic supervision requirements applicable to all of its clients, HCPS has no authority to set conditions of release, although HCPS does respectfully suggest that Judges only impose conditions when an identified risk or need is present.
- b. Texas statutes give judicial officers broad discretionary authority to impose “any reasonable condition of bond related to the safety of a victim or to the safety of the community” (Art. 17.40(a), CCP). Statutes further give judicial officers have discretionary authority to impose specific release conditions, including home curfew and electronic monitoring (Art. 17.43 and 17.44), drug testing (Art. 17.44), AIDS and HIV instruction (Art. 17.45), “stay away” and no contact orders (Art. 17.41 and 17.46), and provision of DNA specimens (Art. 17.47). Statutes also mandate installation and monitoring of an ignition interlock device for certain repeat offenses unless the judicial officer finds that doing so would not be in the best interest of justice (Art. 17.441), and, in some instances, drug/alcohol testing (Art. 17.03(c)). If directed by a judicial officer, HCPS is required to monitor compliance with pretrial release conditions in connection with a personal bond.

11. What evidence exists to support the types of programs and services that PTS provides?

- a. According the National Institute of Corrections’s publication *A Framework for Pretrial Justice: Essential Elements of an Effective Pretrial System and Agency*⁵ and Pretrial Justice Institute⁶ having a stand-alone Pretrial Services agency is essential to pretrial justice in a local community. The essential elements of a high functioning pretrial services agency:
 - i. Operationalized mission
 - ii. Universal screening
 - iii. Validated pretrial risk assessments
 - iv. Sequential bail review
 - v. Risk-based supervision
 - vi. Performance measurement and feedback

⁵ National Institute of Corrections (2017) *A Framework for Pretrial Justice: Essential Elements of an Effective Pretrial System and Agency*. Pretrial Executive Network. Washington, DC

⁶ Pretrial Justice Institute (July 2019) *Harris County Pretrial Justice Infrastructure Review*.

- b. SMS (text) notifications and reminders of upcoming court dates is aimed at improving court appearance rates. SMS messaging, which is a part of the O'Donnell consent decree, combines low cost with targeting and content flexibility and represents a common sense approach to improving court appearance rates.
- c. There is little to no recent research with regard to the efficacy of drug testing and electronic monitoring, and existing research does not support the efficacy of those conditions in achieving desirable pretrial outcomes (i.e., improving appearance rates or reducing new criminal activity while on bond). At best, there is some anecdotal evidence that the availability of drug testing and electronic monitoring may encourage judicial officers to release from jail on personal bond defendants who otherwise might be unable to post a financial bond and would be detained.
- d. Ignition interlock devices are believed to be highly effective in preventing alcohol-impaired drivers from driving when installed in the vehicle driven by a defendant. To place this in context, programs and services provided by HCPS should be aimed at ensuring client appearance in court and promoting public safety. EM – How many of our clients on EM have defined zones? How many of our clients on EM have a defined curfew? The concern is that GPS is being employed in situations (e.g., no defined zones, home inclusion zone only) that could be monitored by using RF devices. GPS generates large amounts of data that the agency is obligated to review, but that may not be necessary to satisfy the curfew condition, which increases the officers' workloads.

12. What conditions are correlated with high appearance rates and low new crime rates?

- a. According the National Institute of Correction's publication *A Framework for Pretrial Justice: Essential Elements of an Effective Pretrial System and Agency*⁷ court reminders and least-restrictive supervision are correlated with pretrial success.

Respectfully submitted,



Kelvin L. Banks
Director

⁷ National Institute of Corrections (2017) *A Framework for Pretrial Justice: Essential Elements of an Effective Pretrial System and Agency*. Pretrial Executive Network. Washington, DC

601-COMMUNITY SUPERVISION

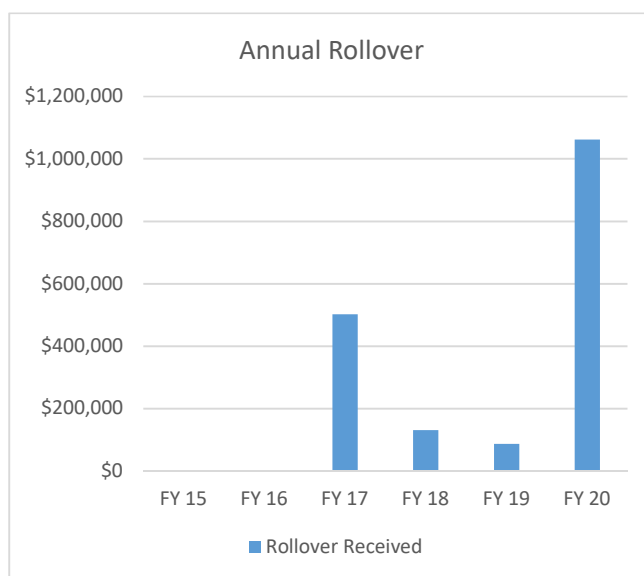
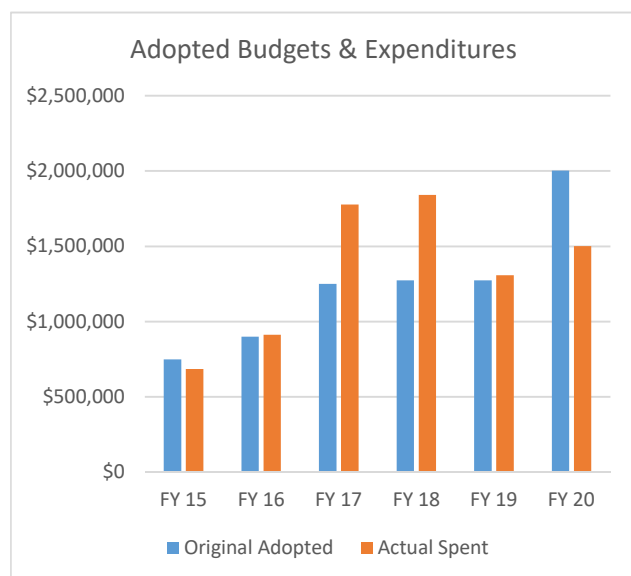
Data as of: 11/11/2019

Avg. Annual Budget Increase Last 5 Years: 21.7%
FY 20 Adopted Budget Per Capita (Harris County): \$0.43

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$750,000	\$900,000	\$1,250,000	\$1,275,000	\$1,275,000	\$2,004,000
Final Adjusted	\$749,500	\$1,497,343	\$1,979,597	\$2,105,803	\$2,462,104	\$3,855,979
Rollover Received	\$0		\$502,565	\$130,803	\$87,104	\$1,062,187
Rollover % of Adopted	0%	0%	40%	10%	7%	53%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits		\$0	\$0	\$0	\$0	\$290,464
Non-Labor/Transfers	\$685,880	\$912,304	\$1,778,633	\$1,840,722	\$1,308,278	\$1,212,102
Actual Spent	\$685,880	\$912,304	\$1,778,633	\$1,840,722	\$1,308,278	\$1,502,566



FY20 Rollover as a % of FY20 Adopted Budget: 53.0%

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources (Excl. State Funding)	0	\$0	\$202,000
2430-STAR DRUG COURT PGRM	0	\$0	\$202,000

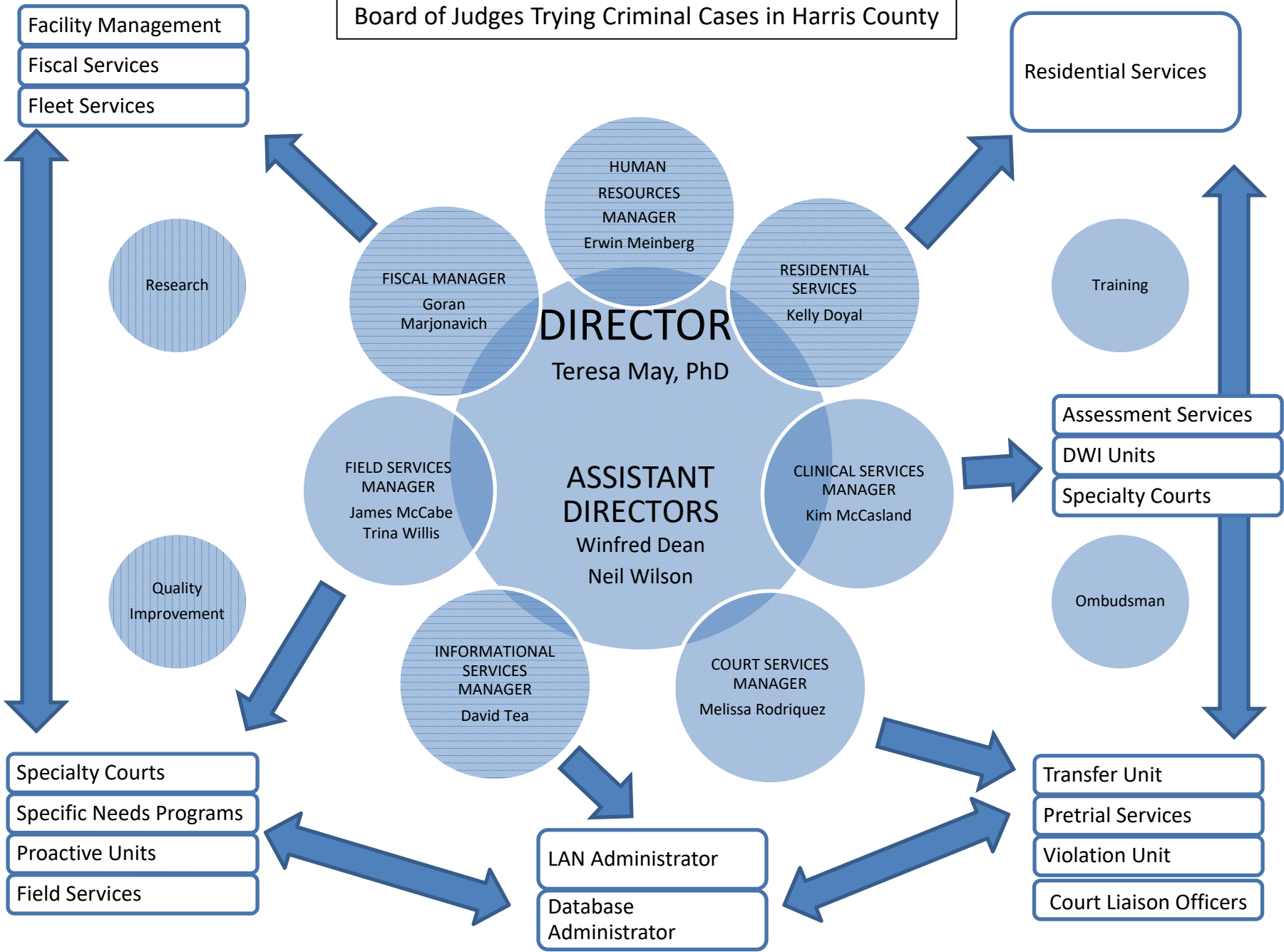




Department-Provided Information

HARRIS COUNTY COMMUNITY SUPERVISION AND CORRECTIONS DEPARTMENT

Board of Judges Trying Criminal Cases in Harris County



Form #1: Department Mission and Metrics

Comm. Supervision & Corr. - 601

A) Department Purpose/Mission

MISSION STATEMENT: Harris County CSCD is committed to using evidenced based strategies to help individuals on community supervision eliminate future criminal behavior and become productive citizens, which in turn, creates a safer community with fewer victims.

VISION STATEMENT: We strive to accomplish our mission by:

- Treating all individuals with respect and dignity
- Using interventions that are designed to effectively reduce criminal behavior
- Using assessment to accurately identify and target risk and needs
- Recognizing the ability of individuals to change
- Creating an environment that encourages learning and professional growth

B) Discuss your department's accomplishments in the last year.

Implemented a new case management system to replace an antiquated system which allowed case files and major processes to be converted from paper to electronic.

Expanded residential treatment beds from 60 to 100 for probation clients diagnosed with a co-occurring Mental illness and Substance Abuse problem. The Harris Center began hiring staff for the expansion in March of 2019 and the facility census expanded to full capacity at 100 beds in July 2019.

Upgraded infrastructure to support WIFI at all regional offices to assist staff with more mobility to meet the service needs for probation clients.

Selected by Arnold Ventures and CUNY ISLG as one of 10 Sites Nationally to receive the Reducing Revocations Challenge grant. The Reducing Revocation Challenge is a National initiative launched by Arnold Ventures to transform the probation system.

Entered into a new partnership with Houston Community College to integrate classes for in demand employment (e.g. logistics, graphic arts, scaffolding, credit recovery for HS diploma) areas throughout the department.

C) Discuss actions taken to drive efficiency and productivity in your department.

Implemented a new case management system designed to increase efficiency and productivity throughout the CSCD.

Form #1: Department Mission and Metrics

The new case management system:

- Increased efficiency by transitioning from paper to electronic files and processes
- Decreased process time between the courts and the field offices for from the beginning of a case to termination
- Transformed an antiquated check-in system for probation clients from one that required clients to wait to sign-in with a receptionist to one that allows check-in through a kiosk that automatically notifies the officer the client has arrived

D) Describe any new responsibilities your department assumed this year.

Harris County CSCD assumed responsibility for managing the STAR Drug Court and Felony Mental Health Court grants and all treatment and case management services. These program grants and functions were previously managed under the District Courts Administration.

Starting September 2019, CSCD formally became the sub-recipient for six Harris County grants through the Governor's Criminal Justice Department (CJD):

- Harris County Misdemeanor Veterans Court: \$62,186.25
- DWI Sober Court: \$378,134.18
- Harris County STAR Drug Court Program: \$113,340
- Residential Substance Abuse Treatment (RSAT): \$1,230,780
- Veterans Treatment Court: \$125,185.16
- Felony Mental Health Court: \$82,049

E) Specify any costs your department incurred this or last year that you won't have next year.

Installing WIFI at all regional offices is complete. Therefore, there is no further cost for this initiative.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

Caseload sizes, workload distribution, and process efficiency data are reviewed and evaluated by the management team monthly to identify systemic problems or areas that can improve and to ensure resources are used efficiently.

Form #1: Department Mission and Metrics

Technology is utilized to conduct periodic (monthly, quarterly) reviews which capture work output in the form of contact requirements, supervision related mandates, and quality of services provided. This allows supervisors to work directly with staff to identify deficiencies and to refine skill sets.

FY2019 focused on the following metrics to evaluate and improve performance:

- First client contact occurs within 3-5 business days from court stipulation reduced from 2-3 weeks
- Wait time from check in to CSO contact reduced from 30 minutes to 5 minutes
- CSO clerical duties reduced from 60% to 20% which increased CSOs' capacity to assist clients
- Streamlined the delivery of court correspondence to ensure timely response to client needs
- Decreased waitlist from 60 to 14 days for placement in department programs ordered to address client risk and needs
- Texting capability for client appointments reminders decreased failure to report rates by 30%

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

FY2018 successful completion rate = 76%, FY2019 successful completion rate = 82%

FY2018 revocation rate = 24%, FY2019 revocation rate = 18%

- In FY2019, Felony Technical Revocations decreased by 34% compared to FY2018
- In FY2019, Misdemeanor Technical Revocations decreased by 51% compared to FY2018

Early Terminations increased by 23% in FY2019 compared to FY2018.

The expansion of mental health program (DDRP) beds from 60 to 100 beds reduced the average number of mentally ill clients waiting in jail for beds from 100 to 49 individuals waiting (51 fewer waiting daily).

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department:

601 - Community Supervision & Corrections

FY19/20 General Fund Adopted Budget:	\$2,004,000
Commissioner Radack Rollover Budget Received in FY19/20:	\$1,062,187
1 STAR & 5 Felony Mental Health Positions (formally with DCA)	\$517,458
2 new STAR Counselors positions and 1 contract service Recovery Coach (formally under DCA)	\$202,000
FY19/20 TOTAL	\$3,785,645

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	6 positions were transferred to CSCD in FY20 to support STAR Drug Court and Felony Mental Health Court programs. (Transfer from DCA budget to CSCD in FY20)	\$517,458	6	0				
2	Harris County provided funding to create 2 counselor positions and one contract services recovery coach to support STAR Drug Court. (Additional Funding in FY20 from Drug Court Fund)	\$202,000	2	0				
3	Commissioner Radack allocated \$1.1M to support expansion of DDRP beds (Additional One Time Funding)	\$1,100,000						
4	Case Management System (CSS) expenses	\$379,470						
5	Case Management System (CSS) modifications	\$157,980						
6	JSA Health (Tele-psychiatry for DDRP)	\$140,737						
7	Security Services at each regional office	\$150,000						
8	Beacon Law contract to assist with drivers license restoration support	\$125,000						
9	Temporary building leases to support residential operations	\$130,000						
10	Telephone Services	\$150,000						
11	Copier Lease	\$50,000						
12	Harris County Parking (lpark)	\$45,000						
13	Computer supplies	\$75,000						
14	Computer equipment	\$200,000						

Department:

601 - Community Supervision & Corrections

FY19/20 General Fund Adopted Budget:		\$2,004,000						
Commissioner Radack Rollover Budget Received in FY19/20:		\$1,062,187						
1 STAR & 5 Felony Mental Health Positions (formally with DCA)		\$517,458						
2 new STAR Counselors positions and 1 contract service Recovery Coach (formally under DCA)		\$202,000						
FY19/20 TOTAL		\$3,785,645						
15	Office furniture	\$68,000						
16	Building repair and maintenance	\$50,000						
17	Equipment repair and maintenance	\$120,000						
18	Utilities	\$20,000						
19	Vehicle gasoline	\$40,000						
20	Vehicle repair and parts	\$50,000						
21	Mileage	\$15,000						

Department-Estimated Totals		\$3,785,645	8	0	\$0	0.0%
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* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

270-INSTITUTE OF FORENSIC SCIENCES

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

6.5%

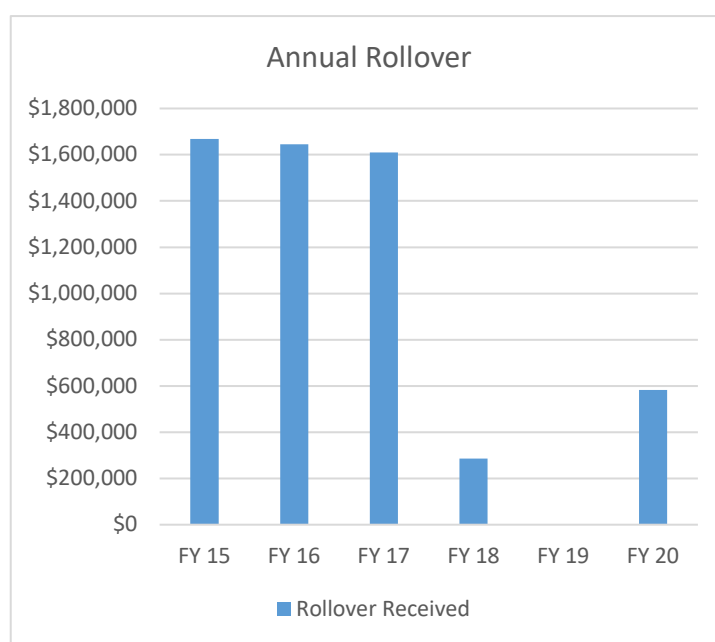
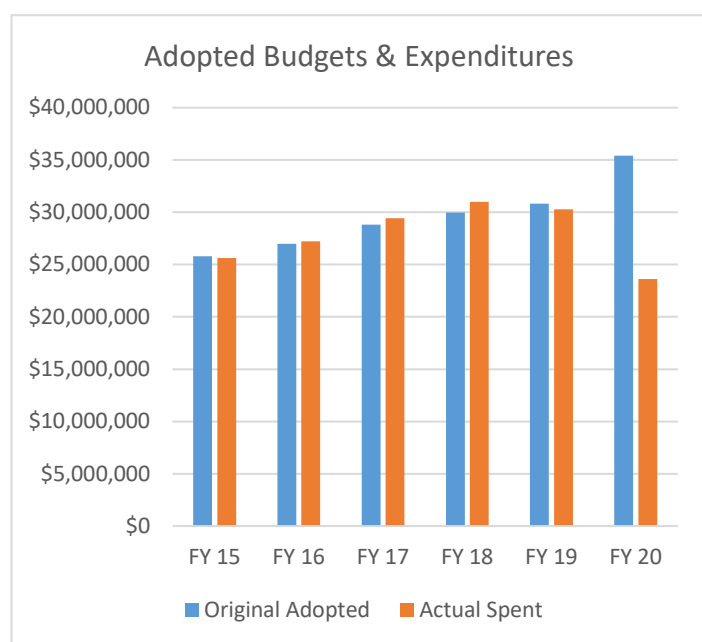
FY 20 Adopted Budget Per Capita (Harris County):

\$7.53

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$25,800,000	\$27,000,000	\$28,834,000	\$29,960,000	\$30,836,000	\$35,400,000
Final Adjusted	\$27,543,191	\$29,145,675	\$30,450,375	\$31,151,926	\$31,296,123	\$35,698,309
Rollover Received	\$1,667,971	\$1,644,453	\$1,610,194	\$286,561	\$0	\$583,234
Rollover % of Adopted	6%	6%	6%	1%	0%	2%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$21,101,743	\$23,252,420	\$25,035,475	\$26,122,996	\$25,759,186	\$20,009,650
Non-Labor/Transfers	\$4,527,307	\$3,960,684	\$4,386,223	\$4,877,010	\$4,507,023	\$3,591,723
Actual Spent	\$25,629,050	\$27,213,104	\$29,421,698	\$31,000,006	\$30,266,208	\$23,601,374



FY20 Rollover as a % of FY20 Adopted Budget: 1.6%

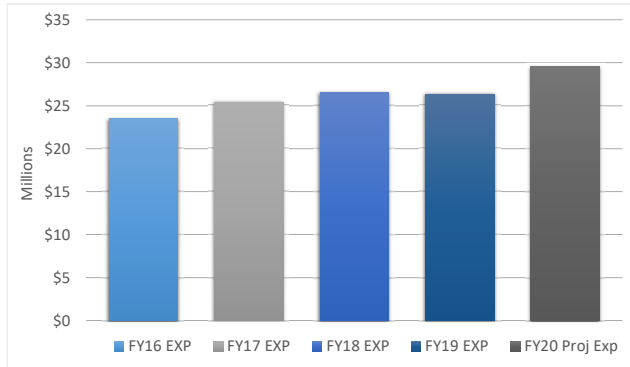
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	5	\$1,046,791	\$2,927,174
2370-DONATION FUND	0	\$0	\$396
27G0-IFS TRAINING	0	\$36,364	\$88,052
3980-PIB COMMERCIAL PAPER SERD-2002	0	\$0	\$600,000
7269-ASSESSING COGNITIVE BIAS	0	\$60,880	\$0
7678-SEXUAL ASSAULT EVIDENCE TESTING	0	\$0	\$103,949
7737-VICTIMS OF CRIME ACT FORMULA	3	\$145,035	\$158,857
8116-DEVELOPMENT METHOD TO EVALUATE	1	\$110,905	\$216,851
8525-HOMELAND SECURITY GRANT PROGRAM	0	\$12,061	\$11,370
8676-HCME COVERDELL IMPROVEMENT PROGRAM	0	\$221,895	\$479,128
8778-DNA BACKLOG REDUCTION PROGRAM	1	\$459,650	\$1,268,571

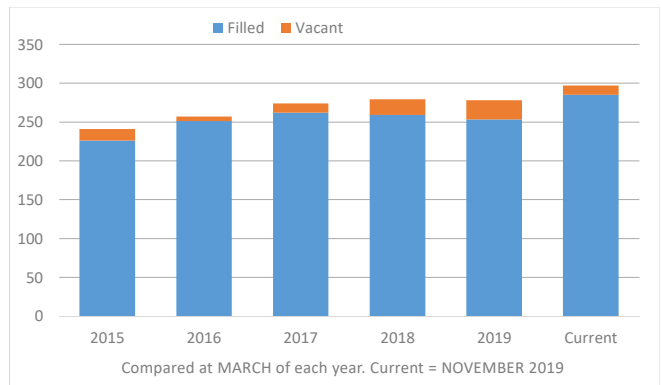
PERSONNEL SUMMARY FOR INSTITUTE FORENSIC SCIENCES

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

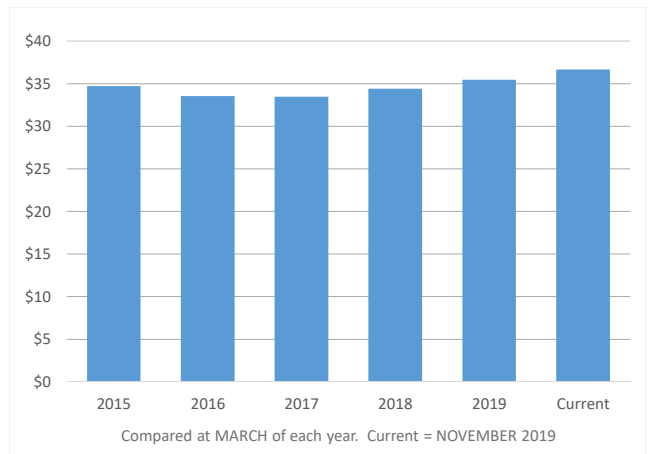


Avg. Salary Increases For Existing Full-Time Employees

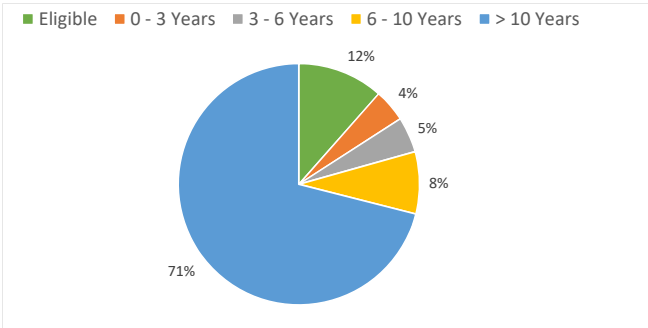
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	205	10.5%	10.5%
Sept 2017	190	15.1%	7.3%
Sept 2016	158	16.6%	5.3%
Sept 2015	140	22.1%	5.1%
Sept 2014	125	29.0%	5.2%

	Filled	Vacant	Total
R32+	285	12	297
Part	0	0	0
Temp	0	0	0

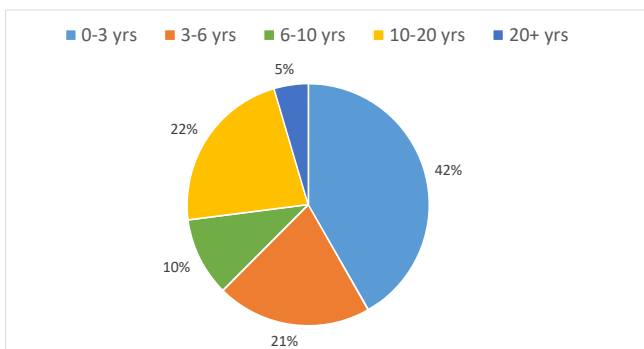
Dept. Average Hourly Base Pay Rate



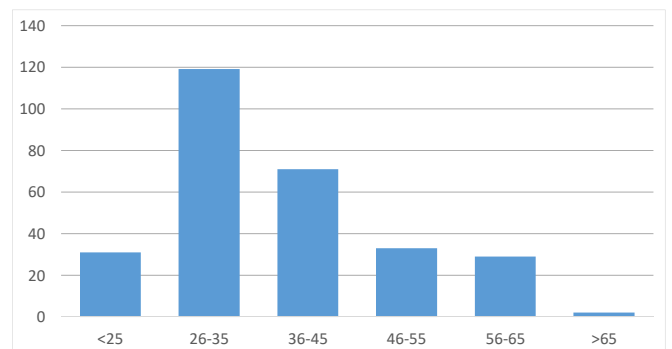
Retirement Eligibility



Employee Tenure

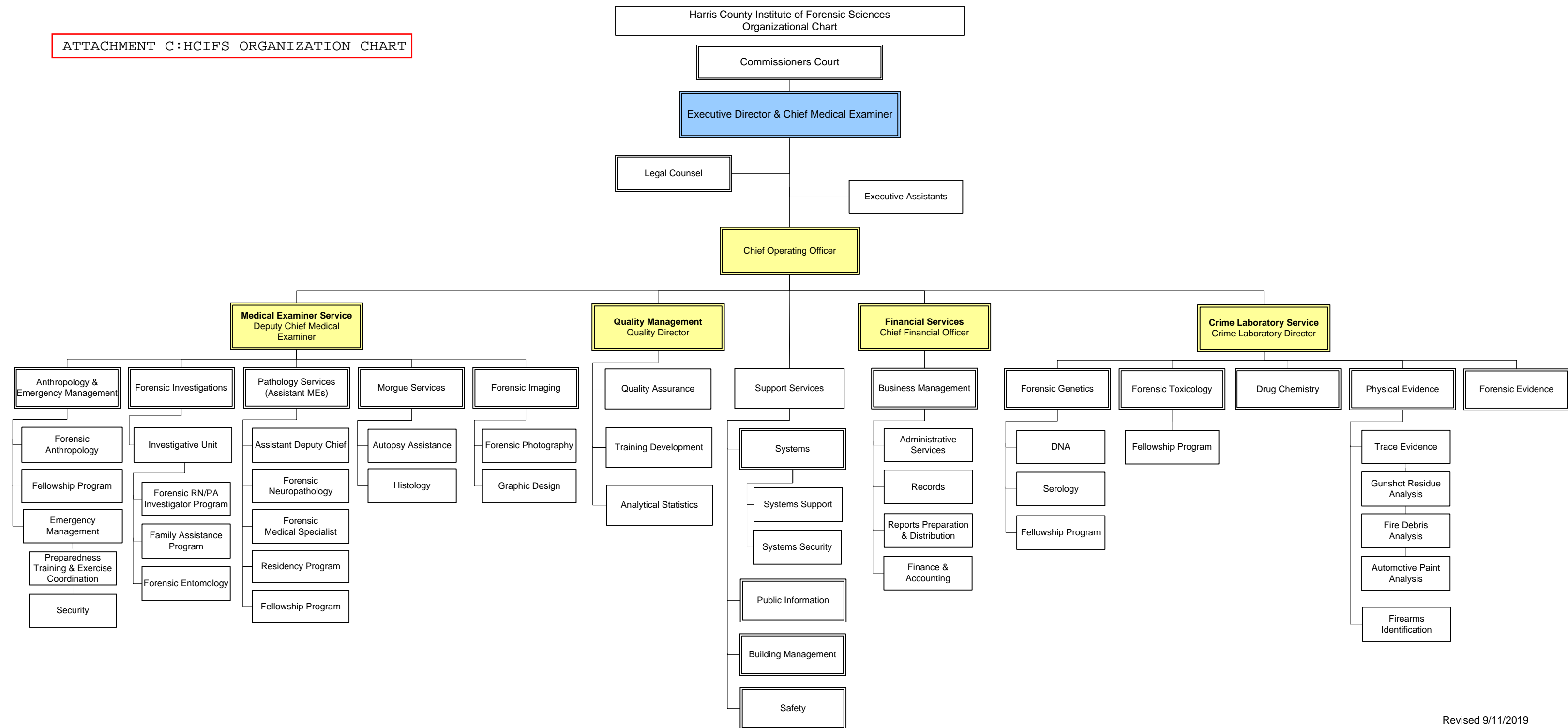


Number of Employees by Age





Department-Provided Information



Form #1: Department Mission and Metrics

Institute of Forensic Sciences - 270

A) Department Purpose/Mission

The Harris County Institute of Forensic Sciences (HCIFS), a member institution of the Texas Medical Center, is an independent, science-based organization that provides medical examiner and crime laboratory services. The mission of the HCIFS is to provide medical examiner and crime laboratory services of the highest quality in an unbiased manner with uncompromised integrity.

The HCIFS currently holds eight accreditations/certifications. Accreditation assures the public that the Institute meets professional standards and ensures credibility within the scientific community and legal system.

B) Discuss your department's accomplishments in the last year.

--The agency's Quality Management System was granted certification to the ISO 9001:2015 standard by Lloyd's Register Quality Assurance. ISO 9001 establishes requirements for effective quality management through planning, control, and improvement. This certification represents third-party validation of the Institute's strong leadership and its ability to manage the quality of our service through efficiency and accountability.

--Filled 28 position vacancies (includes 17 newly granted positions) since March 1, 2019

--Fulfilled state mandated crime laboratory analyst licensure

--The Forensic Genetics Laboratory implemented STRmix, a new software tool that better evaluates complex DNA mixtures. This is on par with industry best practices and quality protocols.

--Professional outreach to stakeholders such as trainings in Child Abuse, Topics in Forensic Science, Court Testimony and Drug Trends

--Forensic Toxicology reduced their overall backlog by 1000 cases by the end of 2018. Their turnaround time for postmortem testing improved from 50% completed in 60 days to over 90% completed in 60 days.

--Forensic Pathology's turnaround time for autopsy reports improved from 65% completed in 90 days to over 90% completed in 90 days

--Drug Chemistry drastically reduced their backlog of juvenile cases from 1000 cases in the beginning of 2019 to 150 cases this quarter

Form #1: Department Mission and Metrics

C) Discuss actions taken to drive efficiency and productivity in your department.

- Developed and implemented a dispatcher system in Investigations to assist with facilitating timelier scene response
- Monitor the various performance metrics through weekly and monthly progress meetings
- Improved turn around times for Pathology and Toxicology
- Reduced case backlog in the Drug Chemistry Laboratory
- Completed process mapping for both HCIFS services: Medical Examiner and Crime Laboratory
- The crime laboratory implemented a revised drug evidence receiving policy to reduce the unnecessary processing of drug evidence from cases not being pursued by the court system
- Outsourced property crime testing for Forensic Genetics and special panel Toxicology testing for Medico-legal cases
- Utilized Coverdell grant funding to increase productivity, via overtime, in the crime laboratory

D) Describe any new responsibilities your department assumed this year.

- Initiated Chaplin involvement in infant death scene response
- The Institute developed a nursing student training rotation in medical examiner services as part of a TMC member collaboration

E) Specify any costs your department incurred this or last year that you won't have next year.

- The HCIFS will not have to purchase a LCMSMS for the Toxicology laboratory. We used Commercial Paper funding to make this purchase in FY19-20 at an estimated cost of \$325,000

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

The Crime Laboratory completed 22,226 cases last fiscal year and expects to complete 22,053 cases this fiscal year. 4,856 cases came through the Medical Examiner Service last fiscal year, and a total of 4,979 cases are expected this fiscal year. See Attachment A for caseload details and turnaround times.

Form #1: Department Mission and Metrics

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

--In addition to ongoing internal audits performed by Quality Management, multiple onsite assessments occur throughout the year by external auditors from our various accrediting bodies. The assessors issue reports to comment on whether the agency is complying with standards and also functioning to maintain adequate service levels, from an external expert's point of view. →No major nonconformities were documented in the last fiscal year or the current fiscal year for the medical examiner service. Some nonconformities were cited during one crime laboratory assessment last September; however, those were resolved within a short timeframe and deemed not to have impacted any casework. Overall, the external assessors have been pleased to see effective management and exemplary customer service by both the medical examiner and crime laboratory staff

--The family liaison phone line serves as a means to receive questions and feedback from family members of decedents who come through our office. We track these calls and responses in a database and use this information to monitor our service level to the public. The number of calls received through the family liaison line decreased in 2019, as did the number of entries in the family liaison database (used for family assistance request tracking). See Attachment B for monthly breakdown of family assistance calls.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department:

270 - Institute of Forensic Sciences

FY19/20 General Fund Adopted Budget: **\$35,400,000**

Rollover Budget Received in FY19/20: **\$583,234**

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Administration	\$2,676,437	15	3	\$411,820	15.4%	1	Yes
2	Forensic Pathology	\$5,697,073	23	0	\$0			
3	Forensic Pathology Fellowship	\$267,470	2	0	\$0			
4	Forensic Anthropology	\$535,561	4	1	\$79,998	14.9%	9	Yes
5	Quality Management	\$960,761	9	0	\$0			
6	Forensic Imaging	\$616,115	6	0	\$0			
7	Forensic Investigations	\$4,080,020	56	2	\$138,260	3.4%	7	Yes
8	Crime Laboratory Administration	\$684,469	6	0	\$0			
9	Drug Chemistry	\$1,634,565	17	0	\$0			
10	Forensic Evidence	\$569,122	8	0	\$0			
11	Forensic Genetics	\$6,498,360	58	0	\$0			
12	Histology	\$324,234	3	1	\$142,052	43.8%	5	Yes
13	Toxicology	\$3,878,449	40	0	\$566,074	14.6%	4	Yes
14	Trace Evidence	\$320,243	2	0	\$0			
15	Firearms	\$1,052,860	12	0	\$130,000	12.3%	8	Yes

Department: **270 - Institute of Forensic Sciences**

FY19/20 General Fund Adopted Budget:	\$35,400,000
Rollover Budget Received in FY19/20:	\$583,234

16	Morgue	\$1,387,087	17	1	\$53,400	3.8%	10	Yes
17	Clerical Support	\$691,662	8	1	\$63,540	9.2%	6	Yes
18	Systems Support	\$1,073,184	6	3	\$640,458	59.7%	2	Yes
19	Outsource Funds	\$579,810	0	0	\$600,000	103.5%	3	Yes
20								

Department-Estimated Totals	\$33,527,482	292	12	\$2,825,602	8.4%
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** Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.*

Form #3: Budget Expansion Justification Sheet

Department: Institute of Forensic Sciences

Functional Area: Administration
Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	39,000
Cost of Positions (Recurring)		299,820
Other Recurring Costs		73,000
Total Request	\$	411,820

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.

For: Safety Officer (\$105,400)— The Institute has grown rapidly in space and staffing, while continuing to provide highly complex, forensic analyses both in medical examination and crime laboratory settings. The Institute needs a dedicated safety officer with extensive knowledge of chemical storage, bio-hazards, cross-contamination of diseases, personal protection equipment, preventative measures (e.g., tuberculosis screening), and protocols to safely test firing guns. During a recent external assessment, an auditor made a recommendation that, given the type of work done at the Institute, we should retain a full time safety officer. After years of assigning various designees within the Institute to assume safety responsibilities, while also carrying out their primary duties, it is apparent that improvements to the HCIFS safety program can only be realized with a dedicated safety officer who is educated in occupational health and safety.

For: Human Resources Manager (\$114,422)— The HCIFS currently has one (1) main person handling payroll/benefits coordination along with the managerial assistance of the Chief Operating Officer and Business Manager. The growth of the HCIFS has continued for several past years and currently there are 297 assigned PCN's. The grievance coordinator function is currently handled by the Investigations Victim Assistant Specialist and should be a HR function along with exit interviews currently conducted by various members of the management team. Also, new HR software will be implemented in Spring 2020. HCIFS managers also dedicate administrative time to HR functions such as posting positions and scheduling interviews. HCIFS managers, who may not have formal human resource training, provide employee evaluations and discipline counseling without input and review from HR professionals. This proposed position would be beneficial to the HCIFS to help in these areas and also standardizing the agency's handling of the various types of leave.

For: Shipping & Receiving Coordinator (\$79,998)-- Relocation to a larger facility has demonstrated the need for a dedicated person to be responsible for shipping/receiving in the dock area. Currently staff displace themselves from their current work areas to perform this duty while continue to complete their main job tasks in their work areas. Shipping and receiving duties can be centralized and better controlled with a dedicated staff person.

For Other

Recurring Costs (FY21 thru FY25 \$73,000 each FY)— Replacement of 7 fleet vehicles (4 for Investigators & 3 for Agency)—2 are 2003 Chevrolet Impalas (VCN # 16084 & 16086) & 1 is 2003 Ford Expedition (VCN # 16103). These vehicles are approaching 17 years in age. Newer vehicles are requested for improved vehicle technology and safety-- 4 are Decedent Transport Cargo Vans ((2015-2017); VCN # 27000012, 27000013, 27000014 & 27000015). These vehicles have been seriously problematic over their lifetime as they are diesel engines and are not conducive to the continual "stop and go" environment in which they are being utilized. Weekly 1 or 2 of these vehicles are out of service, and being repaired by HC Fleet Services or HC approved vendors, leaving the agency unable to service the community in the manner in which should.

For: Building Projects (\$39,000)— Aluminum Plating on Morgue doors & coolers for door protection from gurney movement (\$14,000); Concrete ramp in Morgue garage to allow decedent gurneys to load & unload safely (\$3,500); Parking lot striping & curb stops to finish the shipping and morgue yard (\$3,500); Window shades in main lobby (\$12,000) and Install rubber wall moldings in Morgue for wall protection (\$6,000)

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.

For: Safety Officer— The HCIFS Safety Officer would be a dedicated position responsible for the management of HCIFS safety procedures in the interest of maintaining a safe working environment for HCIFS employees. The responsibilities of the Safety Officer include:

- 1.1.1. Safety building inspections (see ACC-04 Safety Inspection Protocol)
- 1.1.2. Ensuring facility safety compliance with the various accrediting agencies
- 1.1.3. Regular exercising of HCIFS safety procedures and protocols
- 1.1.4. Monitoring and recording of safety concerns and events
- 1.1.5. Responding to or coordinating responses to safety incidents
- 1.1.6. Serving as the Chair of the HCIFS Safety Committee

For: Human Resources Manager— The HR Manager will be responsible for standardizing HR functions within HCIFS such as the agency's handling of the various types of leave, job descriptions, job postings, performance evaluation process, employee counseling and performance improvement plans. This would be a dedicated position and the direct manager of staff onboarding, wellness and benefits oversight and compensation management. They will also will serve as the agency grievance coordinator and exit interviewer, assist in the implementation of new STARS HR software and be a liaison with Harris County Human Resources. The HR Manager will be responsible for attending Harris County Human Resource training and meetings and relaying important policies, expectations and trainings to HCIFS management.

For: Shipping & Receiving Coordinator-- This position would be dedicated to shipping and receiving duties. They would also be responsible for supply inventory control, performing scheduled inspections, reviewing purchase quantities and ultimately managing a central supply area. This position allows technical staff to focus on casework.

For Other Recurring Costs — Replacement of 7 fleet vehicles—Newer vehicles are requested for improved safety, technology and scene response. These vehicles are expected to have VMC costs for 5 years.

For: Building Projects —These projects are expected to be one-time expenses and: (Aluminum Plating on Morgue doors & coolers) allow for door protection from gurney movement; (Concrete ramp in Morgue garage) allow decedent gurneys to load & unload easier; (Parking lot striping & curb stops) allow the completion of the shipping and morgue yard; (Window shades in main lobby) allow for work area comfort and (Install rubber wall moldings in Morgue) allow for wall protection.

C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.

For: Safety Officer—External accreditation inspectors have advised the HCIFS to have a dedicated professional safety officer on staff. The safety officer is responsible for safety manual content. HCIFS has a 156 page Safety Manual that is comprehensive and addresses building safety, exposure prevention, safety inspections and training, medical waste management and various other programs.

For: Human Resources Manager— The staffing at the HCIFS has increased to 297 positions, an increase of 91 positions since Fiscal Year 2013. We currently have 1 staff member that handles the function of Payroll & Benefits Coordination. Much of the hiring process is handled by managers that do not have a human resource background. Managers are also having to handle FMLA and disciplinary matters without the benefit of onsite human resource guidance. During fiscal year 2019-20, through October, the HCIFS has had: 7 staff on leave of absence, 23" staff terminations, 55 of staff new hires and 15 of staff exit interviews.

For: Shipping & Receiving Coordinator—Currently each HCIFS section is responsible for their own supply ordering and inventories. Quarterly physical inventories are conducted and costed out using MS Excel. This process is not integrated into IFAS, the HC Accounting software, and therefore has room for error. Planning for a central supply area would have the potential for greater supply management and cost savings. During fiscal year 2019-20, through October, the HCIFS has had: 360 deliveries which consisted of 3,053 items and 110 pick-ups which consisted of 2,050 items from the shipping & receiving area that require physical handling.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

<p>For Other Recurring Costs —The history of the 7 vehicles we are asking for replacement can be found at the Harris County Fleet Services Intranet https://fleetservices.intra.hctx.net. During fiscal year 2019-20, through October, the HCIFS has had 19 repairs on the Investigator vehicles and 5 repairs on the agency vehicles. The duration of these repairs will take a vehicle out of service from a range of 1 to 4 weeks.</p>
<p>D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?</p> <p>For: Safety Officer—Our internal quality audits, external inspections from the Fire Marshall’s Office, etc. and the tracking of reported safety related incidents will be used in evaluating the Safety Officer’s progress. Regularly scheduled safety committee meetings and trainings will be held by this safety professional.</p> <p>For: Human Resources Manager—Tracking functions of the HR Manager can be provided and will be continually monitored to evaluate the effectiveness of having this position. Baseline metrics will be established the HR Manager’s first year at HCIFS; such metrics may include number of trainings, consultations and recruitment metrics. The HR Manager’s performance will also be supplemented with Manager feedback from the divisions.</p> <p>For: Shipping & Receiving Coordinator-- Tracking metrics of the Shipping & Receiving Coordinator functions can be provided and will be continually monitored.</p> <p>For Other Recurring Costs — Monitoring of vehicle usage, maintenance and repairs. Designated HCIFS staff monitor and maintains HCIFS vehicles.</p>
<p>E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?</p> <p>HCIFS provides monthly report progress to Executive Management.</p>
<p>F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.</p> <p>Safety Officer \$72,800 (\$35.00/hr); 26 pay periods Human Resources Manager \$80,018 (\$38.47/hr); 26 pay periods Shipping & Receiving Coordinator \$52,478 (\$25.23/hr); 26 pay periods</p>
<p>G) Is additional office space needed or will existing space need to be built-out for requested new positions?</p> <p>No</p>

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year’s budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: Institute of Forensic Sciences

Functional Area: Systems Support
Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	294,800
Cost of Positions (Recurring)		345,208
Other Recurring Costs		0
Total Request	\$	640,008

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.

For: Systems Programmer (\$115,618)—HCIFS is requesting this position to support the specialized Laboratory Inventory Management System (LIMS) and the new Medical Examiner Case Management system, VertiQ. HCIFS will be upgrading the LIMS system and implementing the new VertiQ system. The support is needed in the area of SQL based application, Crystal report creation, SSRS report creation, designing, developing, testing, and maintaining enterprise applications. HCIFS also has a fairly good number of in home grown application that has been developed for maintaining logs and tracking statistics.

For: Database Administrator (\$114,422)—HCIFS is requesting this position as HCIFS interactions and usage of enterprise relational databases and access databases continues to grow with the expansion of case data management systems. These systems include LIMS, PathAssist, AARTS, Case Management, Cremation and a number of other access database. There is also a new case management system being implemented for the Medical Examiner, which will require SQL data management. HCIFS needs a Database Administrator who will be able to manage, analyze, configure, and maintain all of our current and any future database requirements internally or interactions with external agencies to exchange information and data.

For: Systems Analyst @ FGL (\$115,618)—HCIFS is requesting this position as HCIFS Forensics Genetics laboratory (FGL) section is growing and needs a dedicated System Analyst to support the FGL operations. The FGL has specifics unique needs related to DNA and Serology and requires a person with working laboratory knowledge and possess the proper skill sets. The Forensic Genetics Systems Analyst is responsible for working with the FGL section to optimize the workflow and processes of the FGL, and to analyze user requirements and assist in creating automated processing to existing systems. This position will work with the System Support team and outside software/hardware vendors and will be responsible for the performance, setup, troubleshooting and validate of all computer and IT technology of the FGL. They will support STRMix, STS database, instrumental data, case management and other databases and will assist in the integration of a LIMS.

For: Medical Examiner Service Software Program (\$120,000)—HCIFS currently has a Medical Examiner case management system, PathAssist, which is based on FoxPro for the backend, that is outdated and out of support for the past 10+ years. We have utilized this out dated system and can no longer fix any of the outdated backend errors and thus calls for implementation of a new system. The new system will be able to integrate with the current LIMS system and thus make the exchange of information between the Crime Laboratory and Medical Examiner more seamless, transparent and paperless. The new system will also be able to eliminate some of our home grown tracking applications and small databases.

For: Computers (49) & Monitors (34) (\$75,800)- HCIFS is requesting the amount of computers and monitors to replace old, out dated and out of warranty computers per requirement of each section throughout HCIFS.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

For: Q-Pulse Licenses (\$59,000)-- HCIFS is requesting 10 additional Q-Pulse primary licenses and 250 secondary licenses, dropping the business restricted licenses we have. Q-Pulse is the agency's document management system that houses all of our standard operating procedures (SOPs), controlled forms, controlled personnel training and credential records, equipment records, and corrective action records. Our accrediting bodies require that all staff have proper and immediate access to SOPs and controlled forms; therefore, we must have enough licenses for every staff member. The Institute's staff has grown substantially in size over the past few years, as well as the management team, which is why we need additional primary licenses and 250 secondary licenses. We need enough primary licenses to allow every manager, supervisor, quality management staff member and designees to work throughout the day on the revisions and management of these documents. Equally important, we need enough licenses for non-managerial staff to access these documents and records as necessary.

For: Staff Training (\$40,000)—HCIFS System Support is requesting training to increase the knowledge and skill sets for each the staff to better serve the needs for HCIFS. Information technology is always changing and improving, so we need the training to keep up with the changes. The training will include new programming languages, new hardware and software, SQL database, SharePoint, information security and IT project management.

B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.

Systems Programmer

This person will be assisting in the upcoming LIMS upgrade and new implementation of the Medical Examiner case management system. This person will be focused on report writing, configuration of programs and creation of forms within each of the system.

Database Administrator

This person will be assisting in the upcoming LIMS upgrade and new implementation of the Medical Examiner case management system This person will be focused on the migration of existing data from the old SQL server to the new SQL server, creating a new SQL server and tables for the new Medical Examiner system and consolidating existing data from multiple MS Access to SQL database.

Systems Analyst @ FGL

This person will be assisting in the upcoming LIMS upgrade. This person will focus on assisting FGL to be integrated into LIMS in order for FGL to share information and data among other sections of the Crime Laboratory and Medical Examiners. This person along with the Database Administrator and the Systems Programmer will convert and migrate the current existing system and data into LIMS to standardize the case management for the sections in the Crime Laboratory.

Computers & Monitors

The LIMS upgrade and new Medical Examiners case management will require replacing out dated and out of warranty computers to support the minimum requirement to run and utilize either of the system.

Q-Pulse Licenses

The business restricted licenses that we currently use for non-managerial staff are very limiting in what the staff can view, and Q-Pulse is phasing these licenses out. Secondary licenses will allow staff to view all the records they need to view concurrently (Documents, People, and Equipment modules) without requiring us to upgrade everyone to a primary license.

Staff Training

The training will primarily take place with an authorized training company. Specialized training may be needed to maximize systems utilization.

C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.

The LIMS upgrade and new Medical Examiner case management system implementation will require a dedicated implementation team. The proposed Systems Programmer, Database Programmer and Systems Analyst will all partake in the implementation team as well as supporting other HCIFS information technology needs and requests. The new computers and monitors will support the requirements needed to run and utilize the case management systems.

D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

The LIMS upgrade and the new Medical Examiner case management system will streamline information and data management. We will evaluate by tracking section metrics such as turnaround time, productivity and trends to determine effectiveness.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
HCIFS provides monthly report on the progress of the LIMS upgrade and implementation of the Medical Examiner Case Management System to Executive Management.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Systems Programmer: Base salary \$80,974 (\$38.93/hr); 26 pay periods Database Administrator: Base salary \$80,018 (\$38.47/hr); 26 pay periods Systems Analyst @ FGL Base salary \$80,974 (\$38.93/hr); 26 pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: Institute of Forensic Sciences

Functional Area: Forensic Genetics—Outsource Funding
Dept. Funding Priority #: 3

Funding Request*:

Start-Up Costs (One-time)	\$	600,000
Cost of Positions (Recurring)		0
Other Recurring Costs		0
Total Request	\$	600,000

<p>A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.</p> <p>For: Outsource of Forensic Genetics Property Crime Testing— The Forensic Genetics Laboratory has no capacity to analyze and interpret the current caseload of property crimes. We propose to phase-in the outsourcing of 600 backlogged property cases (most recently submitted). This will allow those cases to be completed prior to the expiration of statutes of limitation, as only a review for CODIS entry is required upon completion.</p>
<p>B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.</p> <p>~600 cases will be outsourced during FY2020-21, including cases from 2017, 2018, 2019, in order to stay within the statute of limitations for the majority of these cases. We will send ~200 cases per month in April, May and June of 2020. We will begin receiving cases back from the vendor at ~100 per month starting in August 2020 for CODIS review. Review of cases August – January at ~100 per month. The remaining ~600 backlogged property cases from 2014-2016 are touch DNA cases that will be added to the workflow of the new dedicated property crime service at ~50-100 per month, pending approval by Commissioners Court.</p>
<p>C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.</p> <p>Prior analyses of property crime cases show that high yield DNA profiles (those containing blood, saliva, or worn clothing) have an ~75% CODIS entry rate while touch DNA profiles only yield CODIS eligible profiles ~20% of the time. The current backlog of DNA cases from 2017-2019 is ~35% touch DNA and 65% non-touch DNA. We expect an ~55% overall CODIS entry rate for the project, also with an expected 50% or higher offender hit rate for all profiles entered into CODIS.</p>
<p>D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?</p> <p>As above, we predict hundreds of CODIS matches linking property crime perpetrators to their crimes. The number of cases completed, the number of cases with a DNA profile entered into CODIS and the number of CODIS hits generated are tracked on a monthly basis and will be reported.</p>
<p>E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?</p> <p>FGL provides monthly statistics of the results of outsourcing to Executive Management.</p>
<p>F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.</p> <p>N/A</p>
<p>G) Is additional office space needed or will existing space need to be built-out for requested new positions?</p> <p>For the long term, dedicated property crime laboratory details will be submitted at a later time.</p>

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet**Department: Institute of Forensic Sciences**

Functional Area: Toxicology
 Dept. Funding Priority #: 4

Funding Request*:

Start-Up Costs (One-time)	\$	566,074
Cost of Positions (Recurring)		0
Other Recurring Costs		0
Total Request	\$	566,074

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.

For: Headspace Gas Chromatograph/Flame Ionization Detector (\$66,874)—The headspace gas chromatograph/flame ionization detector will be used for testing carbon monoxide in solid tissues collected at autopsy. Carbon monoxide testing is necessary for forensic pathologists to determine an individual's cause and/or manner of death. The existing equipment used for testing reached the end of manufacturer's guaranteed support in 2013. Technical support and parts are increasingly difficult to source, potentially leading to delays in casework testing and completion of autopsy reports.

For: Gas Chromatograph/Flame Ionization Detector (Quantity of 3--\$106,828)—The gas chromatograph/flame ionization detectors will be used for testing alcohol in blood and other biological fluids and tissues in driving under the influence cases, postmortem cases and drug-facilitated sexual assaults. Approximately 11,000 alcohol tests are conducted by the Institute of Forensic Sciences each year. The existing instrumentation used for testing reaches the end of manufacturer's guaranteed support in 2021. As alcohol testing is the most frequent test performed by the Institute of Forensic Sciences, it is critical that equipment be repaired quickly if maintenance is required. With this expenditure, we are proactively replacing equipment before issues arise.

For: Time of Flight Mass Spectrometer w/ Liquid Chromatograph Autosampler & Column Compartment (\$392,372)—The time of flight mass spectrometer with liquid chromatograph autosampler and column compartment will be used to screen for drugs in driving under the influence, postmortem cases and drug-facilitated sexual assaults. The existing equipment used for testing reached the end of manufacturers guaranteed support in 2019. The requested instrumentation is an upgraded model, featuring newer technology that will allow the forensic toxicology laboratory to conduct more specific testing, thus eliminating repeat testing for some cases. In addition, proposed national standards for testing scope (i.e. what drugs must be included in testing) and sensitivity (i.e. the amount of drug the laboratory must be able to identify) will require laboratories to incorporate more advanced instrumentation, such as the time of flight mass spectrometer with liquid chromatograph autosampler and column compartment, to test cases efficiently. Without time of flight mass spectrometry, the Forensic Toxicology Laboratory would need to perform 8 different tests to cover all required drugs; in contrast, a single test using time of flight mass spectrometry could cover the same set of drugs, substantially reducing analyst time and consumable costs.

B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.

Funding will be used to purchase replacement equipment. It is expected that the replacement equipment will seamlessly integrate into existing laboratory processes.

For each instrument, the testing methods must first be optimized, and then validated, to demonstrate acceptable performance criteria. The extent of optimization and validation varies by the type of test being performed.

- For the headspace gas chromatograph/flame ionization detector, some test optimization will be required to adjust for changes in instrument configuration; therefore, validation should be completed in less than six months following instrument installation.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

<ul style="list-style-type: none"> For the gas chromatograph/flame ionization detectors for alcohol testing, little optimization will be required, so validation for each instrument should be complete within one month of instrument installation. Approximately three months will be required for all gas chromatograph/flame ionization detectors to be validated, as only one instrument will be validated at a time. Staggering the validation is required to maintain case throughput and avoid negatively impacting case turnaround times. For the time of flight mass spectrometer with liquid chromatograph autosampler and column compartment, extensive optimization will be required, as this is a newer technology than currently used. As such, the projected validation timeline will be approximately nine months.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
<p>The end of guaranteed support timeframes were provided by the instrument manufacturer.</p> <p>Validation of forensic toxicology methods are conducted in accordance with HCIFS's accreditation standards and national forensic toxicology standards.</p>
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
<p>To pass validation, the method must meet pre-defined acceptance criteria defined by national forensic toxicology standards. Once the instrumentation is used to test casework samples, the time to test completion can be monitored to demonstrate similar case throughput as compared to the current process.</p>
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
<p>Casework metrics (i.e. average time of completion, % cases complete within specified timeframes) are provided monthly to Executive Management.</p>
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
<p>N/A</p>
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
<p>No</p>

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet**Department: Institute of Forensic Sciences**

Functional Area: Histology
 Dept. Funding Priority #: 5

Funding Request*:

Start-Up Costs (One-time)	\$	73,000
Cost of Positions (Recurring)		69,052
Other Recurring Costs		0
Total Request	\$	142,052

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.

Histology Technician (\$69,052)-- Histology is unable to meet the target TAT of 7-10 days from the date of examination. The Histology Lab is understaffed leading to increased turnaround times and the inability to support the pathology staff 7 days a week. The pathologists rely on the work of the histology technicians to complete casework in a timely manner to meet NAME accreditation requirements. As the overall caseload and pathology staff have increased; histology has remained a lab with 2 technicians since 2001.

Sakura G2 Glass Coverslipper (\$73,000) – Histology currently lacks an automatic coverslipper for the special stain equipment. The G2 Coverslipper is designed to work with the existing Prisma stainer with special stains and allows for walk away capability. This results in increased employee flexibility and continuous loading of up to 60 slides per run. The G2 linked to the Prisma special stainer will also serve as a backup should the aging primary coverslipper fail.

B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.

Histology Technician -

Funding will be used to employ 1 additional full time histology technician. The IFS Histology Lab will see immediate benefit of 1 FTE by expanding services to 7 days a week, which will contribute to the ability to meet the target 7-10 day TAT.

Currently the Histology TAT ranges from 8-17 days and results in compensatory time accrued by the lab personnel. To date in 2019, the 2 histology technicians have accrued 239 hours of compensatory time.

Once an additional full time Histology Technician is on board, and allowing for a 60-day training period, we will see reduced turnaround times and reduced compensatory time within 90 days of employment.

The Sakura G2 Glass coverslipper will be immediately implemented in order to streamline the production of special stains, resulting in less technician interruption. Less technician interruption will contribute to reduced laboratory TAT.

C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.

Histology Technician – Current TAT is inconsistent and fluctuates from 8-17 days from the date of examination. The target TAT is 7-10 days from the date of examination.

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Based on comparative information from the 2017 College of American Pathologists/National Society of Histotechnology workload study the IFS Histology Lab is not adequately staffed to handle the current caseload.

Review of CAP/ NHS workload study vs IFS:

- HCIFS is a medium size lab (12,501 to 53,000 blocks per year) as we consistently generate 25,000+ blocks per year
- Median # of FTE's in a medium lab is 5
 - IFS has 3 FTE's (2 certified technicians and 1 support staff)
- Most labs operate Monday through Friday for less than 12 hours per day and one weekend day- 6 days a week.
 - IFS can only support 5 days a week, 8 hours per day.
- Median of 7727 blocks per FTE per year for a medium size lab.
 - IFS technicians produce 12,000+ blocks each.
- Labs who do quality assurance activities such as matching blocks to slides before sign out showed a statistically significant drop in productivity to just 6191 blocks per FTE per year; however, this practice should not be sacrificed in the name of productivity.
 - HCIFS technicians perform QC activities on the blocks and slides prior to delivery.
- Histologists in smaller institutions are likely to be performing both certified and non-certified tasks resulting in up to a 60% decrease in productivity

Sakura G2 Glass Coverslipper – The coverslipper will complement existing equipment and assist in reducing the overall lab TAT by making the coverslipping process for special stains hands-free.

D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?

The successful addition of a full time Histology Technician will be measured in reduced TAT and reduced earned compensatory time by lab personnel. The IFS will continue to track histology technicians productivity and Histology TAT.

We anticipate the reduction of manpower required for special stains will correspondingly increase the manpower available for routine histologic preparations and will therefore positively impact the overall TAT of the laboratory. Success is measured in reduced TAT of the histology laboratory.

E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?

Histology provides monthly metrics pertaining to slide preparation and reports to Executive Management.

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

Histology Technician \$43,722 (\$21.02/hr); 26 pay periods

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

No

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: Institute of Forensic Sciences

Functional Area: Clerical Support
Dept. Funding Priority #: 6

Funding Request*:

Start-Up Costs (One-time)	\$	0
Cost of Positions (Recurring)		63,540
Other Recurring Costs		0
Total Request	\$	63,540

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
For: Administrative Assistant II (\$63,540)—Coverage is problematic when absences occur thereby affecting productivity. The Crime Lab service has 3 administrative assistants to support a staff of 140. The Medical Examiner service has 2 administrative assistants to support a staff of 113.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The Administrative Assistant will cross train in multiple clerical functions to support multiple disciplines as needed and when absences and leaves occur. The IFS will continue to monitor the tasks assigned to ensure they are completed in a timely and efficient manner. Monitoring is ongoing and statistical information is gathered monthly.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The IFS administrative staff handles approximately 3,700 phone calls monthly, processes approximately 285 subpoenas monthly, handles approximately 375 autopsy report transcriptions monthly, processes approximately 35 discovery orders monthly, distributes approximately 375 toxicology reports to Pathologists monthly, processes approximately 100 purchase orders a month and releases approximately 585 autopsy reports monthly to requestors
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Monitoring administrative tasks and their completion status will serve as an effective approach.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Monthly administrative statistics are collected and provided to Executive Management.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Administrative Assistant II: Base Salary \$39,312 (\$18.90/hr); 26 pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet**Department: Institute of Forensic Sciences**

Functional Area: Investigations
 Dept. Funding Priority #: 7

Funding Request*:

Start-Up Costs (One-time)	0
Cost of Positions (Recurring)	138,260
Other Recurring Costs	0
Total Request	\$ 138,260

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.

For: Forensic Investigator Assistant (\$56,104) — The primary responsibility of this position is to safely transport multiple deceased individuals within the county in such a way that no forensic evidence is compromised. This position is physically labor intensive. With our current staffing and case load, it's challenging to have two-person teams. In 2018, 4,554 decedents were transported to the Institute by our Forensic Investigator Assistants. The Investigations Division averaged approximately 375 transports per month. Normally there are fewer than three Forensic Investigator Assistants on a shift at one time for the entire county. The weekends are demanding and there is a need for increased scene response. Adding an additional position would allow us to better staff our shifts by balancing the work load.

For: Victims Assistance Specialist (\$82,156)—The IFS Investigator is often the initial point of contact for the next of kin and surviving family members of decedents. The Victim Assistance Specialist (VAS) will assist the surviving family members by guiding them through the IFS process and providing them with information for community and social service referrals.

B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.

Forensic Investigator Assistant (FIA)-

An additional Forensic Inv. Assistant will provide staffing during scene response times, assist the weekend shifts that are severely short (currently weekends have a maximum of two FIA's for an 8 hour period), and assist with time off rotations.

Victim Assistance Specialist (VAS)-

The VAS position will provide support to the families of decedents. With this position, the office can provide greater outreach to families.

C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.

Forensic Investigator Assistant:

In 2018, the Investigations Division responded to 2,665 death scenes averaging approximately 222 scenes per month where transport services were needed. In addition to hospital transports which averaged 1,740 hospital calls in 2018. Harris County has over 85 hospitals in its jurisdiction and they are required to report deaths to HCIFS that are in our Medicolegal jurisdiction. If a case is accepted by HCIFS, transport services are utilized. If a hospital does not have a morgue, the decedent must be retrieved immediately.

Victim Assistance Specialist:

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

In 2018, the IFS responded to 2,665 death scenes where a VAS could not immediately assist family members. In the same year (2018), 2,329 phone calls were fielded from the family phone line. Many of the family calls pertain to case status, agency procedures and autopsy report interpretation.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
FIA- The effectiveness of the Forensic Investigator Assistant position will be measured by decreased response times, decreased use of sick and compensatory time.
The effectiveness of the VAS position will be measured by the number of victims served, number of resources provided to families, number of scenes attended by VAS, number of follow up calls conducted, number of family meetings held and number of in-person death notifications.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
VAS/FIA- Statistics are compiled monthly for all metrics including scene response times, number of scenes made, follow up phone calls made/received, scenes per employee, death notifications and in person family meetings and monthly reports submitted to Executive Management.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Forensic Investigator Assistant: Base salary \$33,363 (\$16.04/hr); 26 pay periods
Victim Assistance Specialist: Base salary \$54,205 (\$26.06/hr); 26 pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: Institute of Forensic Sciences

Functional Area: Firearms
Dept. Funding Priority #: 8

Funding Request*:

Start-Up Costs (One-time)	\$	130,000
Cost of Positions (Recurring)		0
Other Recurring Costs		0
Total Request	\$	130,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.

For: Top Match-3D Imaging System

The primary concern of firearms identification in a crime laboratory is to determine if a bullet, cartridge case or other ammunition component was fired by a particular firearm. Presently, associations are subjective, relying on trained examiners to make associations solely through microscopic comparisons of matching patterns. Critics stress the need for firearms identification to incorporate objective processes with statistical backing. The Top Match-3D Imaging System would do just that by adding 3D scanning and virtual comparison microscopy (VCM). We propose to purchase and validate the system at the Harris County Institute of Forensic Sciences (HCIFS) Firearms Laboratory as an important step in adding a quantitative basis to associations of fired evidence to firearms, reported by the lab.

Adding the Top Match system to the Firearms Laboratory could increase the number of identifications of fired evidence to a particular firearm. It would also provide reviewable data for others to evaluate.

B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.

Implementing the Top Match System into the HCIFS Firearms Laboratory would entail purchasing the complete system and working with the maker, Cadre Forensics, to implement it and conduct on-site training. The Firearms Laboratory Manager and HCIFS Quality Management will develop a thorough validation plan and, once the system is validated, it will be implemented into routine casework. It is anticipated that the validation and implementation of the system would take six to eight months.

C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.

Cadre Forensics has conducted two national validation studies on this system with firearms examiners from many participating laboratories. HCIFS Firearms Laboratory examiners have been a part of both validations and are currently participating in a third. The first two validations have been published and presented at scientific meetings.

Several state and local Firearms Laboratories have implemented the Top Match System. Of note, the Federal Bureau of Investigation (FBI) Firearms Unit validated and implemented the Top Match system into routine casework, permitting its use in place of traditional light microscopy. Also, of note, the Royal Canadian Mounted Police (RCMP) National Forensic Laboratory Services recently completed validation and implementation into routine casework. Their tests showed positive identifications were made more frequently than with traditional light

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microscopy, and the system reduced the number of inconclusive results. Implementation by these influential national laboratories demonstrate Top Match is fully vetted and its benefits and effectiveness are established.

D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?

By acquiring and implementing the Top Match system, it will help move from a subjective to an objective process with quantitative results and a statistical foundation. Laboratory reports and courtroom testimony will begin to deemphasize analyst opinion in favor of fact based, quantitative conclusions. The system validation will test analysts' ability to correctly identify matching and non-matching samples prepared in-house using current light microscopy and Top Match virtual microscopy. We anticipate a higher success rate with the virtual system.

After implementation, laboratory staff will train Harris County prosecutors in the testimony they can expect from analysts using the virtual system. We will obtain their feedback on the new system; we anticipate prosecutors will respond favorably to a de-emphasis of opinion testimony.

E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?

At the completion of the validation, a report will be submitted to Executive Management detailing the findings.

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

N/A

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

No

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: Institute of Forensic Sciences

Functional Area: Forensic Anthropology
Dept. Funding Priority #: 9

Funding Request*:

Start-Up Costs (One-time)	\$	0
Cost of Positions (Recurring)		79,998
Other Recurring Costs		0
Total Request	\$	79,998

<p>A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.</p> <p>For: Anthropology Fellow (\$79,998)—Approximately 5% of incoming HCIFS cases annually (between 250 and 300 decedents) involve decedents who are unidentified. Some of these cases are extremely difficult to identify because they are often undocumented, skeletonized, incomplete, fragmentary, burned, decomposed, or some combination of these circumstances. The HCIFS Forensic Anthropology Division has been successful in identifying these decedents, in large part because of its success in acquiring temporary funds for temporary projects focused on identification, and via the work of unpaid interns. We currently have more than 360 unidentified historical cases dating back to 1957, and efforts to identify them are ongoing. The challenge is that HCIFS does not have a permanent position dedicated to the identification of historical cases, and the identification of current incoming cases is often delayed by primary forensic anthropology casework demands. This need may be magnified following mass disaster fatalities.</p>
<p>B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.</p> <p>A county-supported permanent position for a recurring one-year Forensic Anthropology Fellowship would assist the Forensic Anthropology Division in their work with unidentified remains. The fellow would develop a familiarity with the details of both the current and older cases and identify strategies for their identification, including exhumation, anthropological examination, sampling for DNA and/or isotope analysis, and will work with a variety of external agencies (NAMUS, NCMEC, consulates, etc.) to aggressively pursue identification. The structure of the fellowship program will ensure that the HCIFS is able to exert every possible effort to provide names for the hundreds of current and historic unidentified individuals in Harris County, facilitating their return to awaiting next of kin.</p>
<p>C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.</p> <p>The HCIFS has made significant strides in increasing both the success and efficiency of the identification process, and has published some of these strategies in peer reviewed forums including the American Academy of Forensic Sciences. The HCIFS Forensic Anthropology Division was created in 2006, and shortly after was assigned the responsibility for monitoring and pursuing identification of both incoming and cold cases. This arrangement resulted in a 60% reduction in cases that remain unidentified for more than a year. This reduction was achieved without the support of a dedicated fellow, and represents our baseline productivity in the past. HCIFS received funds from a one year NIJ grant program entitled "Using DNA to Identify the Missing". The Anthropology Fellow funded through this award re-examined 170 cold cases, exhumed 20 cases and identified 14 cases in the single year of the fellowship. This level of productivity is not possible with current staff, and a dedicated county-funded fellowship position could facilitate similar productivity on an ongoing basis.</p>
<p>D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?</p> <p>The success of the fellowship program will be easily monitored via success in identification of current cases and progress toward identification for cold cases. The HCIFS Anthropology Division currently maintains detailed records of the identification process for all decedents and examines those records on daily, weekly and monthly bases. The primary indicators of success will be: 1) the percentage of cases that remain unidentified for set periods of time, 2) quantified tracking of the efforts invested in each unidentified case, and 3) the co-writing of official forensic</p>

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

anthropology case reports demonstrating proficiency in forensic anthropological analysis, interpretation, and writing. In addition to current cases, the fellow will reexamine cold cases and ensure that each has received complete analysis and data collection. The fellow should be able to conduct these extensive investigations on at least 50 cases annually.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
HCIFS provides monthly reporting to Executive Management.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Anthropology Fellow: Base salary \$52,478 (\$25.23/hr); 26 pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: Institute of Forensic Sciences

Functional Area: Morgue
Dept. Funding Priority #: 10

Funding Request*:

Start-Up Costs (One-time)	\$	0
Cost of Positions (Recurring)		53,400
Other Recurring Costs		0
Total Request	\$	53,400

<p>A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.</p> <p>For: Morgue Aide - Bilingual (\$53,400)—The Morgue Control Desk currently does not have dedicated staffing as autopsy assistants are rotated weekly to help cover control desk activity.</p>
<p>B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.</p> <p>The Morgue would add 1 Bilingual Morgue Aide that would be assigned to the control desk. The control desk handles the communication between IFS and family members in regard to their loved ones being ready to be released from our facility to a funeral home. This position would allow relief time for more autopsy assistants to be available to assist doctors with their autopsy examinations.</p>
<p>C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.</p> <p>Although the HCIFS morgue has been able to cover control desk functions by cross-training autopsy assistants and cross-covering this position, our current situation does not allow for optimal service for Spanish-speaking families, and does not allow for surge capacity.</p>
<p>D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?</p> <p>The Control Desk is the liaison point linking morgue operations to investigations, to funeral homes and families. Phone calls serve as the primary metric by which volume of work of this role is measured. Currently, the Control Desk places, an average of 975 outgoing phone calls and receives 640 incoming phone calls per month. The calls vary with the caseload. Some cases require multiple calls to families, and several calls to funeral home(s). We expect this will improve customer service and the interaction with Spanish speaking families.</p>
<p>E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?</p> <p>The Morgue will provide statistics on incoming and outgoing calls, and report results to Executive Management.</p>
<p>F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.</p> <p>Morgue Aide – Bilingual : Base salary \$31,200 (\$15.00/hr); 26 pay periods</p>
<p>G) Is additional office space needed or will existing space need to be built-out for requested new positions?</p> <p>No</p>

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #4: Progress Update on Expansion Funds Provided for the Current Fiscal Year (FY2019/20)

Department: Institute of Forensic Sciences

Expansion Funding Added to the FY2019/20 Budget: \$2,400,000 \$2,400,000 increase vs. initial, proposed allocation. \$4,564,000 total increase vs. prior year allocation.

A) Describe the purpose of the funding that was provided and what you expected to accomplish.

--Funded and hired into 11 PCN's that were "frozen" by the HCIFS due to budget unavailability in FY2019
--Provided staff with salary adjustments in an effort to retain highly skilled and experienced staff
--Created and hired into 17 new PCN's to meet the highly skilled needs for the medical examiner and crime laboratory services
--Provided employee parking to our staff of approximately 300 at our OST and Holcombe campuses.
--Purchased various equipment needed to work with the LIMS v 3.8 software upgrade.

B) How are you measuring whether you're achieving the stated goals?

Productivity is measured by discipline on a weekly basis. Metrics are reported on a bi-weekly and monthly basis as required by accreditation standards and executive management.

C) Discuss what has been accomplished so far and whether you're meeting your goals.

The ability to maintain service levels and turnaround times in most areas. See Attachment A for turnaround time goals and yearly averages for each division.

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

--Continue staff training in the various disciplines. Training duration varies by discipline and tasks. It ranges from 2 months to 2 years.
--Continue to improve workflow efficiencies. This is ongoing to ensure demand does not overcome capacity.
--Implement Medical Examiner Service software for case and database management. Completion is estimated to be February 2021.

E) How much of the expansion funding amount are you requesting to be continued in the upcoming fiscal year (FY 2020/21)?

100% (\$2,400,000) of the FY2019/20 expansion funding is requested to be continued in the upcoming fiscal year (FY2020/21). The funding would continue to fund the existing 28 staff members hired in fiscal year 2020/21, allow us to give salary adjustments and continue providing employee parking.

ATTACHMENT A: HCIFS CASE STATISTICS

Total Cases per Service

Crime Laboratory

	Cases received		Cases completed	
Discipline breakdown	3/1/18-2/28/19	3/1/19-2/29/20*	3/1/18-2/28/19	3/1/19-2/29/20*
Drug Chemistry	7,841	6,771	6,972	7,682
Firearms Identification	3,311	3,518	3,299	3,584
Forensic Genetics	2,469	2,300	2,634	2,000
Forensic Toxicology	8,249	8,554	8,893	8,284
Trace Evidence	425	496	428	503
Total Cases	22,295	21,639	22,226	22,053

* Projected

Medical Examiner Service

Caseload breakdown	3/1/18-2/28/19	3/1/19-2/29/20*
Medicolegal (ML) autopsies	3,821	3998
External exams	619	535
Out-of-county (OC) cases	34	38
Trauma inquests	382	408
Death scenes attended	2,585	2,757
Total Cases (ML, OC, Inquests)	4,856	4,979

* Projected

Accreditations/Certifications

1. ANSI National Accreditation Board (ANAB) ISO/IEC 17025 Program (Crime Laboratory), initially accredited through ASCLD/LAB Legacy Program, since February 1999
2. Accreditation Council for Graduate Medical Education (ACGME), since March 2000
3. Texas Forensic Science Commission (TFSC), program formerly run by Texas DPS, since August 2003
4. American Board of Forensic Toxicology (ABFT), since November 2004
5. National Association of Medical Examiners (NAME), since June 2006
6. Texas Medical Association for Continuing Medical Education (TMA-CME), since October 2012
7. ANSI National Accreditation Board (ANAB) ISO/IEC 17020 Program (Forensic Anthropology), since August 2015
8. Lloyd's Register Quality Assurance (LRQA) ISO 9001:2015 Program, since May 2019

Case Turnaround Times (TAT)

Crime Laboratory

Discipline	Case Type	TAT Goal (Days)	TAT Avg 2018 (Days)	TAT Avg 2019 (Days)
Drug Chemistry				
	Jail	10	17	13
	Bond	15	17	14
	No arrest	15	23	18
Firearms Identification				
	Comparison	30	23	23
	Non-comparison	30	20	19
Forensic Genetics				
	Sexual Assault	60	58	113
	Homicide	60	70	121
Forensic Toxicology				
	ML	45	54	42
	DWI/DUI – alcohol only	30	60	37
	DWI/DUI – alcohol + drugs	60	80	68
	Drug-Facilitated Sexual Assault	90	94	77
Trace Evidence				
	Gunshot Residue	30	22	27
	Fire Debris	14	8	11

Medical Examiner Service

Discipline	Case Type	TAT Goal	TAT Avg 2018	TAT Avg 2019
Forensic Pathology				
	All cases	90% within 60 days	64% w/i 60 days	74% w/i 60 days*
Forensic Anthropology				
	All cases	30 days	24 days	19 days
Histology				
	All cases	10 days	10 days	12 days
Forensic Investigations				
	Scene response time (excluding motor vehicle accidents)	90 minutes	71 minutes	69 minutes
	Motor vehicle accident response time	60 minutes	53 minutes	46 minutes

*The current 60-day metric is at 88%.

Number of Agencies Served (2018-2019)

Medical Examiner:

- a. Harris County
- b. Interlocal Agreements (6)
 1. Austin County
 2. Calhoun County
 3. Freestone County
 4. Polk County
 5. San Jacinto County
 6. Waller County

Crime Laboratory: 84 submitting agencies

Aldine ISD Police Department
Alief ISD Police Department
Alvin Police Department
Baytown Police Department
Beaumont Police Department
Bellaire Police Department
Brazoria County Sheriff
Brookshire Police Department
Bureau of Alcohol Tobacco Firearms and Explosives
Chamber's County Sheriff's Office
Clute Police Department
Conroe Police Department
Cypress-Fairbanks ISD Police Department
DEA / HIDTA
Deer Park Police Department
Department of Public Safety
Department of Veteran's Affairs Police
El Campo Police Department
Erie County Medical Examiner's Office
Federal Bureau of Investigations
Fort Bend County Sheriff's Department
Freeport Police Department
Friendswood Police Department
Galena Park Police Department
Goose Creek Consolidated ISD Police Department
Harris County Attorney's Office
Harris County Civil Courthouse
Harris County Constable
Harris County Fire Marshal Atascocita
Harris County Sheriff's Office
Hedwig Village Police Department
Hempstead Police Department
Houston Community College Police
Houston Police Department
Humble ISD Police Department
Humble Police Department
Jacinto City Police Department

Jefferson County District Attorney
Jefferson County Regional Crime Lab
Jersey Village Police Department
Katy ISD Police Department
Katy Police Department
Klein ISD Police Department
LaPorte Police Department
League City Police Department
Lone Star College
Memorial Villages Police Department
Metro Police Department-Main
Missouri City Police Department
Montgomery County Attorney's Office
Montgomery County Fire Marshal's Office
Morgan's Point Police Department-Main
Nassau Bay Police Department
Pasadena ISD
Pasadena Police Department
Pearland Police Department
Port Arthur Police Department
Port of Houston Police Department
Prairie View Police Department
Rice University Police Department
Seabrook Police Department
Shoreacres Police Department
South Houston Police Department
South Plains Forensic Pathology
South Side Place Police Department
Spring Branch ISD Police Department
Spring ISD Police Department
Spring Valley Police Department
Stafford Police Department
Sugar Land Police Department
Teague Police Department
Texas Alcoholic Beverage Commission
Texas City Police Dept
Texas Medical Center Police Department
Texas Parks and Wildlife
Texas Southern University
Tomball Police Department
Travis County District Attorney's Office
University of Houston Police Department
University of St. Thomas
University of Texas Police Department
Victoria Police Department
Webster Police Department
West University Police Department

ATTACHMENT B: FAMILY ASSISTANCE STATISTICS

Family Liaison Phone Line		
	2018	2019
January	333	174
February	270	117
March	256	115
April	236	116
May	179	144
June	162	120
July	209	109
August	188	178
September	112	241
October	134	146
November	122	146
December	128	146
Total	2329	1752
Average/month	194	146

Family Liaison Database*		
	2018	2019
January	711	440
February	758	398
March	743	219
April	321	280
May	382	286
June	309	343
July	228	210
August	360	631
September	340	689
October	637	388
November	710	388
December	529	388
Total	6028	4660
Average/month	502	388

* Some calls received through the family liaison line are not logged in the family liaison database due to the nature of the call (e.g., call was transferred to the family liaison line in error or call was regarding general office information). Calls received through other phone extensions may be directed to a Victim Assistance Specialist as appropriate and may get logged in the database at that point.

Note: The decrease in calls may be due to increased scene attendance by Victim Assistance Specialists in 2019, in addition to a revised protocol for managing calls and database entries.

991-PROBATE COURT NO. 1

Data as of: 11/11/2019

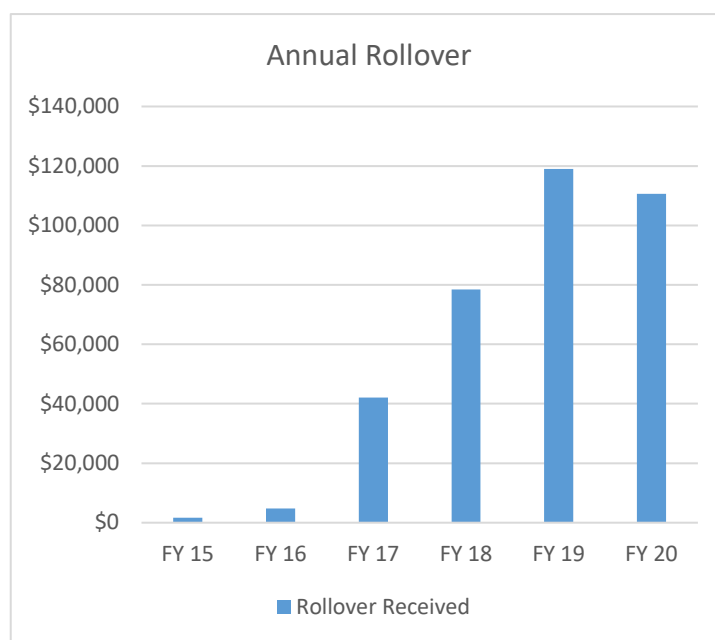
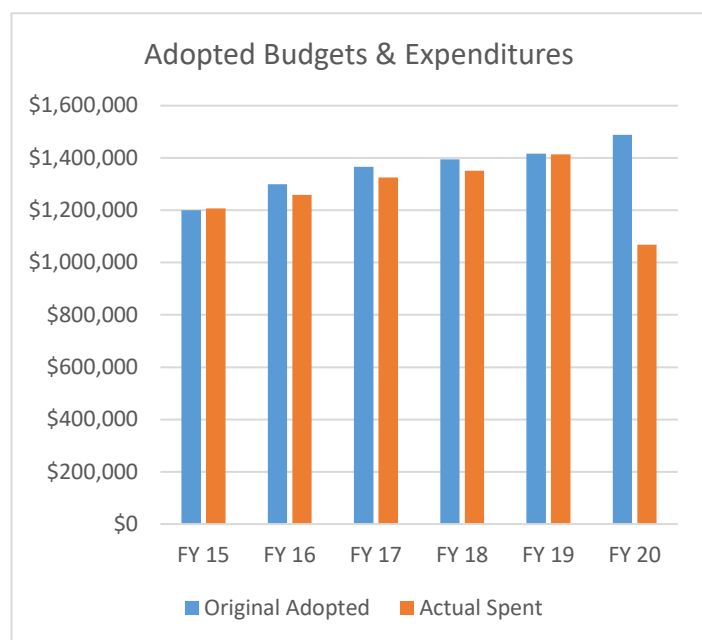
Avg. Annual Budget Increase Last 5 Years: 4.4%

FY 20 Adopted Budget Per Capita (Harris County): \$0.32

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$1,200,000	\$1,300,000	\$1,366,000	\$1,395,000	\$1,417,000	\$1,488,000
Final Adjusted	\$1,217,879	\$1,304,830	\$1,408,130	\$1,473,469	\$1,536,018	\$1,598,242
Rollover Received	\$1,611	\$4,830	\$42,130	\$78,469	\$119,018	\$110,625
Rollover % of Adopted	0%	0%	3%	6%	8%	7%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$1,142,570	\$1,198,064	\$1,255,540	\$1,269,965	\$1,328,743	\$967,295
Non-Labor/Transfers	\$65,098	\$60,131	\$70,169	\$81,150	\$85,164	\$100,785
Actual Spent	\$1,207,667	\$1,258,195	\$1,325,709	\$1,351,115	\$1,413,907	\$1,068,080



FY20 Rollover as a % of FY20 Adopted Budget: 7.4%

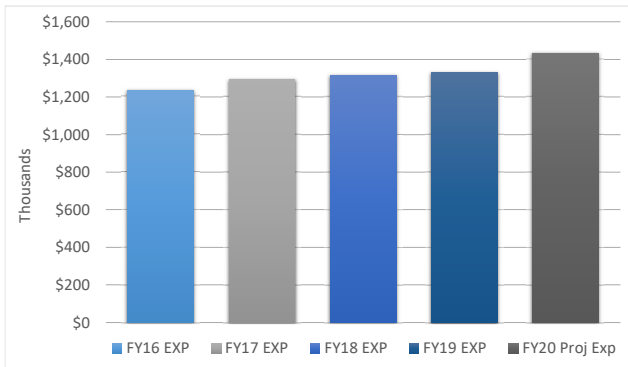
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$0	\$92,485
2290-PROBATE COURT SUPPORT	0	\$0	\$92,485

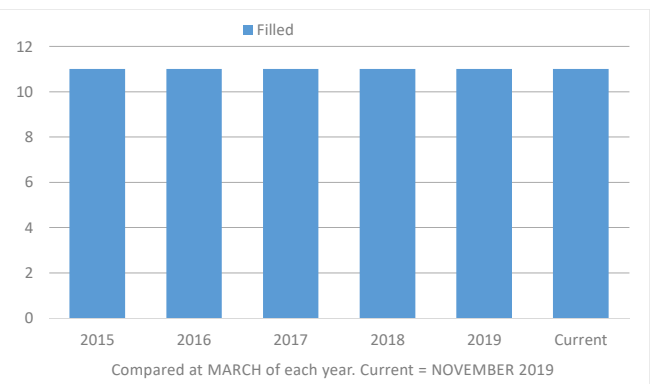
PERSONNEL SUMMARY FOR PROBATE COURT NO. 1

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

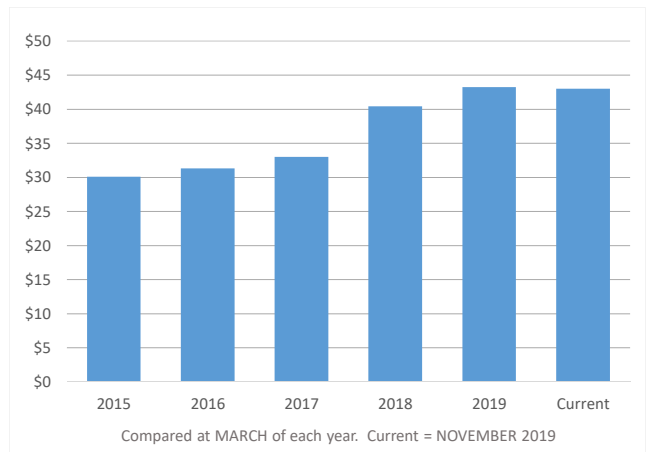


Avg. Salary Increases For Existing Full-Time Employees

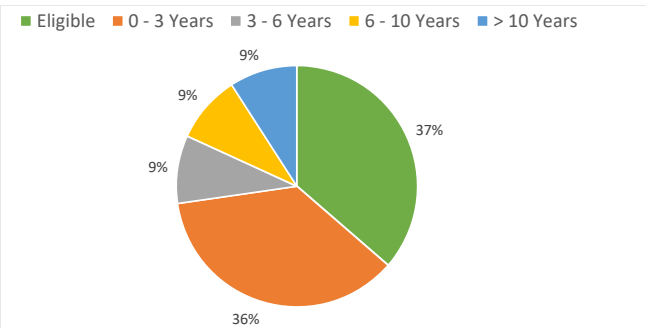
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	9	4.2%	4.2%
Sept 2017	9	10.2%	5.0%
Sept 2016	9	10.6%	3.4%
Sept 2015	9	17.3%	4.1%
Sept 2014	9	23.8%	4.4%

	Filled	Vacant	Total
R32+	11	0	11
Part	0	0	0
Temp	0	0	0

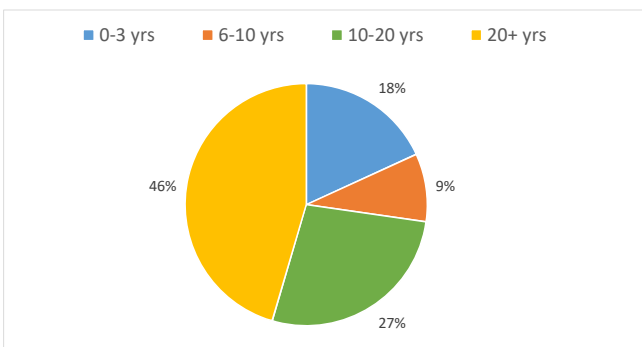
Dept. Average Hourly Base Pay Rate



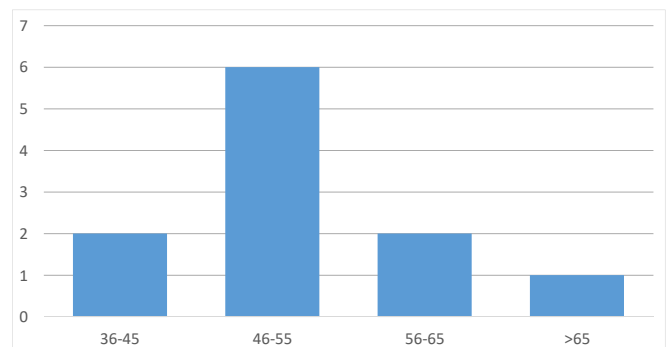
Retirement Eligibility



Employee Tenure



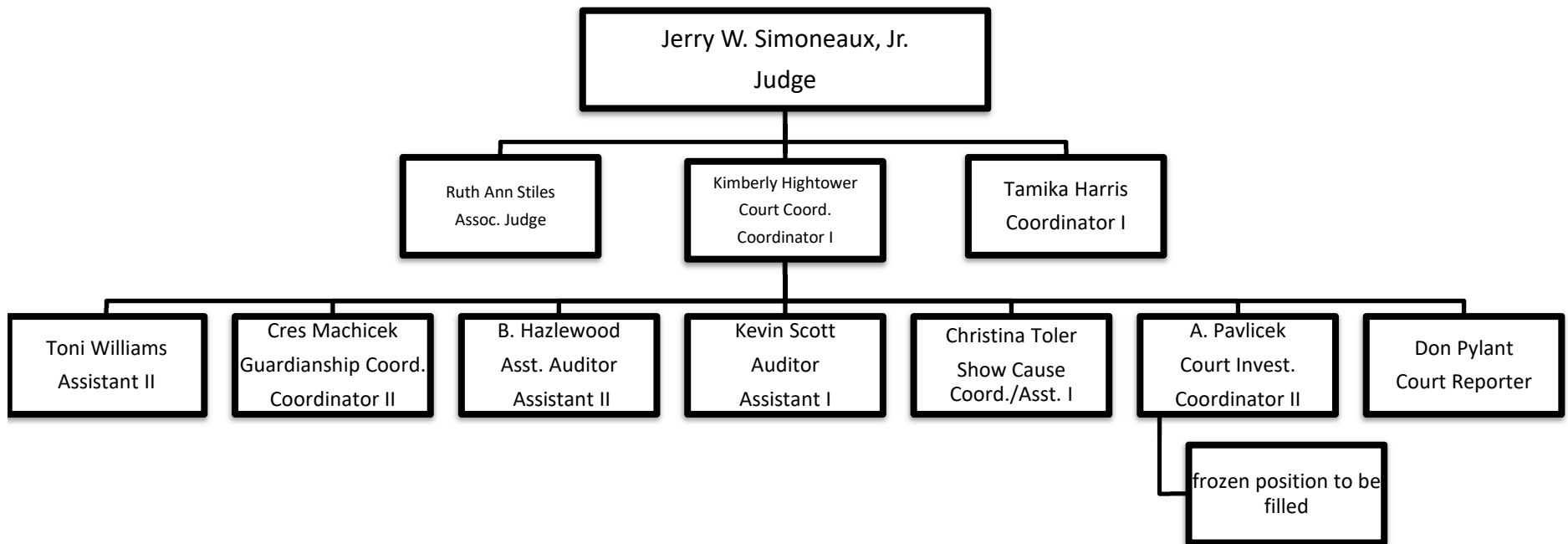
Number of Employees by Age





Department-Provided Information

HARRIS COUNTY PROBATE COURT NO. 1 - ORG 991
FY 2020-2021 Organizational Chart



Form #1: Department Mission and Metrics

Probate Court No. 1 - 991

A) Department Purpose/Mission

1. We believe *Justice for All* means every one of y'all.
2. Probate Court One emphasizes service and embraces innovation to ensure swift, fair, and accessible justice for all.
3. Probate Court One is one of only 18 statutory probate courts in the state of Texas with extraordinarily extensive jurisdiction including exclusive jurisdiction over all probate proceedings, concurrent jurisdiction with District Courts in certain cases over trusts, personal injury, survival and wrongful death claims, and ancillary and pendent jurisdiction over just about anything else necessary to promote judicial efficiency and economy.

B) Discuss your department's accomplishments in the last year.

1. Implemented new technologies and procedures to improve efficiency in dockets, offer greater courtroom access, and reduce paper consumption.
2. Established new fee standards for court-appointed attorneys to create a flat rate for greater predictability of costs on typical cases and to give clarity for hourly rates on atypical cases.
3. The four probate courts became the first group in Harris County to sign an administrative order setting rules for an automatic trial continuance for a lead counsel for the birth, adoption, or fostering of a new child.

C) Discuss actions taken to drive efficiency and productivity in your department.

1. The first of the 8 Harris County Civil and Probate Courts to go fully paperless by implementing 100% digital filing and signatures by the judge and parties saving time and countless reams of paper and money.
 1. Further, digital signing increased the judge's ability to review and sign orders while away from the bench at conferences or even on vacation so work continues uninterrupted.
 2. Digital filing of orders has enabled the staff attorney to review proposed orders and help attorneys identify and correct errors prior to hearings greatly increasing efficiency on the day of the

Form #1: Department Mission and Metrics

- hearing.
2. The first and still only Probate Court to offer a "Rocket Docket"—a fast way to prove-up of wills, which is possible because all documents are reviewed and pre-approved by the staff attorney. The Rocket Docket not only allows for a quicker hearing, but also helps reduce a client's stress and anxiety about testifying in court.
 3. Ancillary Courtroom – Filings in Probate Courts have tripled in the past 10 years; however, our staff is one less than 10 years ago. In order to keep up with our dockets, Probate Court 1 created a fully outfitted Ancillary Courtroom down the hall. The Ancillary Courtroom is used by the Associate Judge when the main courtroom is taken up with trials or extended hearings to keep up with the weekly dockets of more than 60 Probate of Wills, 10 Heirship and Administrations, 6-10 Guardianships, and up to 12 Ancillary hearings.
 4. The first of any District or County Court in Harris County to offer secure video appearances increasing courtroom access to those with mobility challenges or who would rather avoid downtown traffic and parking. The system was installed at no cost to taxpayers and features online "bailiffs" who manage the video participants in an orderly fashion until they are called by the judge.

D) Describe any new responsibilities your department assumed this year.

1. Review of training certification of applicants in a guardianship through the Judicial Branch Certification Center (JBCC).
2. Review of digitally filed proposed orders, Statements by a Subscribing Witness, Proof of Death and Other Facts, and other ancillary documents that had not been required to be submitted prior to digital filing and signing.

E) Specify any costs your department incurred this or last year that you won't have next year.

1. Costs associated with creating an ancillary courtroom initially used immediately following Hurricane Harvey. The ancillary courtroom has been in regular use by this and the other 3 probate courts to eliminate the need to cancel daily dockets when in trial.

Form #1: Department Mission and Metrics

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

1. Internal performance is evaluated by various reports run in our Odyssey database. We are able to track how many and what type of filings are being made, orders being entered and cases being closed. Further, we are able to monitor division workload, i.e. deceased or guardianship matters and adjust staff duties accordingly

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

1. External performance measures include reliance on the Houston Bar Association's Evaluation Poll which is conducted every two years. Members evaluate elected and appointed judges based on firsthand knowledge. Both professional and ethical questions are presented in the evaluation. Probate Court No. 1 has historically performed very well placing first or second each year.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department:

991 - Probate Court No. 1

FY19/20 General Fund Adopted Budget:	\$1,488,000
Rollover Budget Received in FY19/20:	\$110,625

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	LABOR & BENEFITS: listed current labor/benefits for existing 11 member staff including Judge and Court Reporter as well as (1) addtl Asst II position (use of previously frozen position) for permanent Asst. Court	\$1,387,189	11	1	\$90,744	6.5%	1	Yes
2	SERVICES & OTHER: includes rentals, copier, insurance/judicial bonds, sub court reporters and court costs for court appointed attorneys ad litem, guardians ad litem, court visitors, mental health professionals and	\$52,561			\$35,000	66.6%	3	Yes
3	MATERIALS & SUPPLIES: office supplies, postage, library materials and equipment. Our department plans to upgrade laptops for key staff.	\$32,500			\$10,000	30.8%	4	Yes
4	TRANSPORTATION & TRAVEL: Includes continuing education/travel for Judge and staff and increased mileage reimbursements for volunteer court visitors and proposed new Asst. Court Investigator due to	\$15,000			\$15,000	100.0%	5	Yes
5	UTILITIES: currently used for telephone only. Request is being made for county lease vehicle for Senior Court Investigator with an annual cost of approximately \$6,000.	\$750			\$6,000	800.0%	2	Yes
6								
7								
8								
9								
10								
Department-Estimated Totals		\$1,488,000	11	1	\$156,744	10.5%		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: **Probate Court No. 1**

Functional Area: Acct Category 6000: LABOR & BENEFITS
 Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	90,744
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	90,744

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Texas law mandates that the Court Investigator visit and report on every new guardianship filed, supervise a court visitor program and make annual visits to every adult guardianship supervised by the court and investigate any complaint. [Tex. Estates Code §§ 1054.151-.152] The court supervises 1,900 guardianships annually, of which 1,750 are adults. Annual new filings have tripled in the past 10 years, and doubled in just the past two years; however, Probate Court 1 still has only one Court Investigator. The ratio of cases to investigators has become untenable to meet the statutory mandate.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The Texas Estate Code requires the Court Investigator to visit every proposed ward in each newly filed application for guardianship. Probate Court 1 has deputized another staff member to split her duties between being a Deputy Court Investigator and Show Cause Coordinator, further stretching the courts available resources. However, this stop-gap measure has not met the growing need for a full-time Deputy Court Investigator. A full-time Deputy Court Investigator is required immediately and the anticipated result is the minimal ability to meet the state mandate to visit the growing number of wards under the court's supervision.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Internal data shows an exponential growth in court filings and open cases, which have tripled in the past 10 years, and doubled in the past two years. [See attachment A] The trend coincides with the "Silver Tsunami" that has been widely reported and the known increase in Harris County population. Further, a study by Dr. Andy Banerjee, Ph.D., Professor, Industrial and Systems Engineering at Texas A&M University shows Harris County Probate Courts are in the greatest need for staffing of any court in the state of Texas with probate jurisdiction, based on new cases filed (NCF). [See Attached B.]
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The Court Investigator maintains records of all wards who have been visited. Further, the Probate Courts are working with the Atlas Mapping software and Harris County to monitor and provide data regarding mandated court visits.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Data metrics through internal record keeping and Atlas Mapping will be provided as requested.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Assistant II position for Assistant Court Investigator. Base salary \$61,485.00 over 26 pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
The new Court Investigator will require an office. We propose to enclose a space in the main entry that should require minimal buildout. A request with FPM will be submitted for estimates.

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Probate Court No. 1**

Functional Area: Acct Category 6380: UTILITIES

Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	6,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	6,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Court Investigator has the duty to perform an initial investigation on the proposed ward for each application for guardianship filed in this court as well as annual visits to our current caseload of 1778 adult wards. In addition to being a safety issue for our investigator the wear and tear on the investigators personal vehicle and the cost of gas and tolls are not truly compensated for by the car allowance.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Use of leased county vehicle will eliminate the chance for wards or family members to identify investigators home address, etc. through personal license plates. Use of leased county vehicle will eliminate the continued wear and tear on personal vehicle.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The Court Investigator reports approximately 25,000 miles per year on court business.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Court Investigator will report to the department
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
N/A
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
N/A
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A

****Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Probate Court No . 1**

Functional Area: Acct category: 6300 SERVICES & OTHER
 Dept. Funding Priority #: 3

Funding Request*:

Start-Up Costs (One-time)	\$	35,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	35,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Additional funds are needed to cover the costs of rentals, copier, insurance/judicial bonds, sub court reporters as well as the fees associated with indigent guardianship cases for attorneys ad litem, guardians ad litem, court visitors and mental health professionals.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
See above
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Funds availability reports run for the department evidence the need for additional funds.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Funds availability reports and reports of fees paid will be run periodically by the department to determine if sufficient funding was calculated
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Provide updates when or if requested
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
N/A
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A

****Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: Probate Court No. 1

Functional Area: Acct Category: 6100 MATERIALS & SUPPLIES
Dept. Funding Priority #: 4

Funding Request*:

Start-Up Costs (One-time)	\$	10,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	10,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Additional funding will be necessary to upgrade existing equipment and for supplies and materials to operate the court
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
See above
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
See attachments showing increases in filings and open cases. Further, most of the courtroom technology/equipment is original and was installed when the Civil Courthouse was opened in 2006.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Funds availability reports
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Reports can be produced if or when requested
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
N/A
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: Probate Court No 1

Functional Area: Acct Category 6500: TRANSPORTATION & TRAVEL
Dept. Funding Priority #: 5

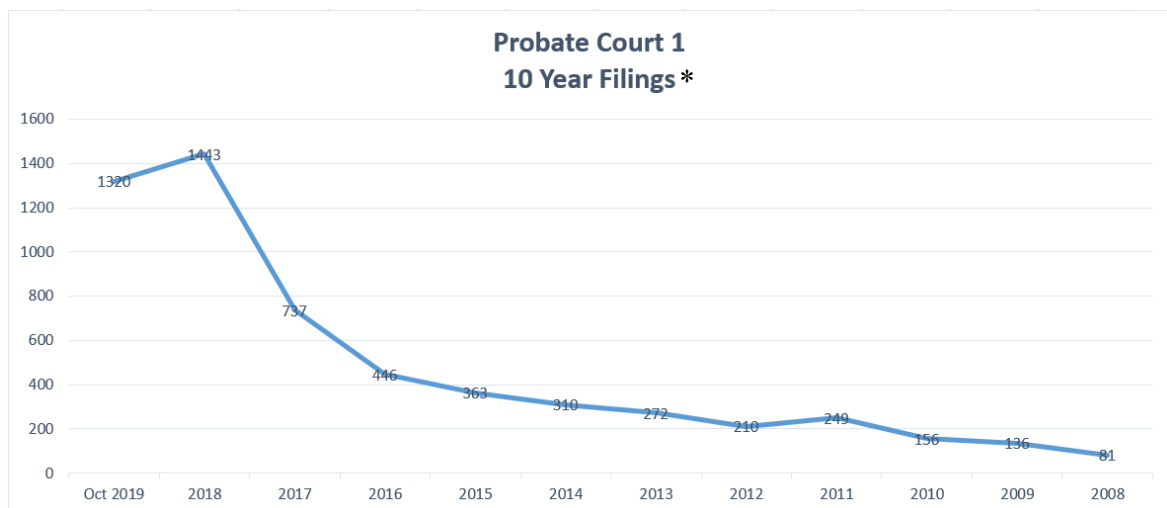
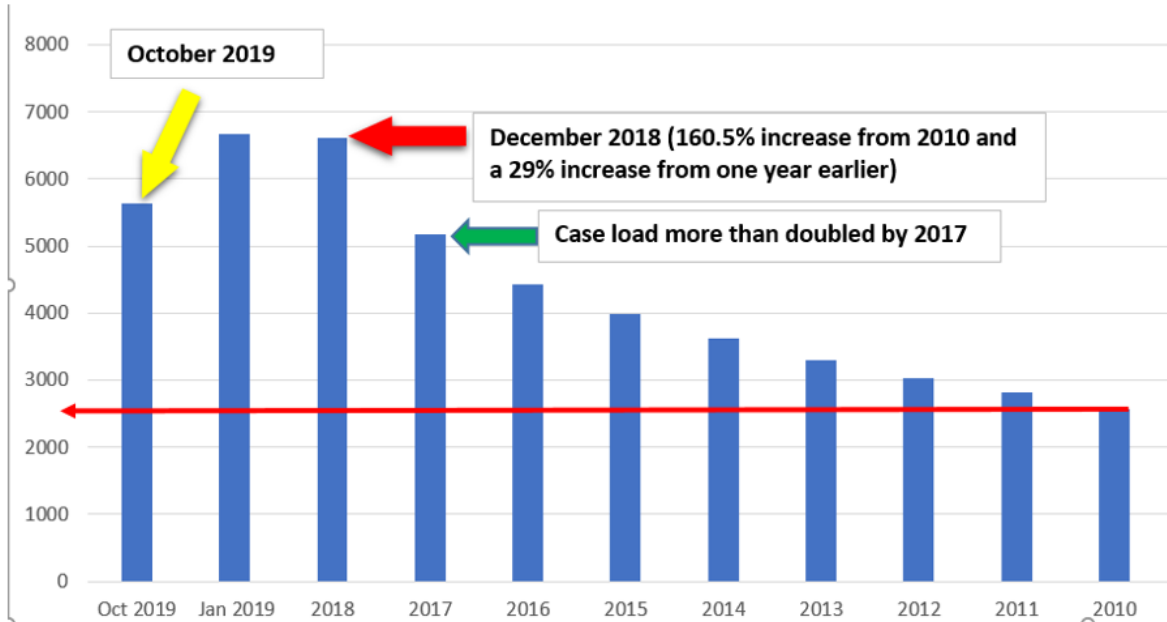
Funding Request*:

Start-Up Costs (One-time)	\$	15,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	15,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Continuing education as required for Judge, Associate Judge and Staff Attorney as well as staff members to remain informed of updated law as it pertains to probate and guardianship matters. Additionally, funds for mileage reimbursement for volunteers who make annual visits to wards of the court as required by the Texas Estates Code.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
See above
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
N/A
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
N/A
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Reports and/or internal record keeping will be provided if requested
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
N/A
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Harris County Probate Court 1 10-Year Case Load Statistics *



* The statistical trends for Probate Courts 2, 3, and 4 are significantly similar. Pursuant to Texas Gov't Code § 25.1034(j), the clerk assigns all probate filings to the Probate Courts in the following percentages: Probate Court 1-30%, Probate Court 2-30%, Probate Court 3-20%, and Probate Court 4-20%. Probate Courts 3 and 4 have additional duties of presiding over the mental health docket with the judge of Probate Court 3 being the Presiding Judge.

Facts

- Busiest courts of any trial court in the state of Texas
 - 1,320 new cases filed as of January 1, 2019
 - 5,645 open cases in Probate Court 1, pared down from nearly 7,000 at the beginning of the year through our own internal audit.
 - Ongoing court supervision of historically high 1,900 guardianships, of which 1,778 are adults that must be visited annually as mandated by statute. [TEC 1054.102]
 - 2,937 decedents estates that require ongoing monitoring;
 - Numerous interlocutory and non-interlocutory trials to the bench;
 - Growing number of trials requiring both 6 and 12 person juries.
- Largest trial courts of any trial court in the state of Texas
 - 11 staff members in Probate Courts 1, 2, and 4
 - 22 staff members in Probate Court 3
- Statutory Probate Courts have the most expansive jurisdiction of any trial court in the state.
 - Decedent's estates, guardianship matters, and any matter related to those proceedings;
 - Concurrent jurisdiction with District Courts over trusts, personal injury, wrongful death, and survivor claims related to a matter in Probate Court.
 - Pendant and ancillary jurisdiction over any other matter to promote judicial efficiency.
 - Ability to transfer related cases from almost any other civil county, civil district, or family court to Probate Court to promote judicial efficiency.

Systematic Review of Texas Guardianship Process

Andy Banerjee, Ph.D.

Professor, Industrial and Systems Engineering, Texas A&M University

Assisted by Mr. Vasu Kumar

MS Industrial Engineering Student

Findings and Preliminary Estimates

Top 10 Counties requiring focus on **Minor** (Based on NCF)

Harris
Dallas
Denton
Collin
Travis
Tarrant
Lubbock
Randall
Bexar
Ellis

Top 10 Counties requiring focus on **Adults** (Based on NCF)

Harris
Dallas
El Paso
Bexar
Collin
Tarrant
Denton
Travis
Fort Bend
Nueces

- ~45 Counties require new resource planning for NCF
- Estimated optimal ratio for Judge : No. of cases - 1:40~50
 - there is a high variability in terms of type of cases, time per case, proportion of case types etc.
- Total Active Guardianships:
 - 15-20% court focused cases
 - 80-85% external visits required
- 10~15 person hours spent per case on Year 1 (Hearing, Annual Report, Routine)
- 8~10 hours spent per case after Year 1
- Estimated time per visit per case: 3~5 hours
- Court staff to number of cases ratio: 60~80 cases per FTE
- Estimated Total Headcount: Judges + Staff = approx. 1400
- Need to build system check-points of data capture for demographics data, savings data, internal-external benchmarking to improvise, strengthen the system

992-PROBATE COURT NO. 2

Data as of: 11/11/2019

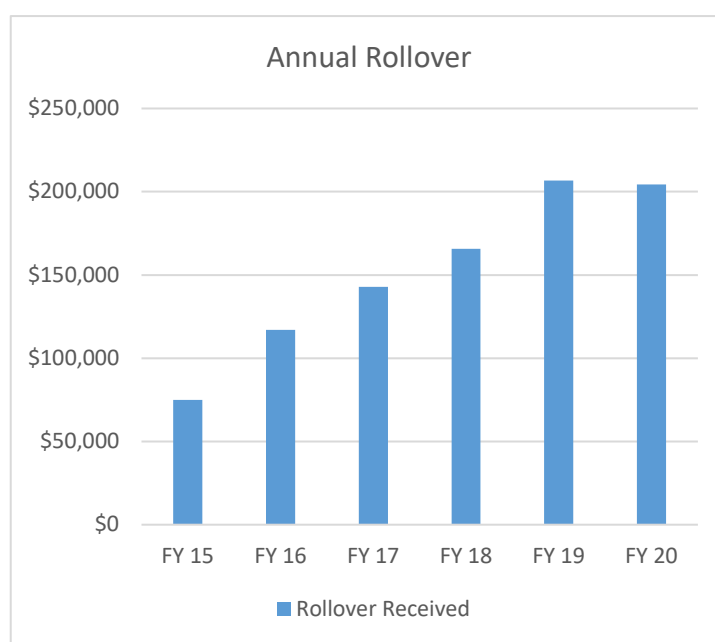
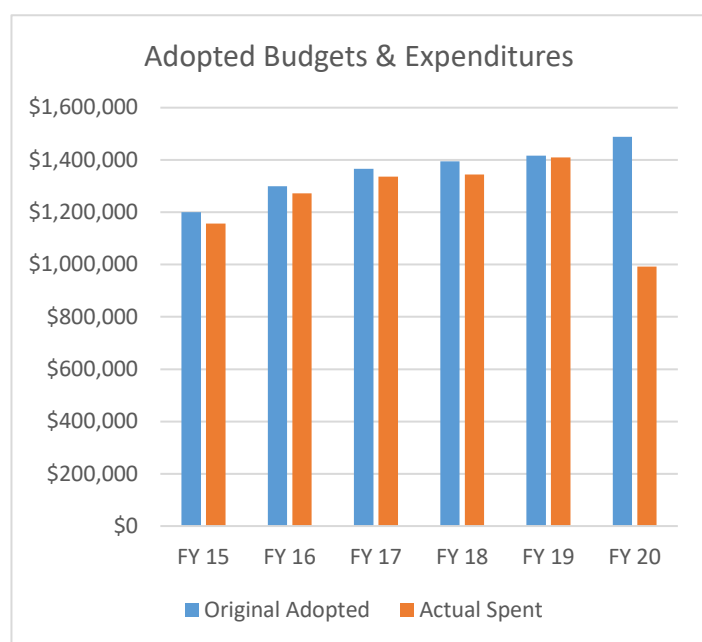
Avg. Annual Budget Increase Last 5 Years: 4.4%

FY 20 Adopted Budget Per Capita (Harris County): \$0.32

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$1,200,000	\$1,300,000	\$1,366,000	\$1,395,000	\$1,417,000	\$1,488,000
Final Adjusted	\$1,278,169	\$1,417,105	\$1,508,770	\$1,560,758	\$1,623,814	\$1,692,310
Rollover Received	\$75,002	\$117,105	\$142,770	\$165,758	\$206,814	\$204,310
Rollover % of Adopted	6%	9%	10%	12%	15%	14%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$1,092,874	\$1,203,304	\$1,264,608	\$1,262,301	\$1,325,547	\$941,812
Non-Labor/Transfers	\$64,223	\$69,338	\$71,295	\$82,347	\$83,536	\$50,909
Actual Spent	\$1,157,097	\$1,272,642	\$1,335,902	\$1,344,648	\$1,409,083	\$992,722



FY20 Rollover as a % of FY20 Adopted Budget: 13.7%

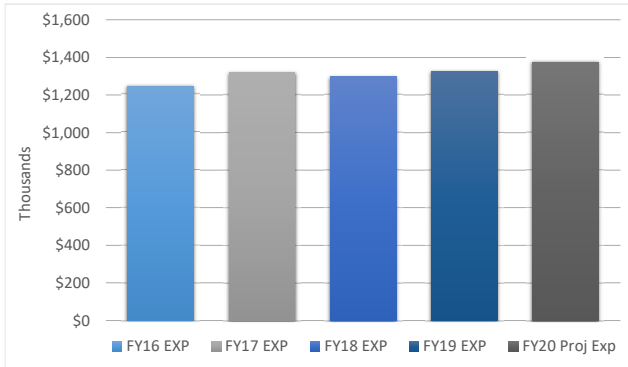
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$7,591	\$75,674
2290-PROBATE COURT SUPPORT	0	\$7,591	\$75,674

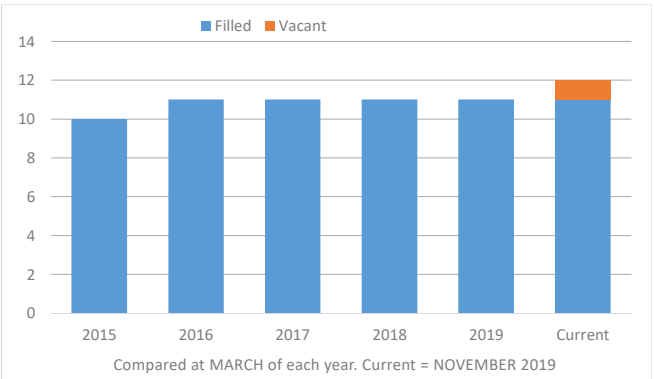
PERSONNEL SUMMARY FOR PROBATE COURT NO. 2

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

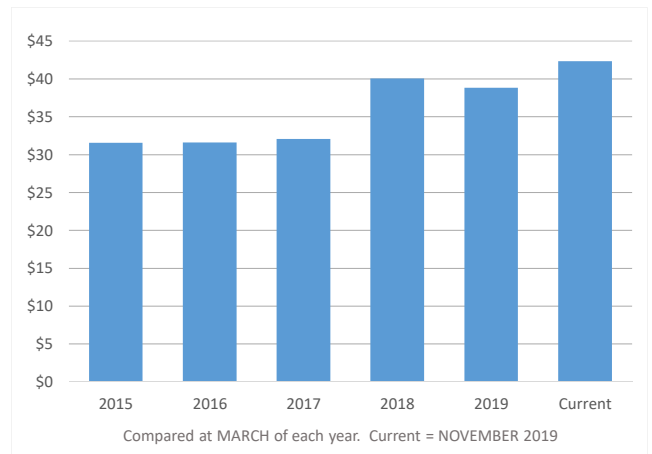


Avg. Salary Increases For Existing Full-Time Employees

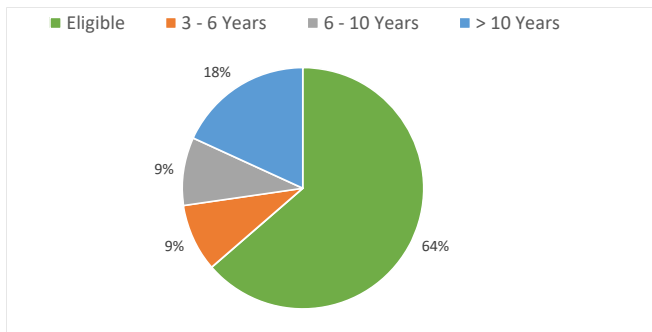
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	8	5.2%	5.2%
Sept 2017	8	11.0%	5.4%
Sept 2016	7	16.4%	5.2%
Sept 2015	7	19.4%	4.5%
Sept 2014	6	22.5%	4.1%

	Filled	Vacant	Total
R32+	11	1	12
Part	0	0	0
Temp	0	0	0

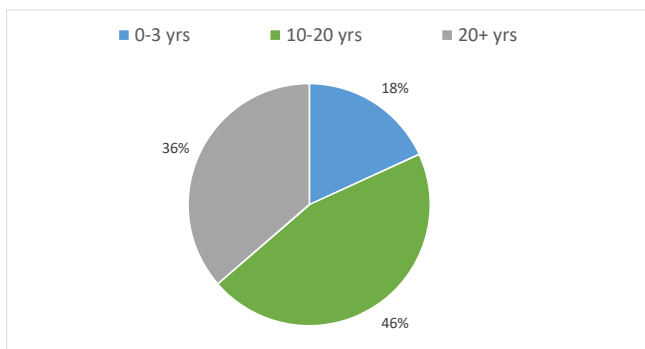
Dept. Average Hourly Base Pay Rate



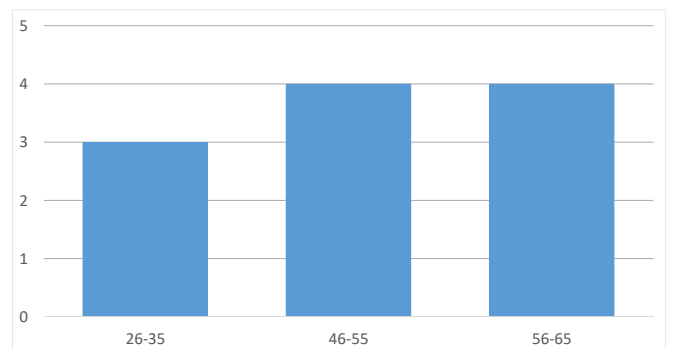
Retirement Eligibility



Employee Tenure

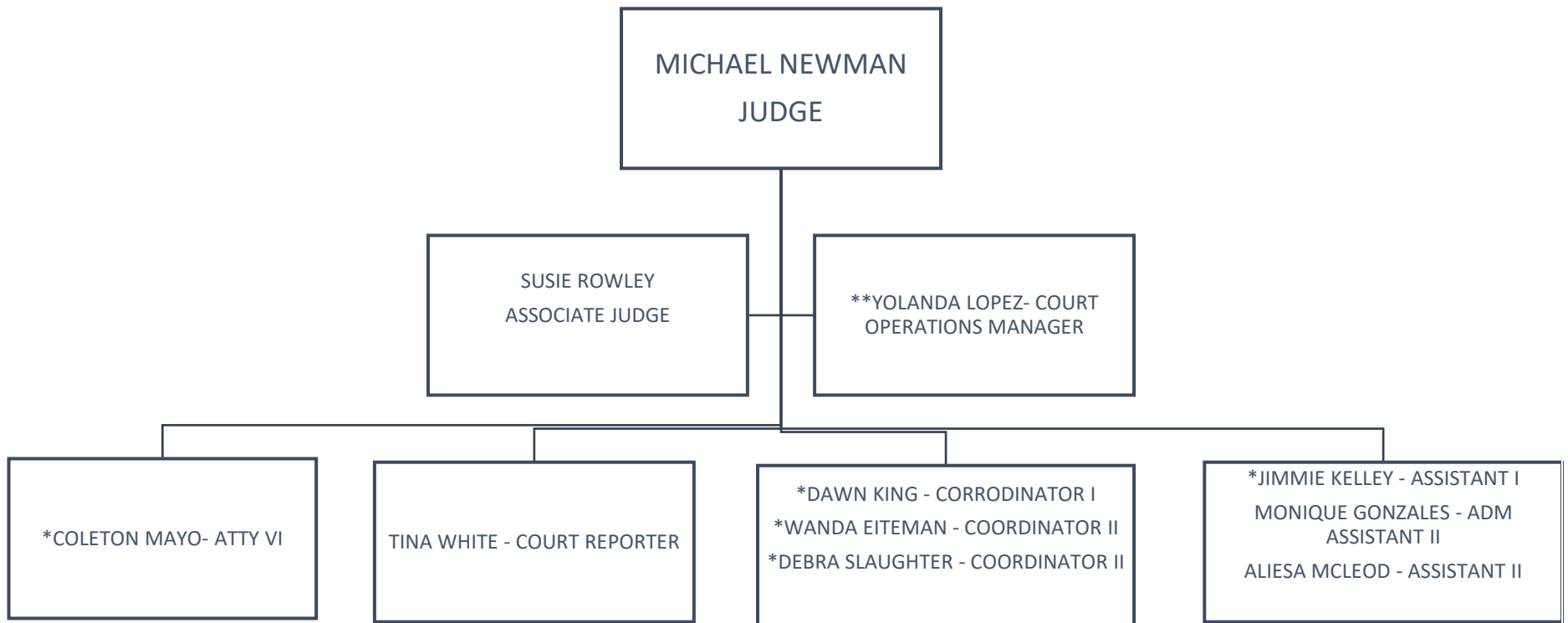


Number of Employees by Age





Department-Provided Information



*POSITION EFFECTIVE 11/9/2019

**POSTION EFFECTIVE 12/7/2019

Form #1: Department Mission and Metrics

Probate Court No. 2 - 992

A) Department Purpose/Mission

A. Probate Court No. 2's purpose is to oversee the administration and handling of decedent's and guardianship estates of Harris county residents. This includes the handling of lawsuits arising from these estates.

Our mission is to ensure that estate administrations are properly handled, that parties and litigants have timely access to the Court, and that lawsuits arising from estates are handled in accordance with Texas law.

B) Discuss your department's accomplishments in the last year.

B. Probate Court Two has 5,781 active pending cases; including 3,037 decedent's estates and 1,972 guardianships. A total of 1,409 new cases were filed this calendar year in Court 2.

Beginning in January 2019, our Court has doubled the number of weekly ancillary dockets to accommodate the increased number of new cases and contested hearings. Additionally, our Court has increased the number of weekly Will dockets by 25%. This year, approximately 1,350 Wills have been admitted to probate, over 400 contested hearings held, and more than 12,000 orders have been processed by the Court Staff and signed by the Judge.

C) Discuss actions taken to drive efficiency and productivity in your department.

C. Please see response to paragraph B above. Additionally, the Court encourages and seeks periodic feedback from parties and their counsel and performs annual reviews of Court Staff.

D) Describe any new responsibilities your department assumed this year.

D. Please see response to paragraph B above. Additionally, besides traveling to Pasadena and Baytown once a month for Will dockets, Court 2 now travels to Humble. As a result of these additional dockets, citizens and their counsel can be accommodated closer to their homes avoiding the additional time and delay associated with travelling to and from downtown. Probate Court 2 also provides this service to the other three probate courts.

E) Specify any costs your department incurred this or last year that you won't have next year.


E. Not applicable.

Form #1: Department Mission and Metrics

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

F. The Judge has daily and/or weekly meetings as may be appropriate, with the Associate Judge, Court Coordinator and Guardianship Coordinator to ensure that decedents' and guardianships estates are handled timely and efficiently. Hearings and trial settings are set as soon as practical with input from Court Staff and counsel. The Judge has individual meetings with Court Staff as needed to answer questions and assist with the review of the over 67,000 legal documents generated by the Court Staff are carefully reviewed and proofread by others to ensure their accuracy. Periodic as well as annual reviews are conducted with Court Staff to assess performance and progress on an ongoing and continual basis.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

G. Please see responses to paragraphs B, C & F. The Court and the Court's Staff encourages regular feedback from attorneys. This year, the Court and the Court's Staff handled over 67,000 documents, closed nearly 2,000 case files with the Court entering approximately 12,000 orders. This year, new cases filed totaled 1,549, an increase of almost 50% from the prior year. Please see the graph as an example of the extreme growth.  [Probate Court Case Stats 2000-2019 v2.2 CHART \(002\).docx](#)

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion
Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: **992 - Probate Court No. 2**

FY19/20 General Fund Adopted Budget:	\$1,488,000
Rollover Budget Received in FY19/20:	\$204,310

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	LABOR & BENEFITS - The Court's Staff consists of eleven individuals, including the Judge, an Associate Judge, two Coordinators, and Court Reporter. Please see below for brief job descriptions. Associate Judge/Staff Attorney	\$1,407,408						
2	MATERIAL AND SUPPLES - Office equipment includes 16 computers, multiple printers and a fax machine. Office supplies includes toner, copy paper, envelopes, letterhead and postage, library materials including reference books.	\$23,000						
3	SERVICES & OTHER - The Court regularly appoints Ad Litem, Guardian Ad Litem and Third Party Guardians, which are determined on a case to case basis. Additional services include membership dues for Judge, Associate Judge and Staff Attorney. Funds are needed for copier lease, equipment repairs, Substitute Court Reporters and miscellaneous office expenses.	\$52,592						
4	TRANSPORTATION & TRAVEL - The Court incurs transportation and travel fees associated with Judicial and CLE conferences, for the Judge and Court Staff. These fees include mileage and hotel reimbursements. A vehicle has been requested to assist the Court Investigator in performing job duties.	\$5,000			\$10,000	200.0%		Yes

Department-Estimated Totals	\$1,488,000	0	0	\$10,000	0.7%
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* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: **PROBATE COURT NO. 2**

Functional Area: Acct Category 6380: Utilities

Dept. Funding Priority #: 4

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		<u>10,000</u>
Total Request	\$	10,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Court Investigator has the duty to perform an initial investigation on the proposed ward for each application for guardianship filed in this court as well as annual visits to our current caseload of 1,972 adult wards. In addition to being a safety issue for our investigator, the wear and tear on the investigators personal vehicle is not truly compensated for by the car allowance.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Use of leased county vehicle will eliminate the chance for wards or family members to identify investigators home address, etc. through personal license plates. Use the leased county vehicle will eliminate the continued wear and tear on personal vehicle.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Court Investigator will report to the department
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
N/A
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
N/A
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

993-PROBATE COURT NO. 3

Data as of: 11/11/2019

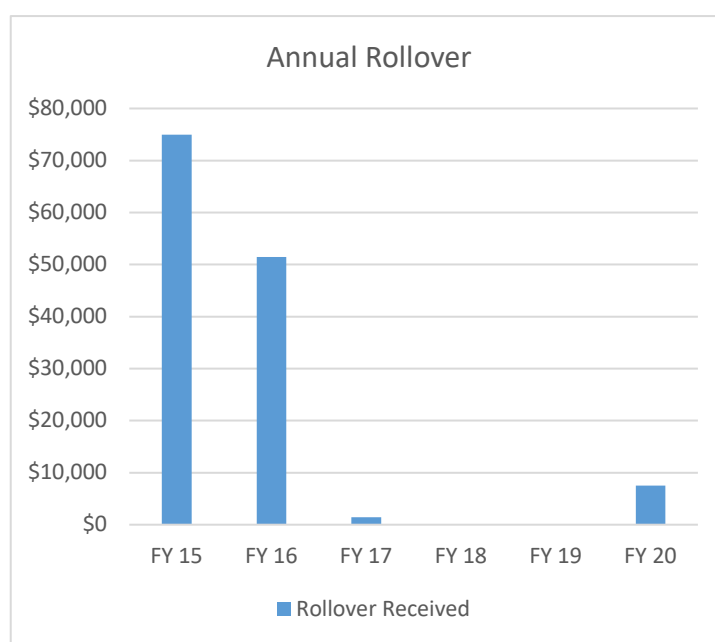
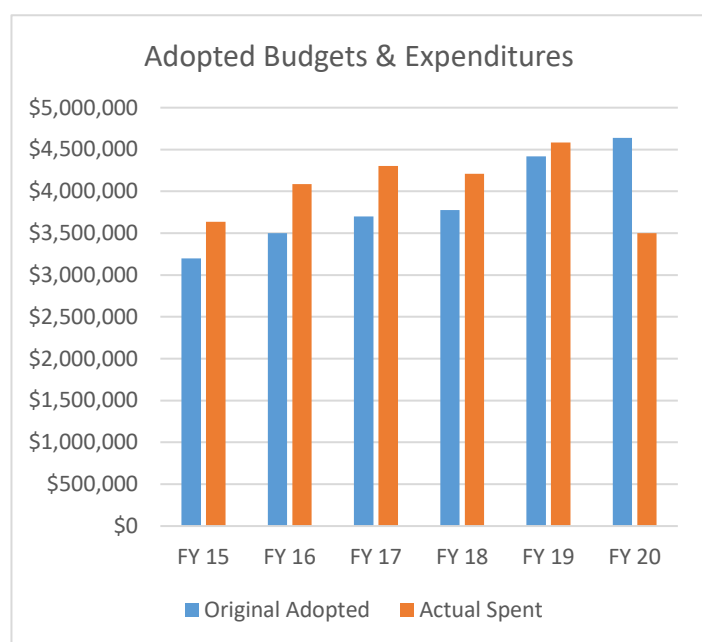
Avg. Annual Budget Increase Last 5 Years: 7.7%

FY 20 Adopted Budget Per Capita (Harris County): \$0.99

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$3,200,000	\$3,500,000	\$3,700,000	\$3,775,000	\$4,416,000	\$4,637,000
Final Adjusted	\$3,742,227	\$4,151,423	\$4,426,436	\$4,340,000	\$4,616,000	\$4,644,314
Rollover Received	\$74,942	\$51,423	\$1,436	\$0	\$0	\$7,505
Rollover % of Adopted	2%	1%	0%	0%	0%	0%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$1,994,039	\$2,155,357	\$2,299,366	\$2,345,946	\$2,375,361	\$1,719,963
Non-Labor/Transfers	\$1,642,675	\$1,930,083	\$2,004,897	\$1,863,060	\$2,207,992	\$1,781,848
Actual Spent	\$3,636,714	\$4,085,440	\$4,304,262	\$4,209,006	\$4,583,354	\$3,501,811



FY20 Rollover as a % of FY20 Adopted Budget: 0.2%

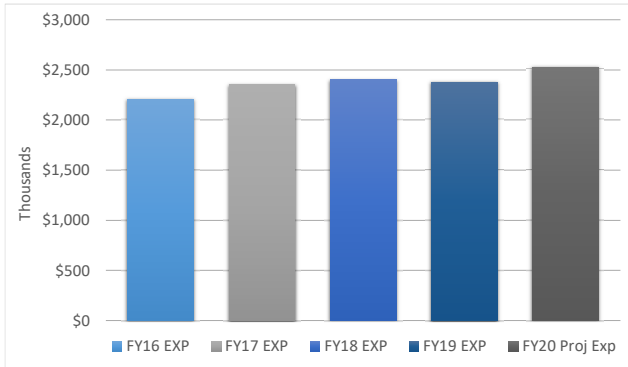
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$0	\$95,127
2290-PROBATE COURT SUPPORT	0	\$0	\$95,127

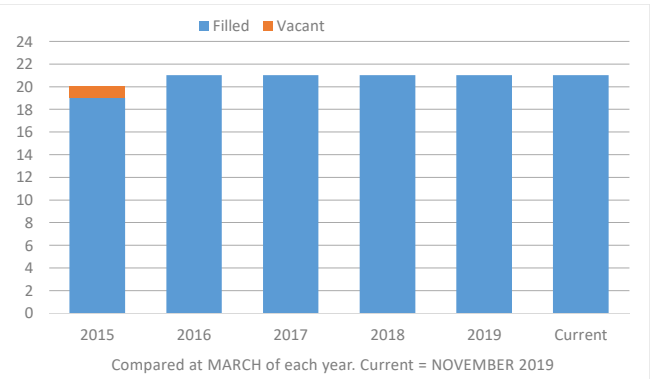
PERSONNEL SUMMARY FOR PROBATE COURT NO. 3

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

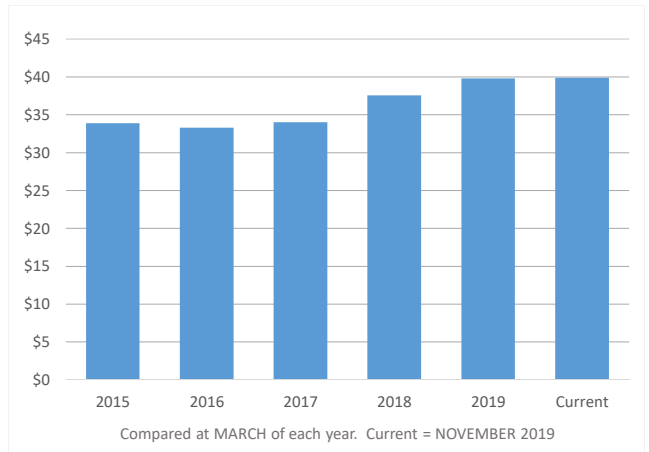


Avg. Salary Increases For Existing Full-Time Employees

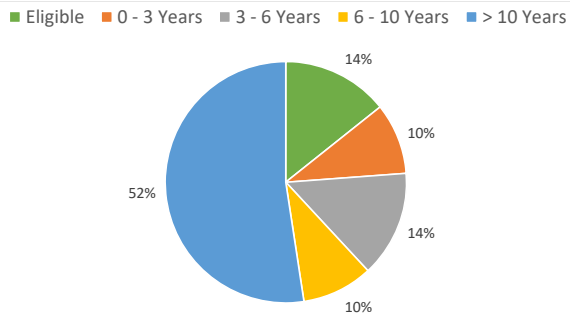
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	20	4.7%	4.7%
Sept 2017	16	12.9%	6.3%
Sept 2016	14	14.5%	4.6%
Sept 2015	12	24.9%	5.7%
Sept 2014	11	27.6%	5.0%

	Filled	Vacant	Total
R32+	21	0	21
Part	0	0	0
Temp	0	0	0

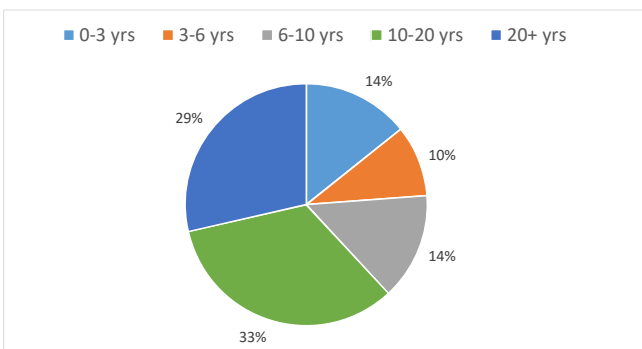
Dept. Average Hourly Base Pay Rate



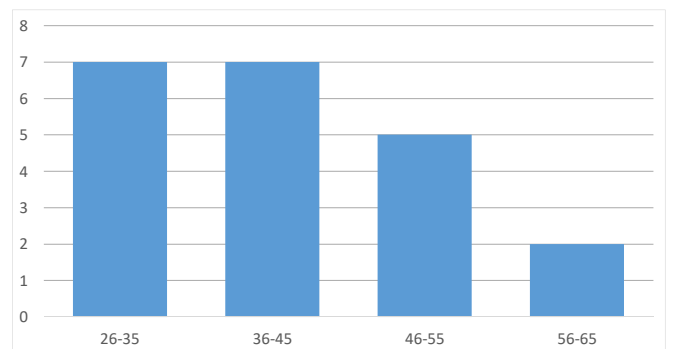
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information

**Judge
Jason Cox**

Amy Parsons
Associate Judge

Deanise Jagnanan
Court Operations Manager
Chief of Staff

Rebecca Grant
Staff Attorney VI
Staff Attorney

Alysian Randall
Show Cause Coordinator
Assistant I

Robin Day Kulhanek
Court Reporter

Javier Cuellar
Coordinator I
Assistant Court Coordinator

Brandy Williamson
Coordinator II
Guardianship Coordinator

Tara Zinn
Assistant I
Court Investigator

Akida McKinley
Assistant II
Assistant Court Investigator

Diana Vazquez
Assistant II
Receptionist

Judge
Jason Cox

Amy Parsons
Associate Judge

Deanise Jagnanan
Operations Court Manager
Chief of Staff

Richard Guzman
Mental Health Manager

Deanna Marquart
Coordinator I

James Conrad
Mental Health Staff Attorney

Mary Frank
Coordinator II

Kaitlyn Arrington
Assistant I

Stephen Hailey
Assistant I

Isaura Garcia
Assistant I

Daniel Cuellar
Assistant I

Rebecca Russell
Assistant II

Marion Marine
Assistant II

Form #1: Department Mission and Metrics

Probate Court No. 3 - 993

A) Department Purpose/Mission

Harris County Probate Court #3 is one of the four statutory probate courts in Harris County with jurisdiction over all probate proceedings, as well as concurrent jurisdiction over certain cases with the State District Courts. Probate Court #3 is also unique among the four statutory probate courts in that it has primary jurisdiction over all civil mental health proceedings in Harris County.

Our Court's mission is to provide equal access to all persons while holding ourselves to the highest standards of professionalism and public service. Our Court treats everyone who appears before it with fairness, dignity, courtesy, and respect and endeavors to provide as much individualized attention to each case that comes before it as possible.

With specific regard to mental health proceedings, our Court is determined to safeguard the substantive and procedural civil rights of those who appear before it. Our Court is committed to working with patients, their families, and our partners in the community to protect this vulnerable population while also recognizing and honoring their personal autonomy.

B) Discuss your department's accomplishments in the last year.

Over the past year, our Court has:

- Implemented an assisted outpatient treatment (AOT) program with our partners at The Harris Center. This program provides outpatient mental health services to qualifying individuals on an *involuntary* basis with the goal of reducing that individual's overall hospitalizations and providing a better long-term outcome for the patient. Nationwide, AOT programs have been shown to significantly offset costs related to law enforcement involvement, incarceration, hospitalization, and/or homelessness.
- Sought and obtained a grant for the use of video technology in mental health proceedings. This program seeks to provide those patients who may not otherwise be able to attend mental health proceedings in person with an opportunity to attend electronically. It is hoped this program will provide an alternative for patients whose illness prevents them from being safely transported to and from Court.
- Worked with partners at UTHealth, the Harris County Clerk, and the Harris County Attorney's Office on plans for renovating the facilities at the Harris

Form #1: Department Mission and Metrics

County Psychiatric Center.

- Worked with the Harris County Clerk and staff on a variety of issues related to increasing efficiency and addressing costs related to mental health filings.
- Met with various members of the local community to canvass their thoughts and suggestions for the improvement of Court services (including representatives of the Houston Police Department; the Department of Veteran Affairs; the Harris County Jail; the Harris Center; the Harris County Probate Bar; among many, many others). Also participated in Judge Hidalgo's Talking Transition workshop regarding health and the environment.
- Worked with the Texas Office of Court Administration (OCA) on a wide-ranging audit of guardianship issues (including adequacy of bonds, visitation of wards, and currency of accountings, among other issues).
- Substantially increased number of dockets and trials, cleared cases, and implemented paperless technologies for hearings.
- Provided a continuing legal education class for attorneys interested in representing patients in mental health proceedings.
- Worked with the three other Harris County statutory probate courts to create uniform rules and policies, including automatic trial continuances for families welcoming newly born or adopted children.
- Worked with the three other Harris County statutory probate courts and the Harris County Budget Office to study guardianship mapping with the goal of increasing services to individuals subject to guardianships.

C) Discuss actions taken to drive efficiency and productivity in your department.

This year, our Court – along with the three other Harris County statutory probate courts – participated in a program with the Texas Office of Court Administration (OCA) on a wide-ranging audit of guardianship issues (including adequacy of bonds, visitation of wards, and currency of accountings, among other issues). The results of this audit are pending, but initial reports have been highly favorable and will be made publically available once released.

Additionally, our Court runs periodic reports to ensure that required inventories, accountings, and reports in probate and guardianship proceedings are being filed

Form #1: Department Mission and Metrics

on a timely basis (and audits such accountings); that required reports of the well-being of wards are filed and are adequate; that wards are being visited regularly by court investigators; that bonds for administrators and guardians are adequate; among other reports. If it is determined that cases are out of compliance, the Court will work with attorneys and parties (often one-on-one) to bring such cases into compliance.

Our Court has also substantially increased number of dockets and trials, cleared cases, and implemented paperless technologies for hearings.

Court personnel also attend professional education classes and seminars to increase efficiency and promote development.

D) Describe any new responsibilities your department assumed this year.

As described above, our Court implemented an assisted outpatient treatment (AOT) program with our partners at The Harris Center. This program provides outpatient mental health services to qualifying individuals on an *involuntary* basis with the goal of reducing that individual's overall hospitalizations and providing a better long-term outcome for the patient. Nationwide, AOT programs have been shown to significantly offset costs related to law enforcement involvement, incarceration, hospitalization, and/or homelessness.

E) Specify any costs your department incurred this or last year that you won't have next year.

The caseload for all of the Harris County statutory probate courts has only increased over the year, for example guardianship cases (over which the courts have long-term continuing jurisdiction) increased approximately 10% from 2018 to 2019 (to date).

Likewise, with regard to mental health proceedings, there were 14,133 mental health filings in 2018; this year, it is anticipated that there will be over 15,000.

Accordingly, at this time it appears that there are no costs that were incurred this or last year that the Court will not have next year.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

As describe above, our Court runs periodic reports to ensure that required inventories, reports, and accountings in probate and guardianship proceedings are being filed on a timely basis (and audits such accountings); that required reports of

Form #1: Department Mission and Metrics

the well-being of wards are filed and are adequate; that wards are being visited regularly by court investigators; that bonds for administrators and guardians are adequate; among other reports. If it is determined that cases are out of compliance, the Court will work with attorneys and parties (often one-on-one) to bring such cases into compliance.

Court staff are also evaluated annually to ensure their performance meets the required standards.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

As described above, this year, our Court – along with the three other Harris County statutory probate courts – participated in a program with the Texas Office of Court Administration (OCA) on a wide-ranging audit of guardianship issues (including adequacy of bonds, visitation of wards, and currency of accountings, among other issues). The results of this audit are pending, but initial reports have been highly favorable and will be made publically available once released.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department:

993 - Probate Court No. 3

FY19/20 General Fund Adopted Budget:	\$4,637,000
Rollover Budget Received in FY19/20:	\$7,505

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	LABOR: Operations court staff: oversee 6,600 open cases including decedent's estates (probate of wills, independent administrations, dependent administrations, heirships, small estate affidavits), guardianships	\$1,742,087	21	0				
2	BENEFITS: for staff of Probate Court 3, includes incentives/allowances, social security, group health, workers compensation, unemployment insurance and retirement	\$743,779						
3	SERVICES & OTHER: fees and services, insurance, rental leases, court costs, interpreter's fees, sub court reporters, equipment repairs	\$2,059,743			\$589,424	28.6%	1	Yes
4	MATERIAL & SUPPLIES: office supplies, postage, equipment	\$68,800						
5	TRANSPORTATION & TRAVEL: travel expense and mileage	\$27,505			\$7,495	27.2%	2	Yes
6	UTILITIES: telephone/fax lines	\$2,400						
Department-Estimated Totals		\$4,644,314	21	0	\$596,919	12.9%		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: **H/C PROBATE COURT III**

Functional Area: Account Category 6300-Services & Other
 Dept. Funding Priority #: 1

Funding Request*: Court Costs

Start-Up Costs (One-time)	\$	589,424
Cost of Positions (Recurring)		n/a
Other Recurring Costs		n/a
Total Request	\$	589,424

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Funding for court costs related to mental health proceedings currently is inadequate. There has been a constant increase in mental health filings over the years: For example, in 2018, there were approximately 14,133 filings; in 2019 it is anticipated that there will be well over 15,000 filings. Additional funds are needed to cover these costs.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The amount of funds requested is based on the mental health court costs incurred this year (2019 to date), plus additional estimated funds to cover an anticipated increase in mental health filings (as has been the trend as described above).
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
n/a
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
n/a
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
n/a
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
n/a
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
n/a

****Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: H/C PROBATE COURT III

Functional Area: Account Category 6500-Transportation & Travel
Dept. Funding Priority #: 2

Funding Request*: Travel

Start-Up Costs (One-time)	\$	7,495
Cost of Positions (Recurring)		n/a
Other Recurring Costs		n/a
Total Request	\$	7,495

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
There are not sufficient funds to cover travel costs to professional development programs for the judge and court staff.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Additional funds will allow the judge and court staff to travel to professional development programs to take advantage of various educational opportunities (such as classes on court management and administration; developments in mental health and probate law; and conferences for courts administering mental health dockets).
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
n/a
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
n/a
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
n/a
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
n/a
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
n/a

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

994-PROBATE COURT NO. 4

Data as of: 11/11/2019

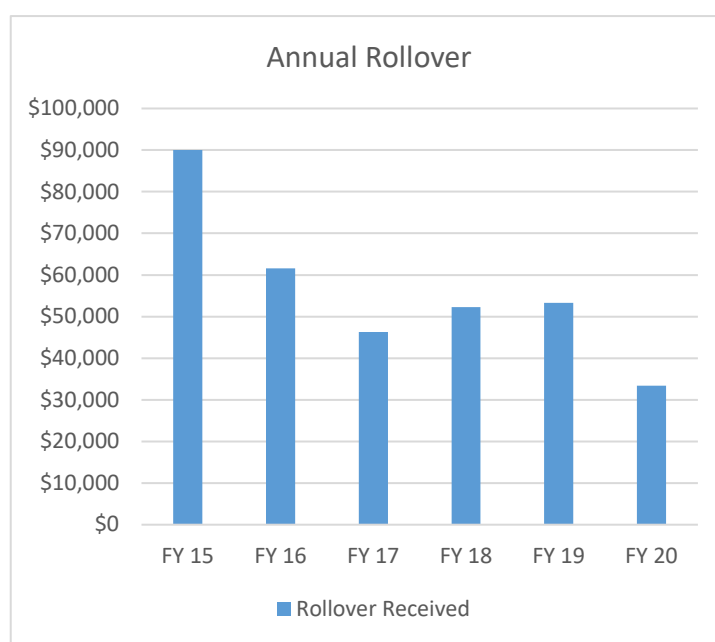
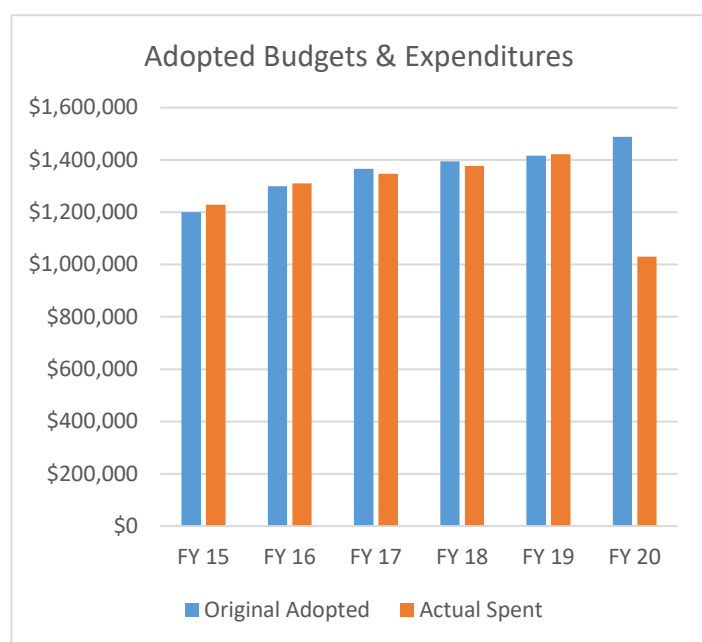
Avg. Annual Budget Increase Last 5 Years: 4.4%

FY 20 Adopted Budget Per Capita (Harris County): \$0.32

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$1,200,000	\$1,300,000	\$1,366,000	\$1,395,000	\$1,417,000	\$1,488,000
Final Adjusted	\$1,293,464	\$1,361,563	\$1,412,278	\$1,447,274	\$1,470,323	\$1,520,974
Rollover Received	\$89,996	\$61,563	\$46,278	\$52,274	\$53,323	\$33,357
Rollover % of Adopted	7%	5%	3%	4%	4%	2%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$1,139,529	\$1,220,951	\$1,264,931	\$1,275,814	\$1,308,888	\$949,884
Non-Labor/Transfers	\$88,850	\$89,410	\$82,497	\$100,625	\$113,424	\$80,026
Actual Spent	\$1,228,378	\$1,310,361	\$1,347,428	\$1,376,438	\$1,422,313	\$1,029,909



FY20 Rollover as a % of FY20 Adopted Budget: 2.2%

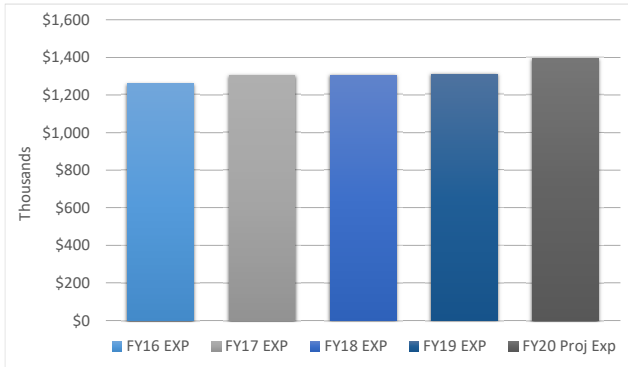
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$42,908	\$75,717
2290-PROBATE COURT SUPPORT	0	\$42,908	\$75,717

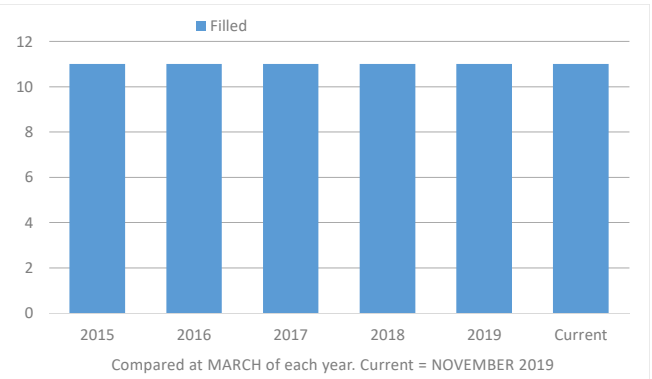
PERSONNEL SUMMARY FOR PROBATE COURT NO. 4

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

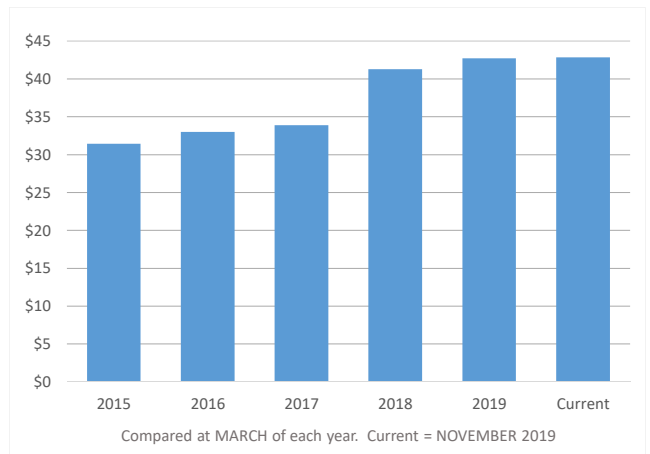


Avg. Salary Increases For Existing Full-Time Employees

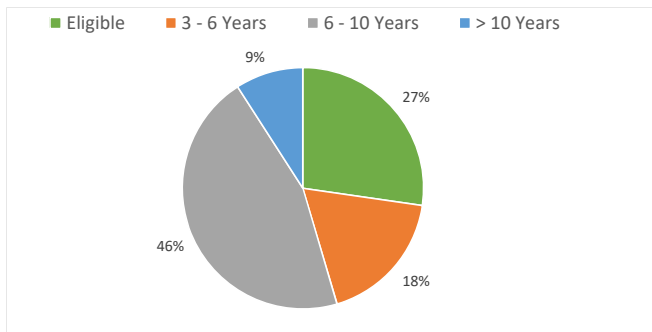
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	9	4.9%	4.9%
Sept 2017	9	5.2%	2.6%
Sept 2016	9	5.7%	1.9%
Sept 2015	9	8.5%	2.1%
Sept 2014	7	17.0%	3.2%

	Filled	Vacant	Total
R32+	11	0	11
Part	0	0	0
Temp	0	0	0

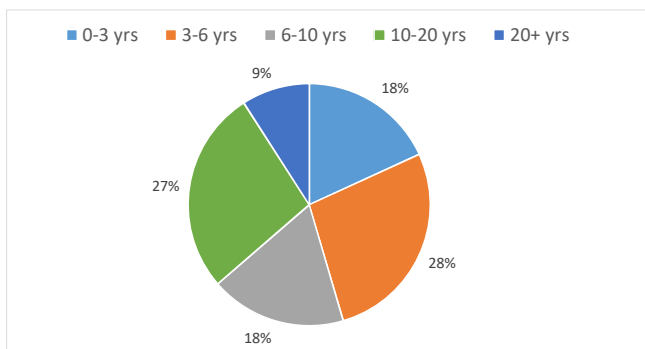
Dept. Average Hourly Base Pay Rate



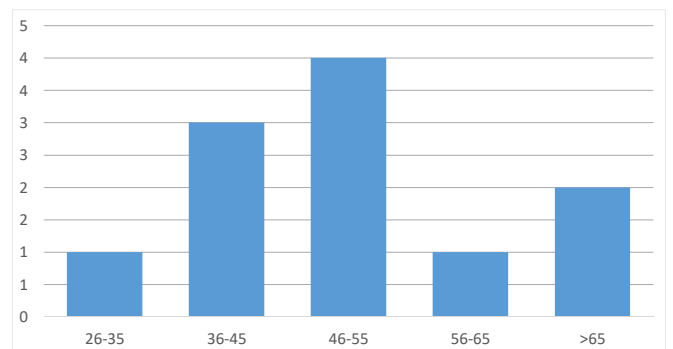
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information

Harris County Probate Court Four
Judge James Horwitz

Clarinda Comstock
Associate Judge

Cheryl Fox
Coordinator I
Guardianship Coordinator

Ana Vaso
Coordinator I
Staff Attorney

Jose Martinez
Assistant I
Guardianship Assistant

Gloria Bryant
Assistant II
Administrative Assistant

Vacant at this time

Hipolita Lopez
Court Reporter

Julia Elliott
Assistant I
Decedent's Estates

Tasia Dobard
Assistant I
Court Investigator

Lavern Ashley
Assistant I
Court Investigator

Joanna Cooper
Assistant II
Receptionist

Form #1: Department Mission and Metrics

Probate Court No. 4 - 994

A) Department Purpose/Mission

The Mission and purpose of Harris County Probate Court 4 is to serve individuals and families in times of crises in a thoughtful, compassionate, and deliberate way, whether the crises involves the loss of a loved one, the need for a guardianship and protection of individuals at risk, or a mental illness.

Probate Court 4 is one of only 18 statutory probate courts in the state of Texas with extraordinarily extensive jurisdiction including exclusive jurisdiction over all probate proceedings, concurrent jurisdiction with District Courts in certain cases over trusts, personal injury, survival and wrongful death claims. Additionally, Harris County Probate Court 4 is only one of two Harris County Probate Courts that has a mental health docket covering commitment and forced medication hearings at the Harris County Psychiatric Center (HCPC).

B) Discuss your department's accomplishments in the last year.

This court's accomplishments in 2019 include addressing the steadily increasing demands of a growing and aging population in Harris County; addressing active and new filings by or on behalf of the elderly, mentally ill, and disabled and continuing and enhancing the contract employee program designed to answer the mandate set out in TEC1202.002 by visiting every ward supervised by this court on an annual basis, and addressing any unmet challenges of those individuals and more effectively managing the growing guardianship docket.

Spearheaded changes in the waiver forms used at HCPC to properly ensure the ad litem's responsibilities for asserting the patient's ability to understand their waiver of their civil rights.

Established new fee standards for court-appointed attorneys to create a flat rate for greater predictability of costs on typical cases and to give clarity for hourly rates on atypical cases.

The four probate courts became the first group in Harris County to sign an administrative order setting rules for an automatic trial continuance for a lead counsel for the birth, adoption, or fostering of a new child.

Working alongside The Harris Center and Harris County Probate Court 3 to develop and implement systems to have a successful Assisted Out-Patient Treatment (AOT) program at HCPC including but not limited to identifying patient candidates suitable

Form #1: Department Mission and Metrics

for AOT.

C) Discuss actions taken to drive efficiency and productivity in your department.

Efficiency and productivity have been achieved by reviewing open guardianship cases and identifying cases that can be transferred or closed. This court is working with Probate Court 3, the administrative court for the mental health docket in this county, in an effort to more efficiently handle hearings in that arena.

Filings in Probate Courts have tripled in the past 10 years. In order to keep up with our dockets when the main courtroom is taken up with trials or extended hearings and to keep up with the weekly dockets of Probate of Wills, Heirship and Administrations, Guardianships, and Ancillary hearings modifications of chambers are made to facilitate conducting such hearings by the Associate Judge.

Harris County Probate Court 4 replaced a Coordinator I slot (she retired) with a staff attorney (who is being paid as a Coordinator I, who can fulfill the duties of the retired Coordinator I as well as provide needed legal assistance to both judges and to attorneys working cases in Harris County Probate Court 4.

Harris County Probate Court 4 is being trained in the next two weeks to go fully paperless by implementing 100% digital filing and signatures by the judge and parties saving time and countless reams of paper and money. Further, digital signing will increase the judge's ability to review and sign orders while away from the bench at conferences or even on vacation so work continues uninterrupted. Digital filing of orders will enable the staff attorney to review proposed orders and help attorneys identify and correct errors prior to hearings greatly increasing efficiency on the day of the hearing.

Harris County Probate Court 4 is being trained in the next two weeks to offer secure video appearances increasing courtroom access to those with mobility challenges or who would rather avoid downtown traffic and parking. The system will be installed at no cost to taxpayers and shall feature online "bailiffs" who manage the video participants in an orderly fashion until they are called by the judge.

Detailed explanations regarding the application for guardianships have been designed and placed on the Court webpage. Attorneys calling in for assistance on "how do I" questions are routinely referred to the Court's webpage which frees up court staff time to effectively complete other necessary tasks.

D) Describe any new responsibilities your department assumed this year.

This court has continued the contractor employee project to ensure compliance with

Form #1: Department Mission and Metrics

TEC 1201.002. The court has also worked to overcome a backlog of cases put on hold as a result of delays associated with sharing the courtroom with the 338th Criminal District Court for over a year, which has delayed trying cases to a jury.

While it might seem de minimis, Harris County Probate Court 4 searches actively in all obituaries involving probate and heirships on every docket to thank families for their loved one's public service (teacher, medical, first responders, and military (ex and/or present).

Once trained this year, the review of digitally filed proposed orders, Statements by a Subscribing Witness, Proof of Death and Other Facts, and other ancillary documents that had not been required to be submitted prior to digital filing and signing will become a new responsibility.

Quarterly orientations are presented to attorneys wishing to become ad-litem. The better they do their job the better the Court can fulfill its function and do its job.

E) Specify any costs your department incurred this or last year that you won't have next year.

The demands on this court increase annually. It is not anticipated that there are any costs this department incurred this or last year that won't be required of this department next year. To the contrary, due to the increasing number of new case filings resulting from the aging population in this county, it is anticipated that costs will increase.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

Internal performance is being tracked by review of active cases, regular meetings with staff members to evaluate efficiency and quality of work output, backlog of tasks, and responsiveness to open inquiries to court staff. The court has had difficulty establishing statistical benchmarks with currently available software, but obtains feedback from employees on a regular basis.

Review of training certification of applicants in a guardianship through the Judicial Branch Certification Center (JBCC).

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this

Form #1: Department Mission and Metrics

and last fiscal year.

Utilizing the Court's website, its email, and facebook, the public, including attorneys that practice in Harris County Probate Court 4 provide feedback on the court's programs and operations whether the intended outcomes of the Court's efforts to better serve the public are being achieved. Probate Court 4 currently has approximately 5700 open cases including over 1800 guardianships and approximately 3900 ancillary and decedent's estates

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department:

994 - Probate Court No. 4

FY19/20 General Fund Adopted Budget:	\$1,488,000
Rollover Budget Received in FY19/20:	\$33,357

List and Describe the Functions/Services Provided By Your Department (General Fund Only)		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	LABOR & BENEFITS: See job description for all staff positions below: Associate Judge/Staff Attorney	\$1,369,588	11	1	\$90,822	6.6%	1	Yes
2	MATERIAL & SUPPLIES, Office Supplies, Westlaw annual subscription for two licenses. Increase in postage from years past due to new requirements from the JBCC.	\$25,500						
3	SERVICES & OTHER, AAL Attorney Fees, TEC 1202.002 Mandated Annual Visits. At leaset annually examine the well-being of each ward through the use of contractors.	\$113,686			\$15,000	13.2%	2	Yes
4	UTILITIES, Court Investigator Cell Phones and allowances.	\$1,200						
5	TRANSPORTATION & TRAVEL, Judge and Associate Judge CLE. Court Investigator \$500.00/mo Automobile Allowance. Second Court Investigator Car Allowance of \$400.00/mo.	\$11,000			\$5,800	52.7%	3	Yes
6								
Department-Estimated Totals		\$1,520,974	11	1	\$111,622	7.3%		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: **HARRIS COUNTY PROBATE COURT 4**

Functional Area:

Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	0
Cost of Positions (Recurring)		90,822
Other Recurring Costs		
Total Request	\$	90,822

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
<p>The court's new filings have more than doubled between 2010 and 2018. This increase primarily consists of new filings in Harris County Probate Courts. Hurricane Harvey has impacted the number of guardianships filed as a result of displaced individuals, stress, trauma, etc. Probate Court 4 also shared its courtroom with the 338th Criminal District Court for 16 months, ending in January 2019. The resulting lack of courtroom space and additional demands on resources created a backlog of trials and hearings and increased demands on court resources. Additionally, the court is impacted by the overall aging population in Houston and a resulting increase in new case filings in guardianship, mental health and decedents' estates. There appears to be an increase in cases related to mental illness, elder exploitation, and concordant disputes involving generational wealth transfer. The Court is requesting Labor & Benefits funding for an additional employee at the administrative 2 level with an associated, increased cost of \$90,822.00 over previous budgetary allocations.</p>
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
<p>An additional administrative employee would allow experienced court personnel to shift administrative tasks away from their current caseload, allowing them to focus on increased substantive demands related to new filings and current cases pending before this court. Funding for this additional position will also support the mandates of TEC 1202.002.</p>
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
<p>Caseload for Probate and Mental Health Services has more than doubled between the years 2010 and 2018.</p>
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
<p>This court has reallocated resources to keep up with the growing demand on the court staff by tracking increased case filings and active case statistics. The Court will track active case statistics and reallocate more challenging tasks to experienced employees, shifting administrative tasks to the new employee. Annual reports will be compiled and/or regular updates.</p>
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
<p>The court will monitor annual reports and filing statistics.</p>
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
<p>Assistant II with 26 pay periods.</p>
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
<p>Not at this time.</p>

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **HARRIS COUNTY PROBATE COURT 4**

Functional Area:

Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		<u>15,000</u>
Total Request	\$	15,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
This court's caseload has more than doubled between 2010 and 2018. This increase primarily consists of new filings in Harris County. The Court is requesting an additional \$15,000.00 for Court Costs & Services. This increase is directly related to the growing number of guardianship cases managed by this court and the need to fulfill the mandate of TEC Sec 1202.002 that requires this to review each Ward's condition on an annual basis. The requested funds are needed to support our contract employee program implemented specifically to meet the requirements of the Estates Code.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Currently Probate Court 4 has 11 employees including the Judge. Two court investigators on staff work full time on new guardianship cases and support the contract employees who conduct annual reviews. The contract employee program allows Court 4 to now see 100% of current Harris County wards assigned to this court on an annual basis as required by the Code. Without the contract employee program, we would only be able to visit approximately 50% of our wards annually. This program is not currently fully funded and results in a budgetary shortfall each year.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Caseload for Probate and Mental Health Services has more than doubled between the years 2010 and 2018. Court filings are anticipated to continue to grow in the future. The annual reviews accomplished by the contract employee program has allowed to court to more efficiently manage its growing dockets by identifying cases appropriate for closure, transfer, or to address needs of wards under supervision. It is anticipated that new filing and existing case statistics will continue to grow as the population ages.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The past two years have proven 100% effectiveness and will be tracked through statistics related to open cases and annual visits. However, current funding and budget can no longer support the necessary contract employees to accomplish 100% visitation.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Produce annual report.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No.

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **HARRIS COUNTY PROBATE COURT 4**

Functional Area:

Dept. Funding Priority #: 3

Funding Request*:

Start-Up Costs (One-time)	\$	0
Cost of Positions (Recurring)		
Other Recurring Costs		<u>5,800</u>
Total Request	\$	5,800

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The court's new filings have more than doubled between 2010 and 2018. See attachment to Form 1. This increase primarily consists of new filings in Harris County. The Court is requesting a \$5,800.00 increase for car allowance and an automobile allowance over the previous allotment of \$5,000.00 for mileage expense. The desire is to shift to a monthly allowance of \$400.00 for one investigator and an automobile for our second investigator, which will properly compensate those employees for the increasing demands on their vehicles associated with our growing caseload and avoid the administrative obligations associated with reporting for and reimbursing mileage, all of which has become a hardship.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Court investigators will have additional time for their substantive work, spending less time on administrative issues. This is anticipated to result in increased efficiency and productivity. Time spent keeping the daily mileage records for investigators will be shifted to substantive job requirements.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Caseload for Probate and Mental Health Services has more than doubled between the years 2010 and 2018.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
This court has worked hard to reallocate resources to keep up with the growing demand on the guardianship staff by tracking increased case filings and hiring contract employees to meet code requirements related to annual court review of those cases. We have three contract employees to address this requirement and this change will allow investigators to work more efficiently and assist contract employees in their efforts.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
The court will monitor annual reports of guardians, investigator and contract employee reports, and track compliance compared to past reporting cycles.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Funding is requested to support 2 court investigators on a monthly basis.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No.

**Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

207-JUSTICE ADMINISTRATION (New Department Effective October 2019)

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

n/a

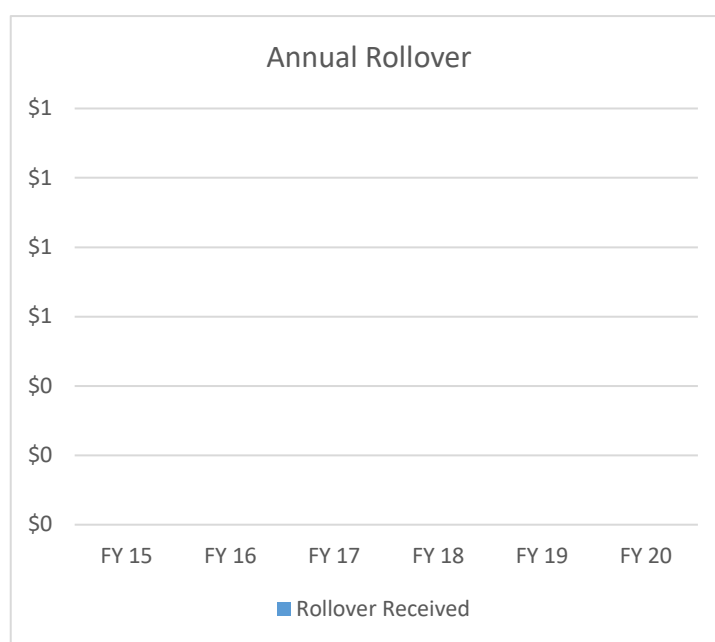
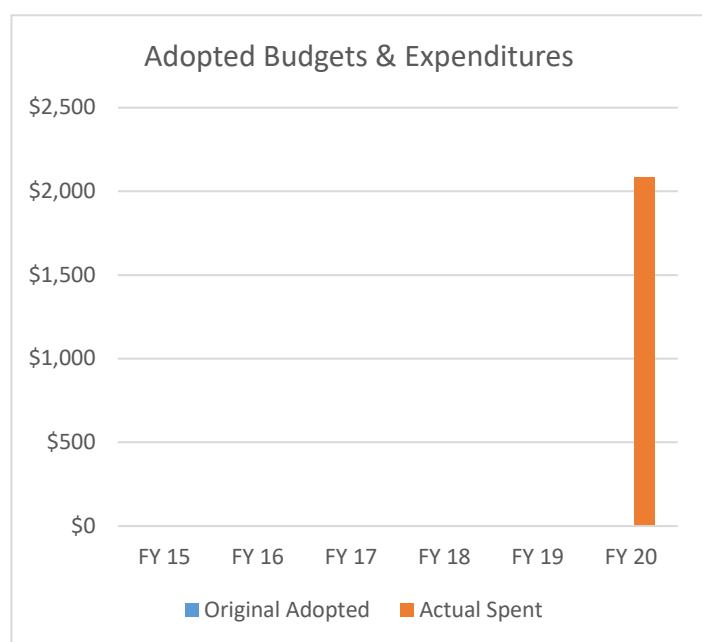
FY 20 Adopted Budget Per Capita (Harris County):

\$0.00

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted		\$0	\$0	\$0	\$0	\$0
Final Adjusted		\$0	\$0	\$0	\$0	\$418,810
Rollover Received						
Rollover % of Adopted	0%	0%	0%	0%	0%	0%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits		\$0	\$0	\$0	\$0	\$0
Non-Labor/Transfers		\$0	\$0	\$0	\$0	\$2,086
Actual Spent	\$0	\$0	\$0	\$0	\$0	\$2,086



FY20 Rollover as a % of FY20 Adopted Budget:

n/a

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$0	\$0



Department-Provided Information

Form #1: Department Mission and Metrics

Justice Administration - 207

A) Department Purpose/Mission

Justice Administration Department

A) Department Purpose, Vision, Mission, Goals, and Duties

Purpose

The Justice Administration Department (JAD) was created to provide oversight and coordination of the collection and analysis of quantitative and qualitative data to inform County policy decisions to improve public safety, fairness, equity, efficiency, and accountability throughout the Harris County justice system.

Vision

A Harris County justice system that is the standard that other jurisdictions aspire to attain.

Mission

Coordinate, collaborate, and facilitate the transformation of data into information.

To fulfill our purpose and mission JAD and its staff will strive to establish trust, build consensus, form meaningful collaborative partnerships, and be transparent in all activities and interactions with others internally and externally.

Goals

- Improve Public Safety
- Reduce Reliance on Incarceration
- Promote Fairness and Procedural Justice
- Address Racial and Ethnic Equity and Inclusion
- Increase Coordination and Collaboration Across all County Justice Departments
- Facilitate Coordination and Collaboration with non-profit community partners serving victims

Form #1: Department Mission and Metrics

- Enhance Public Trust and Confidence

Scope/ Duties

- Coordinate with other Harris County justice agencies to identify existing programs, data infrastructure, and map work processes;
- Collect and analyze data to identify systemic trends and evaluate comparative evidence-based practices;
- Conduct research nationally to compile a list of programs that have proven success comparative to our goals;
- Recommend policies to Commissioners Court that are predicated on evidence-based practices generated through our data analysis and research to achieve our goals;
- Staff the Criminal Justice Coordinating Council (CJCC) and its committees, including facilitating CJCC meetings, managing the MacArthur Safety & Justice Challenge grant;
- Support existing technical, research, and policy staff in Harris County justice agencies; and
- Serve as a resource to help facilitate projects that cross multiple departments and other governmental agencies.

B) Discuss your department's accomplishments in the last year.

The Harris County Justice Administration Department (JAD) was established on March 6, 2019 by Harris County Commissioners Court. JAD commenced operations on October 28, 2019 upon the employment of the Director. JAD has drafted its mission, goals, and begun the process to establish an infrastructure to effectively serve Harris County. The JAD Director has met with each of the Commissioners in-person or by phone and with senior staff in each office. The Director has met in-person with the Sheriff, Chief Public Defender, District Clerk, District Attorney, and a

Form #1: Department Mission and Metrics

number of the Criminal District Judges and its Court Administrator, County Criminal Court-at-Law Judges and its Courts Manager. He has also met with or has a meetings scheduled with the County Attorney, Executive Director of Harris County Community Supervision & Corrections Dept., Public Health Services, The Harris Center, Juvenile Probation, Director of Pretrial Services, and other key justice officials. The JAD Director has met with two Bureau Chiefs at the District Attorney's Office and spent one evening observing the DA's intake system. He also presented at the County Criminal Court-at-law Board of Judges meeting and presented at a District Courts committee meeting studying how to establish a managed assigned counsel program.

C) Discuss actions taken to drive efficiency and productivity in your department.

The Department has identified its goals for the remainder of the current fiscal year and will begin the process of developing performance measures for each of its staff that tie back to the department's goals.

D) Describe any new responsibilities your department assumed this year.

In addition to establishing a new County department and hiring its staff, it has been assigned the responsibility of managing the MacArthur grant on Safety + Justice Challenge.

As part of that initiative, the County received a \$100,000 grant for engagement that JAD must administer and distribute funding.

E) Specify any costs your department incurred this or last year that you won't have next year.

The one-time costs incurred for establishing a new department, such as equipment and hardware.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

A paramount priority for JAD will be to develop measures to track JAD's effectiveness by tracking the projects, timelines, community engagement, publications, trainings, and implementation.

A preliminary set of measures will be prepared in advance of the budget hearing on

Form #1: Department Mission and Metrics

December 9, 2019.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

Integral to the duties of JAD's will be to serve as a resource to assist in the facilitation of County criminal justice initiatives that cross multiple departments and other governmental agencies.

JAD will be dedicated to applying the highest level of scientific rigor and objectivity in the study of criminal justice policies, programs and practices, and to identify activities that improve the

administration of justice. JAD will report on studies it initiates and will have a set of metrics to identify the impact of its policies it recommends that are implemented.

JAD will also assist in

developing the metrics to determine compliance and impact of the O'Donnell Consent Decree once it becomes final.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department:

Justice Administration Department

FY19/20 General Fund Adopted Budget:

\$0

A \$1.3 million annual budget amount was approved by CC on March 12, 2019

Rollover Budget Received in FY19/20:

List and Describe the Functions/Services Provided By Your Department		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Coordinate with other Harris County justice agencies to identify existing programs, data infrastructure, and map work processes. Serve as a resource to help facilitate projects that cross multiple departments and other governmental agencies.	NA	1					
2	Collect and analyze data to identify systemic trends and evaluate comparative evidence-based practices. Conduct research nationally to compile a list of programs that have proven success comparative to our goals. We will be requesting three additional positions but are not requesting any extra budget above the approved 1.3 million.	NA	1	3	\$0			
3	Recommend policies to Commissioners Court that are predicated on evidence-based practices generated through our data analysis and research to achieve our goals. We will be requesting one additional positions but are not requesting any extra budget above the approved \$1.3 million amount.	NA	1	1	\$0			
4	Staff the Criminal Justice Coordinating Council and its committees, including facilitating CJCC meetings, and managing the MacArthur Foundation Safety + Justice Challenge Grant and Community Engagement Grant.	NA	1					
5	Support existing technical, research, and policy staff in Harris County justice agencies.	NA	1					
6								
7								
8								
9								
10								
11								
Department-Estimated Totals		\$0	5	4	\$0			

** Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.*

Supplemental Questions and Answers for County Judge Budget Hearings for FY 2020-21

1. What is the mission of the JAD?

Coordinate, collaborate, and facilitate the transformation of data into information.

To fulfill our mission JAD and its staff will strive to establish trust, build consensus, form meaningful collaborative partnerships, and be transparent in all activities and interactions with others internally and externally.

2. Why is the JAD important?

The administration of criminal justice is a responsibility of federal, state, and local governments. There are an array of County departments and County funded entities that are responsible for the delivery of criminal justice services in Harris County. For an improved understanding of criminal justice problems, it is critical for elected officials to have a constant flow of timely and relevant information from a system wide perspective to be able to make informed decisions on how to address criminal justice related challenges. Harris County has an abundance of data. Much of the data appears to be stored in silos and not meaningfully shared or integrated across the multitude of County level departments and entities.

What need is JAD filling/what problem is it trying to solve?

JAD was created to provide oversight and coordination of the collection and analysis of quantitative and qualitative data to inform County policy decisions to improve public safety, fairness, equity, efficiency, and accountability throughout the Harris County justice system.

No one branch of government is responsible for the entire process. The checks and balances embedded in our system of governance are intentional and necessary, but they can cause strife, conflict, and inefficiencies. JAD will work to enhance the communication, coordination and collaboration of criminal justice departments and entities. It will work to improve understanding of criminal justice challenges from a system wide lens through quantitative and qualitative data analysis. And, it will provide support and assistance to County based justice initiatives and projects.

3. What programs and services will the JAD provide?

Coordinate with other Harris County justice agencies to identify existing programs, data infrastructure, and map work processes;

Collect, coordinate, analyze, and assess Harris County justice related data to identify systemic trends and evaluate comparative evidence-based practices;

Conduct research to identify best practices that are relevant to JAD programs, CJCC projects, and Harris County justice departments and entities;

Report on the results of JAD data analysis and research efforts to Harris County Commissioners Court, its staff, and justice related agencies;

Recommend policies to Commissioners Court that are predicated on evidence-based practices generated through our data analysis and research;

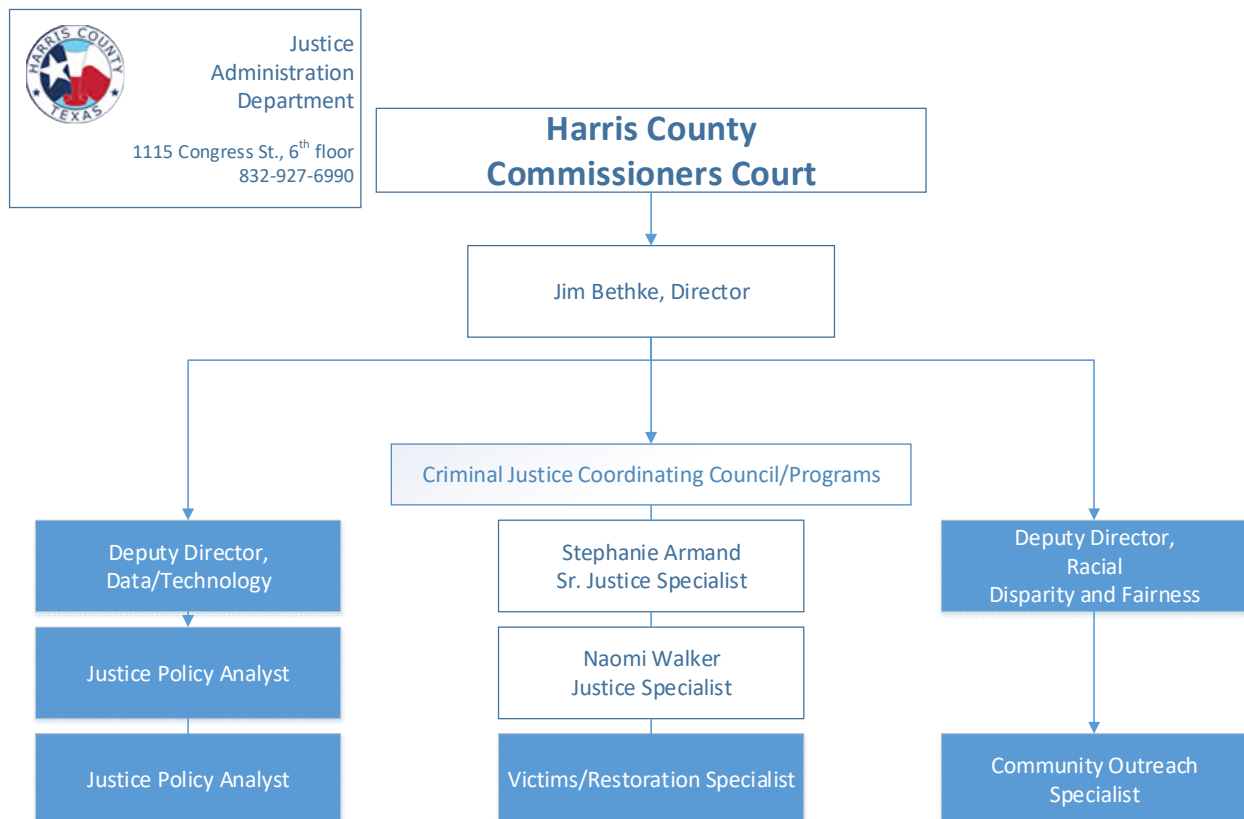
Staff the Criminal Justice Coordinating Council (CJCC) and its committees, including facilitating CJCC meetings, managing the MacArthur Safety & Justice Challenge grant;

Support existing technical, research, and policy staff in Harris County justice agencies;

Serve as a resource to help facilitate projects that cross multiple departments and other governmental agencies. Some examples include: 1) cite & release initiative; and, 2) implementation of the managed assigned counsel program in Harris County; and,

Engage community service providers to assist individuals of color and poor in the criminal justice to receive equal access to services.

4. What is the staffing model and organization chart for the JAD?



5. How will you evaluate the success of the JAD? What specific metrics will you use to measure success?

Integral to the duties of JAD's will be to serve as a resource to assist in the facilitation of County criminal justice initiatives that cross multiple departments and other governmental agencies. JAD will be dedicated to applying the highest level of scientific rigor and objectivity in the study of criminal justice policies, programs and practices, and to identify activities that improve the administration of justice. JAD will report on studies it initiates and will have a set of metrics to identify the impact of its policies it recommends that are implemented. JAD will also assist in developing the metrics to determine compliance and impact of the O'Donnell Consent Decree once it becomes final.

Internally JAD's staff will develop individual performance measures that tie back to the goals of JAD.

6. What are the key milestones or accomplishments that JAD will achieve in the upcoming year? What is the estimated completion date for these milestones or accomplishments?

1) Hire staff for JAD (Jan/Feb 2020)

2) Manage MacArthur Safety + Justice Challenge Implementation Plan

1) Improve Initial Processing of Criminal Cases

- a. Complete a draft report with recommendations (Dec 2019)
- b. Publish final report (Jan/Feb 2020)

2) Improve Pretrial Justice for Felony Cases

- a. Continue coordination with JMI and The Vera Institute in providing technical assistance to the District Courts in revising the felony bail policy, developing a decision-making matrix, and docketing issues (ongoing)

3) Reduce Racial and Ethnic Disparities

- a. Hire a Deputy to oversee and manage RED committee (Dec/Jan 2020)
- b. Hire a Community Outreach Specialist to coordinate efforts and activities in the community (Jan/Feb 2020)
- c. Establish a process and administer community engagement grants (Mar 2020)
- d. Form a plan with specific action items, timeline, to collect and analyze relevant data identified in eight key decision points in the criminal justice system—pre-arrest, arrest, charge, assignment of counsel, pretrial release, case processing, disposition sentencing, and post-conviction

process/supervision—and share with Commissioners Court and public (Feb/Mar 2020)

- 4) Provide technical assistance pertaining to implementation of the Cite & Release initiative (Dec 2019)**
- 5) Provide technical assistance to the Criminal District and County Courts-at-Law to establish a unified managed assigned counsel program (Mar 2020)**
- 6) Develop metrics to assess and monitor the implementation of O'Donnell Consent Decree (Jan 2020)**
- 7) Facilitate a staff development training (Mar 2020)**
- 8) Facilitate a CJCC strategic planning session (Jun 2020)**

7. Will the JAD attempt to obtain federal, state or other external funding sources?

Yes. This will be done in consultation with Commissioners Court and its staff.

8. How will the JAD work with Commissioners Court and County departments?

JAD and its staff will establish recurring meetings with key officials and staff to discuss relevant CJCC work and other criminal justice initiatives. We will also publish a monthly briefing of key activities, accomplishments, and setbacks. We will be truthful and transparent in all activities and interactions with others internally and externally. We will make mistakes but we learn from any mistakes we make and not make them again. We look forward to proving ourselves to be a valued Department that makes meaningful contributions to achieve a fair and equitable justice system.

283-VETERANS SERVICES (New Department Effective June 2019)

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

n/a

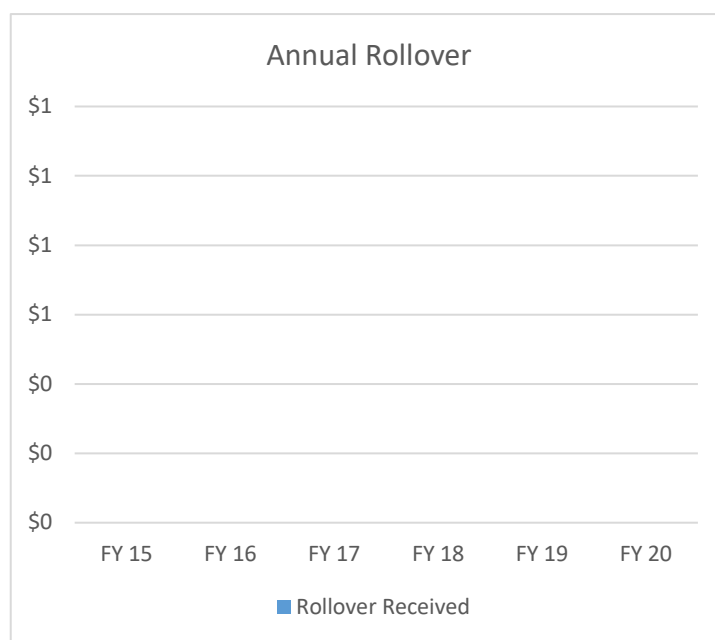
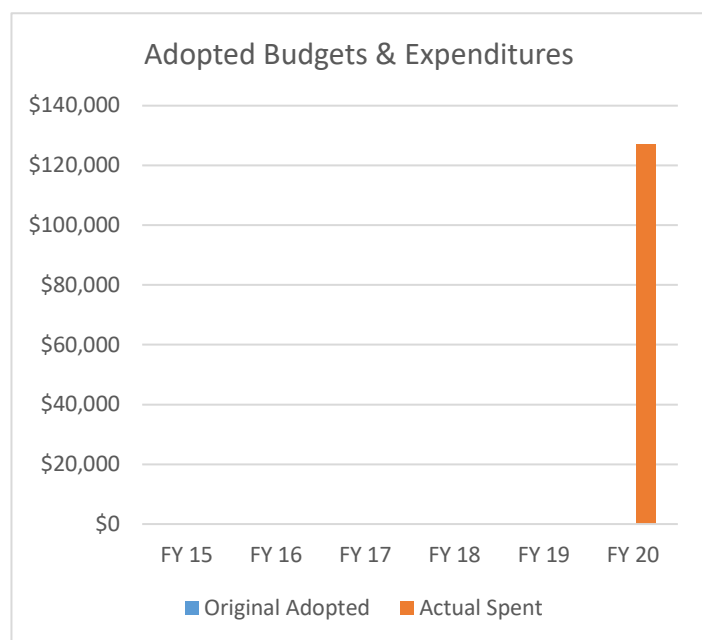
FY 20 Adopted Budget Per Capita (Harris County):

\$0.00

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted		\$0	\$0	\$0	\$0	\$0
Final Adjusted		\$0	\$0	\$0	\$0	\$283,601
Rollover Received						
Rollover % of Adopted	0%	0%	0%	0%	0%	0%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits		\$0	\$0	\$0	\$0	\$117,072
Non-Labor/Transfers		\$0	\$0	\$0	\$0	\$10,036
Actual Spent	\$0	\$0	\$0	\$0	\$0	\$127,109



FY20 Rollover as a % of FY20 Adopted Budget:

n/a

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$0	\$0