



HARRIS COUNTY, TEXAS

BUDGET MANAGEMENT DEPARTMENT

Administration Building

1001 Preston, Suite 500

Houston, TX 77002

(713) 274-1100

FY 2020-21 Budget Hearings

DAY 2

Tuesday, December 10, 2019

Department			
<u>Courts of Appeals</u>			
1 st Court (930)		14 th Court (931)	
<u>Constables</u>			
Constable Pct. 1 (301)		Constable Pct. 5 (305)	
Constable Pct. 2 (302)		Constable Pct. 6 (306)	
Constable Pct. 3 (303)		Constable Pct. 7 (307)	
Constable Pct. 4 (304)		Constable Pct. 8 (308)	
<u>Justices of the Peace</u>			
JP 1.1 (311)	JP 3.1 (331)	JP 5.1 (351)	JP 7.1 (371)
JP 1.2 (312)	JP 3.2 (332)	JP 5.2 (352)	JP 7.2 (372)
JP 2.1 (321)	JP 4.1 (341)	JP 6.1 (361)	JP 8.1 (381)
JP 2.2 (322)	JP 4.2 (342)	JP 6.2 (362)	JP 8.2 (382)
County Attorney (510)			
Library (285)			
Fire Marshal (213)			
Court Analyst Office (112)			
Auditor (610)			
Purchasing Agent (615)			
Budget Management (201)			
Treasurer (517)			
Tax Office (530)			
Legislative Relations (204)			

930-1st Court of Appeals

Data as of: 11/11/2019

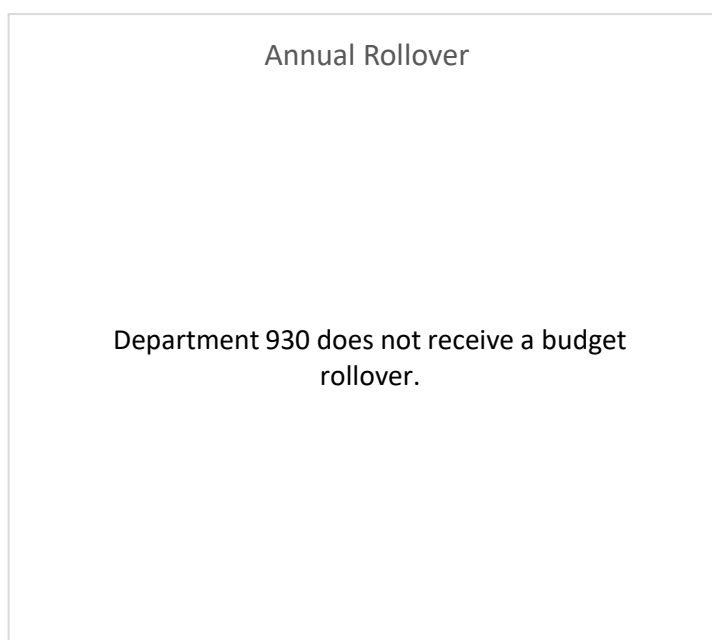
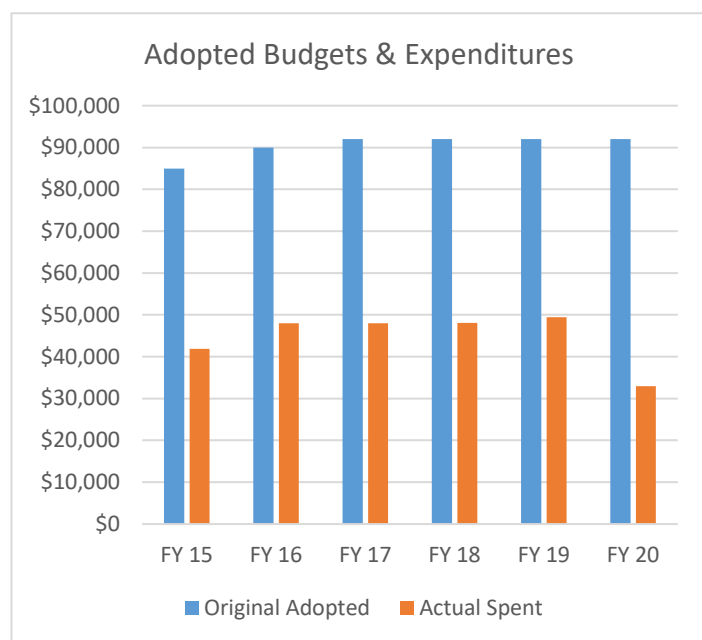
Avg. Annual Budget Increase Last 5 Years: 1.6%

FY 20 Adopted Budget Per Capita (Harris County): \$0.02

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$85,000	\$90,000	\$92,000	\$92,000	\$92,000	\$92,000
Final Adjusted	\$85,000	\$90,000	\$92,000	\$92,000	\$92,000	\$92,000
Rollover Received	--	--	--	--	--	--
Rollover % of Adopted	--	--	--	--	--	--

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$41,873	\$47,964	\$47,964	\$48,084	\$49,403	\$32,936
Non-Labor/Transfers	\$0	\$0	\$0	\$0	\$0	\$0
Actual Spent	\$41,873	\$47,964	\$47,964	\$48,084	\$49,403	\$32,936



FY20 Rollover as a % of FY20 Adopted Budget: n/a

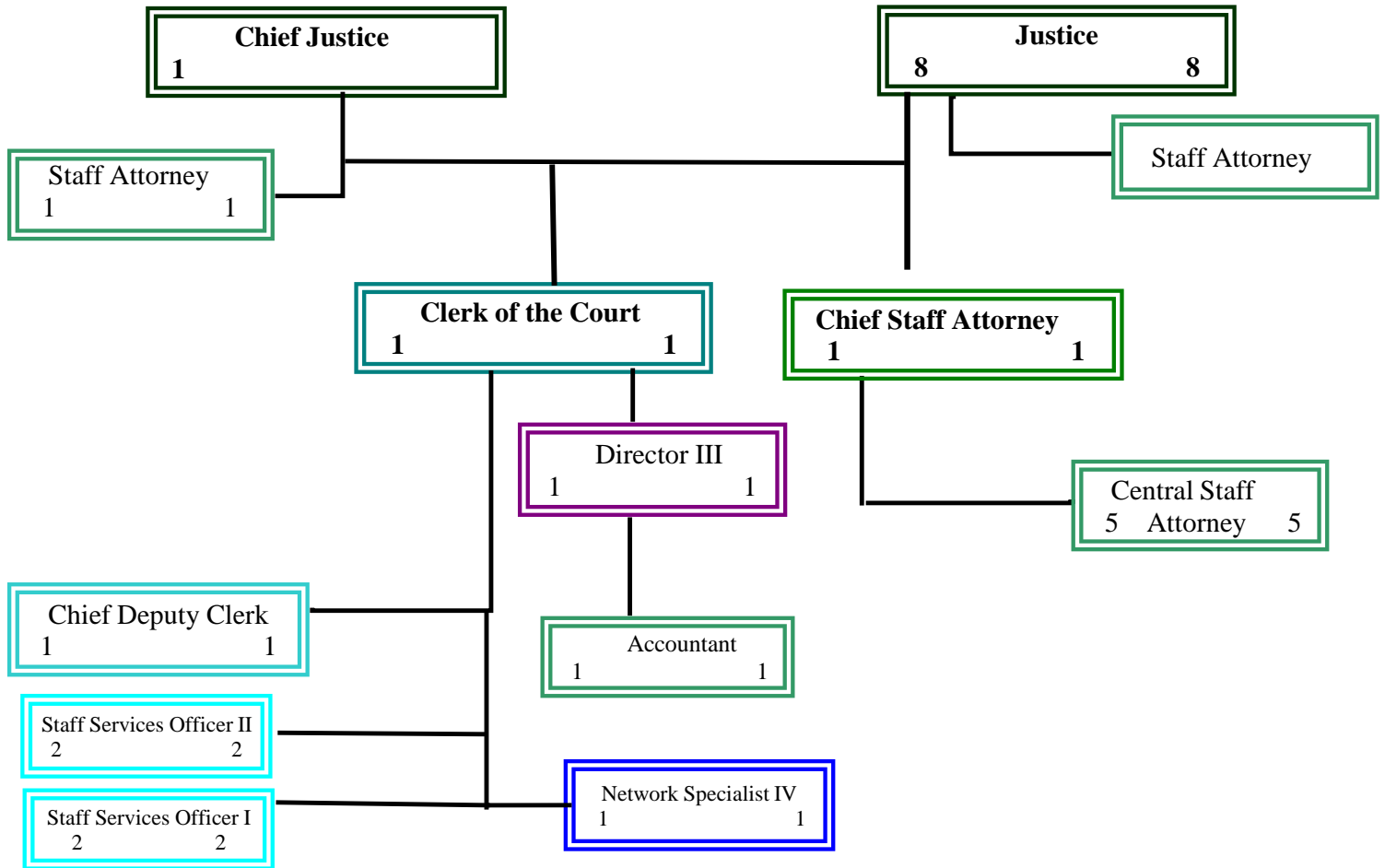
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$283,897	\$315,000



Department-Provided Information

**Organizational Chart
First Court of Appeals
2019-2020**



Form #1: Department Mission and Metrics

Department: First Court of Appeals
Dept. #: 930

Functional Area:

A) Department Purpose and Mission.

The First and Fourteenth Courts of Appeals are located in Houston. Their district includes Austin, Chambers, Colorado, Fort Bend, Galveston, Grimes, Harris, Waller and Washington Counties. The core function of Texas intermediate appellate courts is to process, review, and decide by written opinion or order appeals and original proceedings from trial courts in both civil and criminal cases. In Fiscal Year 2017, 10,000 cases were added (cases filed, reinstated or remanded) to the dockets of the intermediate appellate courts in the State of Texas. Critical to the courts' ability to effectively resolve these legal disputes and dispose of these appeals, the appellate courts must employ a highly skilled and trained professional workforce, including appellate court lawyers and clerical staff, who assist the justices of the courts in disposing of cases.

The First Court of Appeals remains better equipped to provide quality service to Texans and the citizens of Harris County in the administration of justice in civil and criminal appeals and original proceedings because of the support provided by Harris County, both in the facilities we occupy and the amounts budgeted by Harris County in support of the First Court. To maintain a high level of service and public access to a safe and secure courthouse, it is critical to maintain the guideline budgets at current levels. To achieve the Court's mission, the First Court of Appeals respectfully requests that current funding levels be maintained in the coming fiscal year.

The Harris County budget appropriation provides for supplemental salaries and benefits for the justices of the Court, the use of electronic legal research, and general office supplies required by the Court. The Harris County budget appropriation also provides one additional deputy constable for the 1910 Courthouse. Given the ever increasing public traffic in the 1910 Courthouse and use of the 1910 Courthouse facilities, the safety and security of the court and county workers and the public continue to be a paramount concern. At a minimum, current funding for courthouse security must be maintained.

As 95% of the budget provided by the State is dedicated to personnel, a reduction in the budget provided by Harris County would require a shift by the Court in its state funding to assure adequate security, legal research ability, and supplies necessary for the operation of the Court. Such a shift in spending would require a reduction in staff that would seriously jeopardize the court's ability to provide timely appellate review and timely disposition of original proceedings in our ten-county jurisdiction. Such a shift almost certainly would cause clearance rates to drop and lead to a significant backlog in case dispositions.

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

The Court increased percentage of cases disposed of in one year or less and continues to execute a judicial internship program.

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

The Court reviews case dockets monthly to ensure timely disposition of cases.

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

The court's physical space also continues to serve as home for county workers displaced due to Hurricane Harvey.

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

N/A

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.

See below

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 order to achieve its objectives and service standards, the First Court of Appeals makes every effort to attain the following designated key performance target levels:

1. To dispose of the same number of cases that are filed each state fiscal year.
2. To dispose of all submitted cases in less than 12 months from the date the case is submitted.
3. To dispose of all cases in less than 24 months from the date the case is filed or reinstated.

Statistical measure are attached.

H) Org Chart

Attached

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:

First Court of Appeals -930

FY19/20 General Fund Adopted Budget:	\$92,000
Rollover Budget Received in FY19/20:	\$0

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	N/A							
2								
3								
4								
5								
6								
7								
8								
9								
10								
Department-Estimated Totals		\$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.

**1st Court of Appeals
Department 930
Key Statistical Information**

	A	B	C	D
2		<i>1st</i>	<i>1st</i>	<i>1st</i>
3	Fiscal Year	<i>FY19</i>	<i>FY18</i>	<i>FY17</i>
4	Report's Ending Date	8/31/19	8/31/18	8/31/17
5				
6	New cases filed	957	964	944
7	Total cases filed and added	1088	1106	1078
8	Transferred in	51	131	62
9	Transferred out	0	3	11
10				
11	Total Cases Added w/Transfers	1139	1234	1129
12	Total Cases Disposed	1183	1196	1136
13				
14	Total pending end of fiscal year	760	795	753
15				
16	Performance Measures			
17	Clearance Rate	103.86	96.92	100.62
18	* % under submission < one year	99.57	99.29	99.34
19	** % filed not disposed < two years	99.65	99.62	99.74
20	TOTAL OPINIONS ISSUED	1140	1144	1078
21				
22	* - Percent of Cases Under Submission for Less Than One Year			
23	** - Percent of Cases Filed But Not Yet Disposed for Less Than Two Years			

931-14th Court of Appeals

Data as of: 11/11/2019

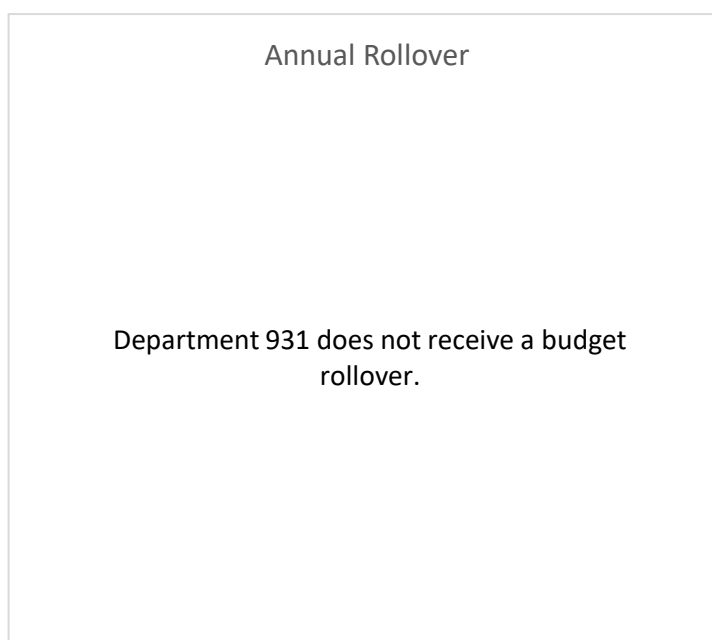
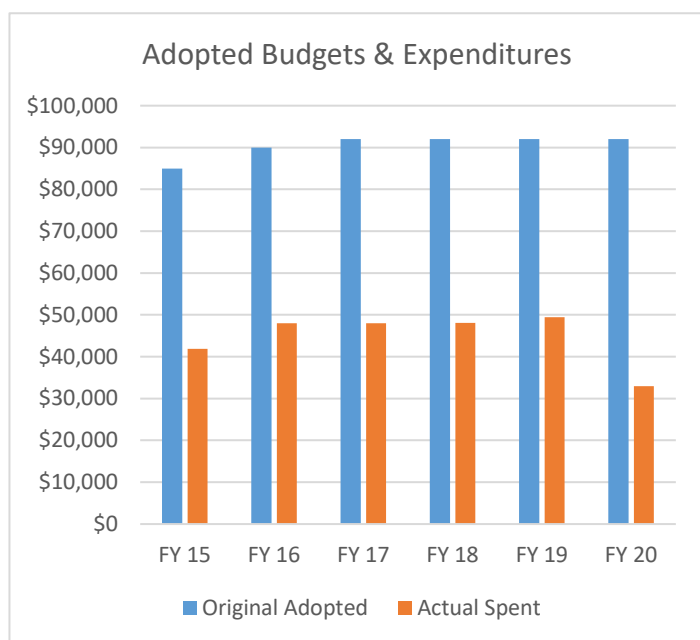
Avg. Annual Budget Increase Last 5 Years: 1.6%

FY 20 Adopted Budget Per Capita (Harris County): \$0.02

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$85,000	\$90,000	\$92,000	\$92,000	\$92,000	\$92,000
Final Adjusted	\$85,000	\$90,000	\$92,000	\$92,000	\$92,000	\$92,000
Rollover Received	--	--	--	--	--	--
Rollover % of Adopted	--	--	--	--	--	--

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$41,873	\$47,964	\$47,964	\$48,084	\$49,403	\$32,936
Non-Labor/Transfers	\$0	\$0	\$0	\$0	\$0	\$0
Actual Spent	\$41,873	\$47,964	\$47,964	\$48,084	\$49,403	\$32,936



FY20 Rollover as a % of FY20 Adopted Budget: n/a

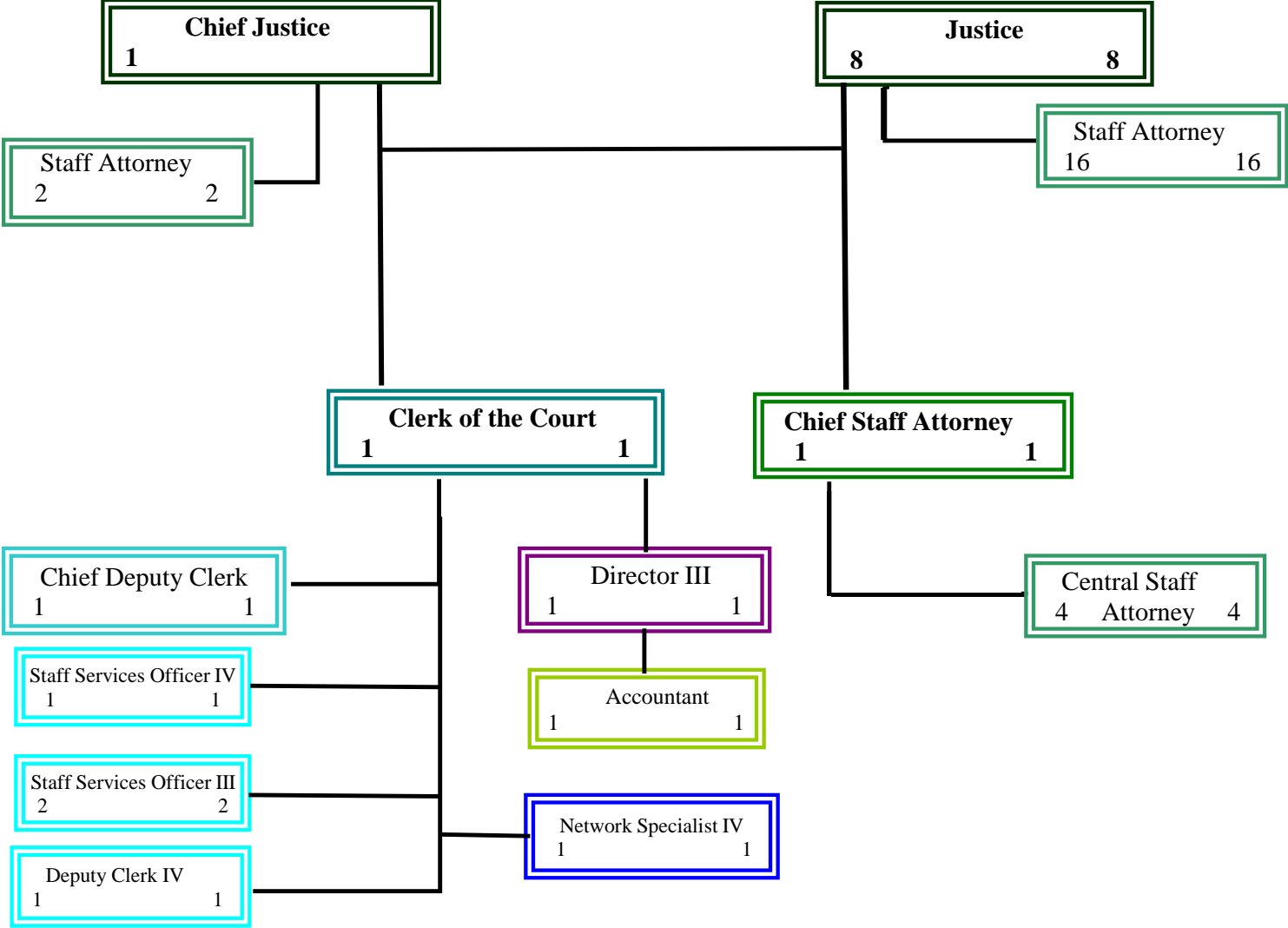
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$287,375	\$315,000
2300 - APPELLATE JUDICIAL SYSTEM	0	\$287,375	\$315,000



Department-Provided Information

**Organizational Chart
Fourteenth Court of Appeals
2019-2020**



Form #1: Department Mission and Metrics

Department: Fourteenth Court of Appeals
Dept. #: 931

Functional Area:

A) Department Purpose and Mission.

The First and Fourteenth Courts of Appeals are located in Houston. Their district includes Austin, Chambers, Colorado, Fort Bend, Galveston, Grimes, Harris, Waller and Washington Counties. The core function of Texas intermediate appellate courts is to process, review, and decide by written opinion or order appeals and original proceedings from trial courts in both civil and criminal cases. In Fiscal Year 2019, over 10,000 cases were added (cases filed, reinstated or remanded) to the dockets of the intermediate appellate courts in the State of Texas. Critical to the courts' ability to effectively resolve these legal disputes and dispose of these appeals, the appellate courts must employ a highly skilled and trained professional workforce, including appellate court lawyers and clerical staff, who assist the justices of the courts in disposing of cases.

The Fourteenth Court of Appeals remains better equipped to provide quality service to Texans and the citizens of Harris County in the administration of justice in civil and criminal appeals and original proceedings because of the support provided by Harris County, both in the facilities we occupy and the amounts budgeted by Harris County in support of the Fourteenth Court. To maintain a high level of service and public access to a safe and secure courthouse, it is critical to maintain the guideline budgets at current levels. To achieve the Court's mission, the Fourteenth Court of Appeals respectfully requests that current funding levels be maintained in the coming fiscal year.

The Harris County budget appropriation provides for supplemental salaries and benefits for the justices of the Court, the use of electronic legal research, and general office supplies required by the Court. The Harris County budget appropriation also provides one additional deputy constable for the 1910 Courthouse. Given the ever increasing public traffic in the 1910 Courthouse and use of the 1910 Courthouse facilities, the safety and security of the court and county workers and the public continue to be a paramount concern. At a minimum, current funding for courthouse security must be maintained.

As 95% of the budget provided by the State is dedicated to personnel, a reduction in the budget provided by Harris County would require a shift by the Court in its state funding to assure adequate security, legal research ability, and supplies necessary for the operation of the Court. Such a shift in spending would require a reduction in staff that would seriously jeopardize the court's ability to provide timely appellate review and timely disposition of original proceedings in our ten-county jurisdiction. Such a shift almost certainly would cause clearance rates to drop and lead to a significant backlog in case dispositions.

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

The Court increased percentage of cases disposed of in one year or less and continues to execute a judicial internship program. (See attached)

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

The Court reviews case dockets monthly to ensure timely disposition of cases.

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

The court's physical space also continues to serve as home for county workers displaced due to Hurricane Harvey.

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

N/A

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.

See below

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 order to achieve its objectives and service standards, the Fourteenth Court of Appeals makes every effort to attain the following designated key performance target levels:

1. To dispose of the same number of cases that are filed each state fiscal year.
 2. To dispose of all submitted cases in less than 12 months from the date the case is submitted.
 3. To dispose of all cases in less than 24 months from the date the case is filed or reinstated.
- Statistical measure are attached.

H) Org Chart

Attached

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:

Fourteenth Court of Appeals -931

FY19/20 General Fund Adopted Budget: **\$92,000**

Rollover Budget Received in FY19/20: **\$0**

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	N/A							
2								
3								
4								
5								
6								
7								
8								
9								
10								
Department-Estimated Totals		\$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.

**14th Court of Appeals
Department 931
Key Statistical Information**

	A	B	C	D
2		14th	14th	14th
3	Fiscal Year	FY19	FY18	FY17
4	Report's Ending Date	8/31/19	8/31/18	8/31/17
5				
6	New cases filed	983	953	1008
7	Reh'gs granted		9	3
8	Total cases filed and added	1175	1140	1221
9	Transferred in	38	125	42
10	Transferred out	5	5	5
11				
12	Total Cases Added w/Transfers	1208	1260	1258
13	Total Cases Disposed	1186	1228	1264
14				
15	Total pending end of fiscal year	855	794	757
16				
17	Performance Measures			
18	Clearance Rate	98.18	97.46	100.48
19	* % under submission < one year	99.44	99.89	99.34
20	** % filed not disposed < two years	99.99	99.82	99.89
21				
22	Total Opinions Issued	1087	1103	1108
23				
24	* - Percent of Cases Under Submission for Less Than One Year			
25	** - Percent of Cases Filed But Not Yet Disposed for Less Than Two Years			

301-CONSTABLE, PRECINCT 1

Data as of: 11/11/2019

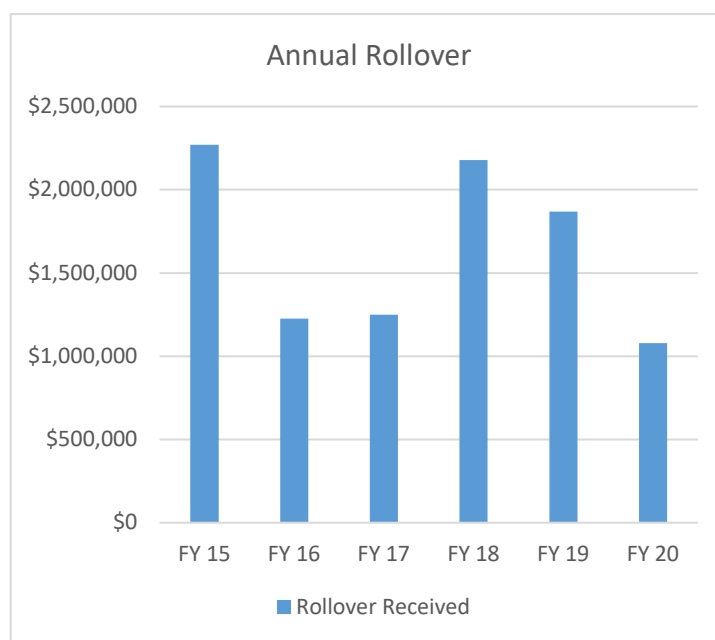
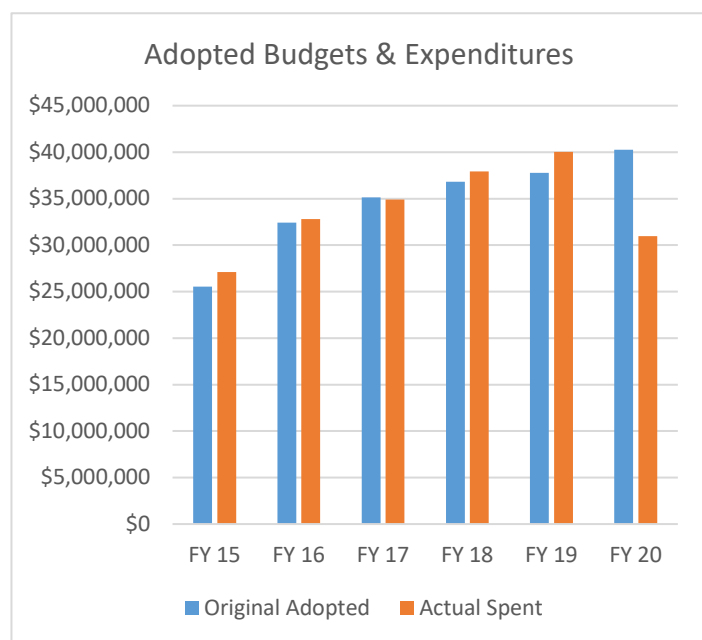
Avg. Annual Budget Increase Last 5 Years: 9.5%

FY 20 Adopted Budget Per Capita (Harris County): \$8.57

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$25,555,000	\$32,421,000	\$35,129,000	\$36,803,000	\$37,767,000	\$40,275,000
Final Adjusted	\$29,153,852	\$34,038,701	\$37,136,947	\$39,850,446	\$41,324,633	\$44,057,040
Rollover Received	\$2,269,207	\$1,225,965	\$1,249,115	\$2,178,088	\$1,868,478	\$1,078,236
Rollover % of Adopted	9%	4%	4%	6%	5%	3%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$23,650,823	\$29,718,323	\$31,339,529	\$33,724,924	\$35,427,619	\$27,349,614
Non-Labor/Transfers	\$3,471,138	\$3,083,509	\$3,573,784	\$4,203,379	\$4,608,583	\$3,607,406
Actual Spent	\$27,121,962	\$32,801,832	\$34,913,313	\$37,928,302	\$40,036,202	\$30,957,020



FY20 Rollover as a % of FY20 Adopted Budget: 2.7%

Other Department Resources

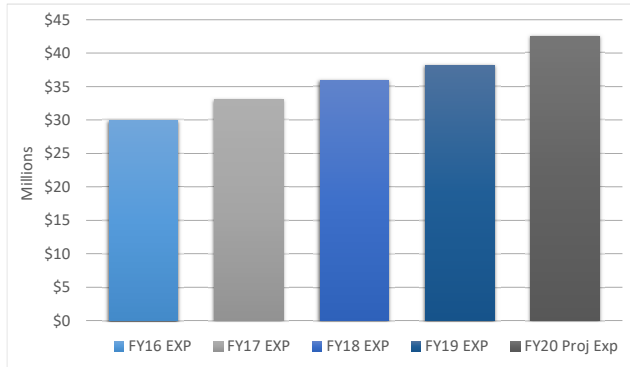
Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	52	\$3,858,571	\$5,071,806
1020-PUBLIC IMP CONTINGENCY FUND	11	\$825,975	\$1,020,729
2370-DONATION FUND	0	\$0	\$7,728
2580-CONSTABLE FORF ASSETS-TREASURY	0	\$63,028	\$2,542
2590-CONSTABLE FORF ASSETS-JUSTICE	0	\$15,000	\$162,093
25E0-SEP ENVIRO ENFORCEMT CST1	0	\$237,739	\$209,151
2640-CONSTABLE FORF ASSETS-STATE	0	\$23,897	\$346,908
26B0-CH18 ST FORFEITED CONSTABLES	0	\$587,852	\$592,262
2750-LEOSE-LAW ENFORCEMENT	0	\$11,473	\$11,794
27D0-COURTHOUSE SECURITY	41	\$1,758,021	\$2,157,352
7219-STEP 2015 COMPREHENSIVE-CFDA20	0	\$179,612	\$157,519
7314-FY13 TOBACCO ENFORCEMENT PROGRAM	0	\$0	\$40,000
7638-HUMAN TRAFFICKING	0	\$92,864	\$40,632
7665-BODY-WORN CAMERAS BJA	0	\$0	\$288,000

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
7779-STEP CMV 2020	0	\$0	\$14,856
8001-MISC FOUNDATIONS GRANTS	0	\$119	\$0
8008-H.I.D.T.A. ENFORCEMENT GRANTS	0	\$12,371	\$13,348
8731-HGAC SOLID WASTE	0	\$50,621	\$6,893

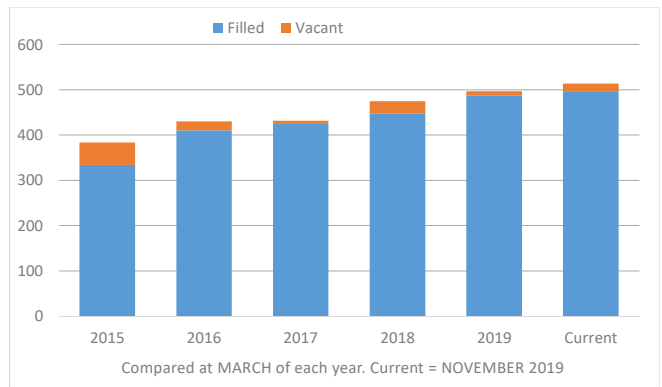
PERSONNEL SUMMARY FOR CONSTABLE PCT 1

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

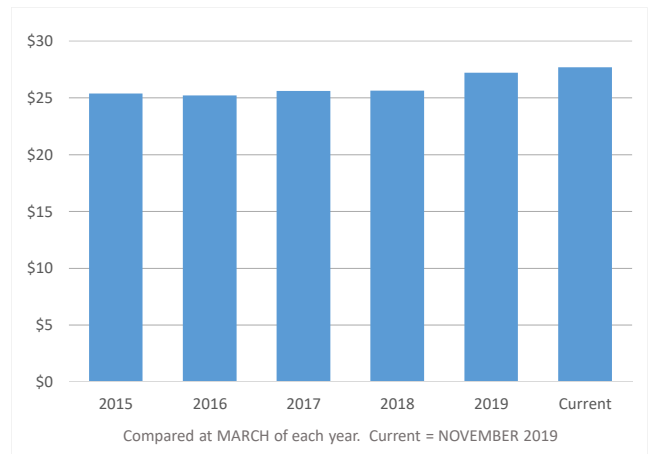


Avg. Salary Increases For Existing Full-Time Employees

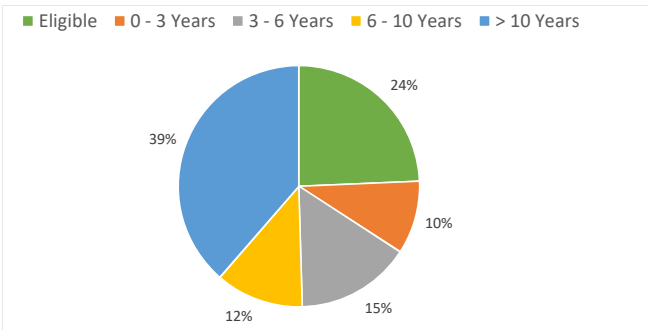
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	398	10.4%	10.4%
Sept 2017	336	11.1%	5.4%
Sept 2016	295	13.4%	4.3%
Sept 2015	262	18.8%	4.4%
Sept 2014	189	18.0%	3.4%

	Filled	Vacant	Total
R32+	459	11	470
Part	36	7	43
Temp	0	0	0

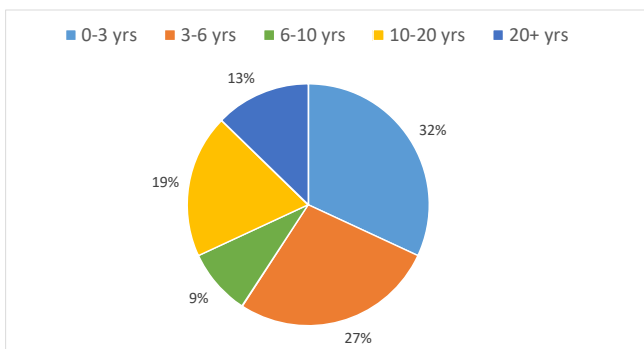
Dept. Average Hourly Base Pay Rate



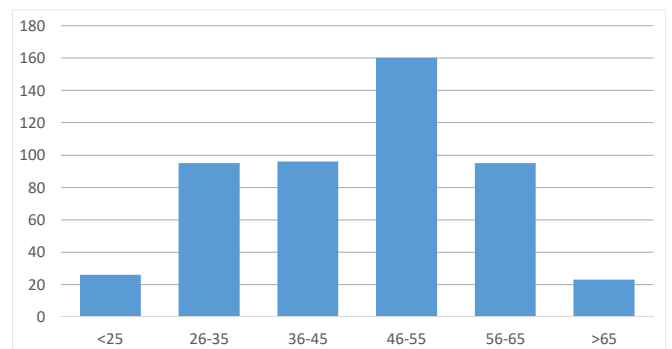
Retirement Eligibility



Employee Tenure



Number of Employees by Age



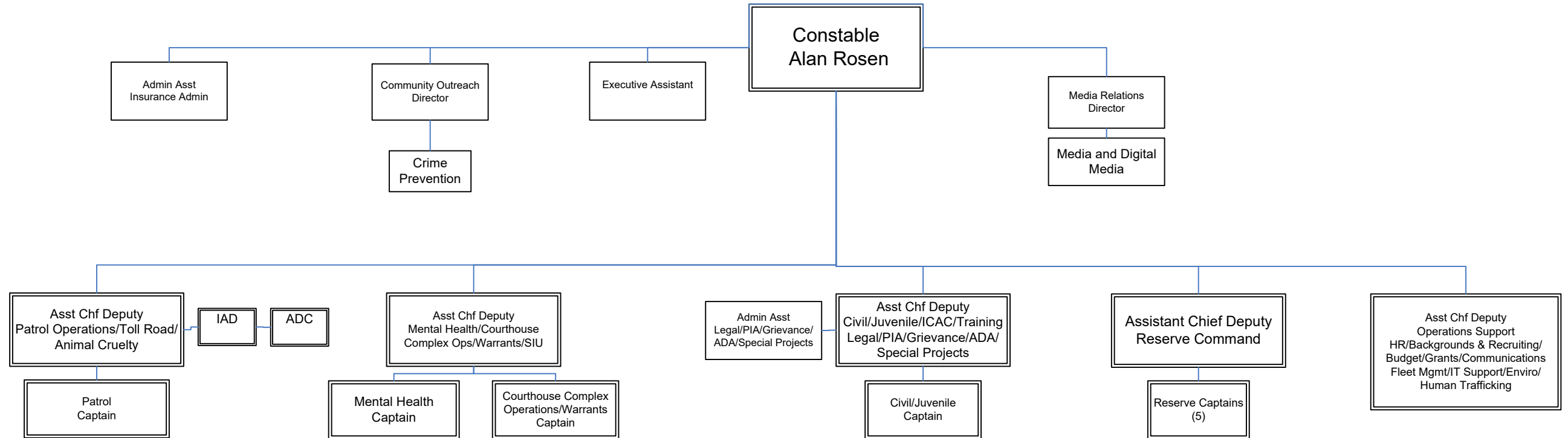


Department-Provided Information



Office of Alan Rosen

Harris County Constable, Precinct One



Form #1: Department Mission and Metrics

Constable, Precinct 1 - 301

A) Department Purpose/Mission

Harris County Constable Precinct 1 Office's mission and purpose is to enhance the quality of life in our precinct by working in partnership with the community and to enforce laws, preserve the peace, reduce fear and provide a safe environment. Our Mandate is to do so with honor and integrity while at all times conducting ourselves with the highest ethical standards to maintain public confidence.

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

Since January 1, 2019, the Harris County Precinct 1 Constable's Office has worked hard to assist the citizens of Harris County. Precinct 1 always been strong with the community. So far this year, we have answered over 230,000 calls of service and have made over 1,100 arrests as a Department.

Pct. 1 Civil Division have received over 29,000 civil papers and served 23,000 of those received papers to the citizens of Harris County.

Our Patrol Division has recorded 24,000 traffic stops and wrote over 8,100 citations and 5,700 warnings throughout the year. We have worked over 700 accidents since January. The K-9 Division have been deployed 1,400 times during the year as well as our Animal Cruelty Division has answered 600 calls of service.

During the year, our Mental Health Division and Patrol Division have had 8500 Mental Health calls for service so far this year and the Mental Health Division had over 320 transports to psychiatric hospitals.

Our Special Investigations Unit has investigated and seized 23 Game rooms, made 30 arrests, 44 additional charges, and seized over \$500,000 of illegal gained monies.

The Human Trafficking Unit has worked hard this year. With over 60 arrests and 40 additional cases they are currently working, they have excelled their respected goals for the year. We have worked with RBRW (A Human Trafficking assistance organization) and we have 21 victims within a 180 program in order to assist them getting out of the prostitution situation. We also have offered 25 juveniles assistance with either direct assistance or found other services that will assist them to better their lives and stay away from the prostitution life.

Form #1: Department Mission and Metrics

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

Efficiency and productivity are important in every organization. We set goals to surpass prior year benchmarks and create an environment of positive competition among division within Precinct One and other law enforcement agencies. We pride ourselves on making a difference every day and doing so with fewer resources than some of the larger, neighboring agencies. Additionally, we require our supervisors to monitor and review video of our deputies in the field along with their calls for service, allowing command staff to identify means by which deputies can more effectively and efficiently perform their daily duties.

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

We have had no new responsibilities this year.

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

We will not have any costs that will go away this or 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.

The Harris County Constable Precinct One Office conducts periodical evaluations of all of our employees to ensure they know and understand how they are working within the allotted time. We objectively rate them individually on punctuality, quality of work, communications, co-worker relations, problem solving, competence, work ethics, adaptability, and professional growth/development. Again, we proactively review video of our deputies in action on a daily basis and compare what we see with the data contained in our CAD call slips, radio traffic, report management system and GPS tracking system. Our command staff is then able to evaluate overall effectiveness of daily operation of our staff and make improvements accordingly. Each of the above gives us a better gauge of our operational efficiency, work output, quality and timeliness of staff workload.

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.

Here at Precinct One we monitor and measure the effectiveness of our programs in many ways. It is important to us to recognize the successes of our programs so we track participation at events year to year. We follow up with communities upon the conclusion of community outreach events and ask community leaders and those in our civic clubs what can be done better in the future to help our programs resonate more with their needs. Some community events we give out evaluations so we can get an understanding on the impact the event has on the community. We also

Form #1: Department Mission and Metrics

monitor key KPI's showing our growth and engagement on our departmental social media platforms. In just the past year, our following has increased over 20 percent. Every year more groups call us requesting our participation in their community events and initiatives. At a recent initiative, our Back 2 School Basketball Tournament and school supply give away we had over 1000 attendees. That has grown by over 200 participants over just the year prior.

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: **301 - Constable Precinct 1**

FY19/20 General Fund Adopted Budget:	\$40,275,000
Rollover Budget Received in FY19/20:	\$1,078,236

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	Salaries 10030101-Administration	\$5,280,266	54					
2	Other 10030101-Administration	\$2,442,161	0					
3	Salaries 10030105-Civil	\$3,110,984	31					
4	Other 10030105-Civil	\$216,798	0					
5	Salaries 10030106-Writs	\$965,551	10					
6	Other 10030106-Writs	\$10,673	0					
7	Salaries 10030107-Juvenile	\$1,443,448	14					
8	Other 10030107-Juvenile	\$75,076	0					
9	Salaries 10030110-Warrants	\$2,343,268	26					
10	Non-Salaries 10030110-Warrants	\$91,016	0					
11	Salaries 10030111-Building Security	\$9,557,705	133					
12	Non-Salaries 10030111-Building Security	\$282,456	0					
13	Salaries 100301015-Patrol	\$4,025,899	39					
14	Non-Salaries 100301015-Patrol	\$446,266	0					
15	Salaries 10030116-Contract Patrol	\$4,230,645	47					

Department: **301 - Constable Precinct 1**

FY19/20 General Fund Adopted Budget:	\$40,275,000
Rollover Budget Received in FY19/20:	\$1,078,236

16	Non-Salaries 10030116-Contract Patrol	\$529,552	0					
17	Salaries 10030117-Toll Road Patrol	\$1,722,243	17					
18	Non-Salaries 10030117-Toll Road Patrol	\$0	0					
19	Salaries 10030118-Environmental Enforcement (See Administration)	\$0	0					
20	Non-Salaries 10030118-Environmental Enforcement	\$17,575	0					
21	Salaries 10030119-Mental	\$4,084,829	39					
22	Non-Salaries 10030119-Mental	\$476,825	0					
23	Salaries 10030120-Bike Patrol	\$0	0					
24	Non-Salaries 10030120-Bike Patrol	\$0	0					
25								
26								
27	Personnel working under monies that are being re-imbursed by other Departments within Harris County. (Approximate total due to not set for FY 2021 pricing.)	\$2,549,900	27					
28								
29								
30								

Department-Estimated Totals	\$43,903,136	437	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.

302-CONSTABLE, PRECINCT 2

Data as of: 11/11/2019

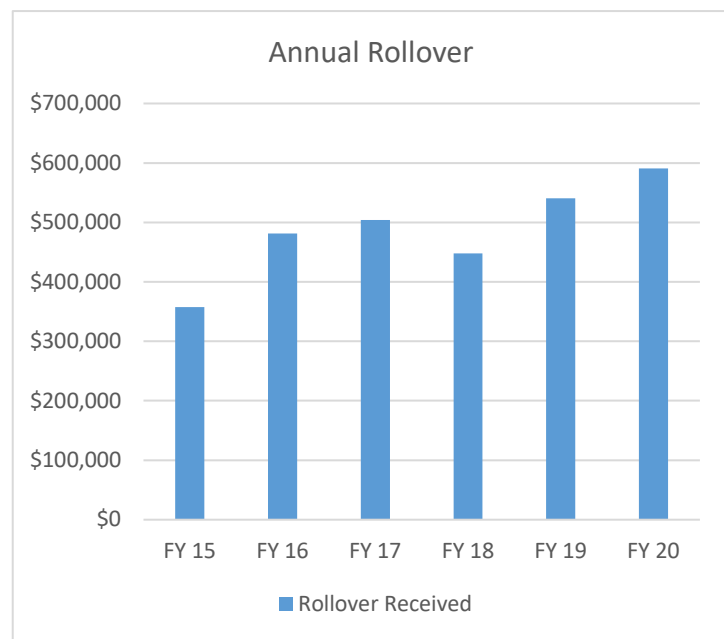
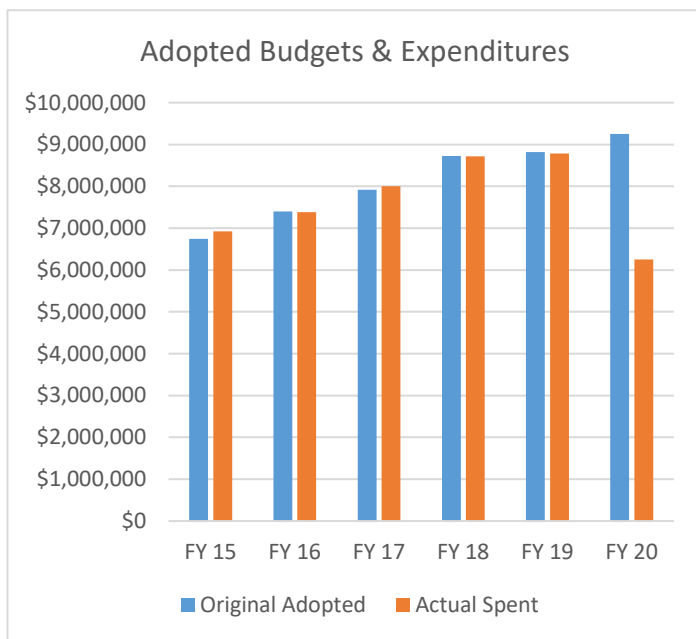
Avg. Annual Budget Increase Last 5 Years: 6.5%

FY 20 Adopted Budget Per Capita (Harris County): \$1.97

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$6,745,000	\$7,400,000	\$7,918,000	\$8,725,000	\$8,815,000	\$9,256,000
Final Adjusted	\$7,469,347	\$7,930,301	\$8,556,131	\$9,298,306	\$9,445,991	\$9,872,002
Rollover Received	\$357,410	\$481,306	\$504,163	\$447,790	\$540,645	\$590,817
Rollover % of Adopted	5%	7%	6%	5%	6%	6%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$6,526,099	\$6,928,047	\$7,460,862	\$7,929,254	\$8,118,802	\$5,745,008
Non-Labor/Transfers	\$396,030	\$456,587	\$541,001	\$785,566	\$668,481	\$505,488
Actual Spent	\$6,922,130	\$7,384,634	\$8,001,863	\$8,714,821	\$8,787,283	\$6,250,496



FY20 Rollover as a % of FY20 Adopted Budget: 6.4%

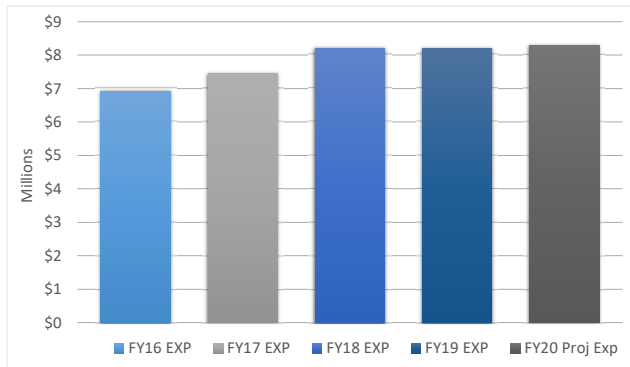
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$78,305	\$196,694
22G0-PCT 2CH18 STATE FORFEITED	0	\$0	\$23,973
22J0-CONST PCT2 FED FORF ASSETS-USJ	0	\$0	\$62
22S0-CONST PCT2 STATE FORF ASSETS	0	\$0	\$126,568
22T0-CONST PCT2 FED FORF ASSETS-UST	0	\$0	\$11
2370-DONATION FUND	0	\$0	\$21,612
2750-LEOSE-LAW ENFORCEMENT	0	\$0	\$24,469
28A0-ENVIRONMENTAL RESTITUTION	0	\$78,305	\$0

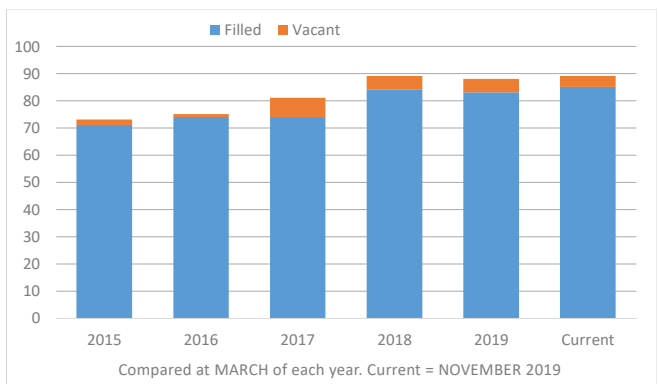
PERSONNEL SUMMARY FOR CONSTABLE PCT 2

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

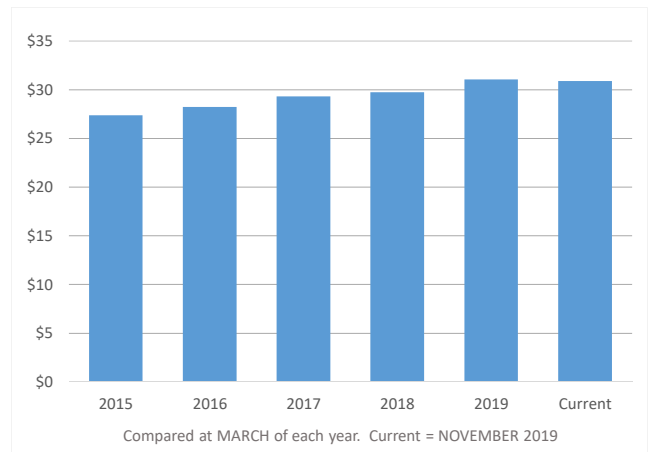


Avg. Salary Increases For Existing Full-Time Employees

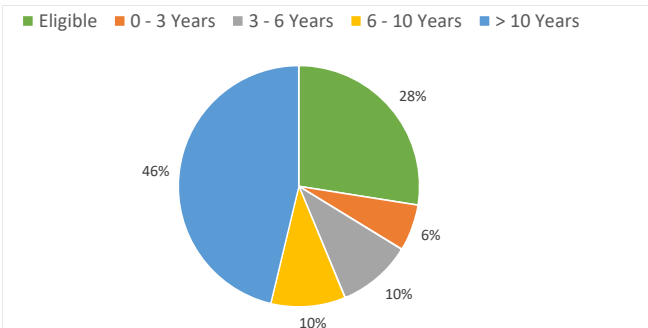
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	56	11.2%	11.2%
Sept 2017	47	12.3%	6.0%
Sept 2016	37	13.9%	4.4%
Sept 2015	37	21.7%	5.0%
Sept 2014	32	26.0%	4.7%

	Filled	Vacant	Total
R32+	82	4	86
Temp	3	0	3
	0	0	0

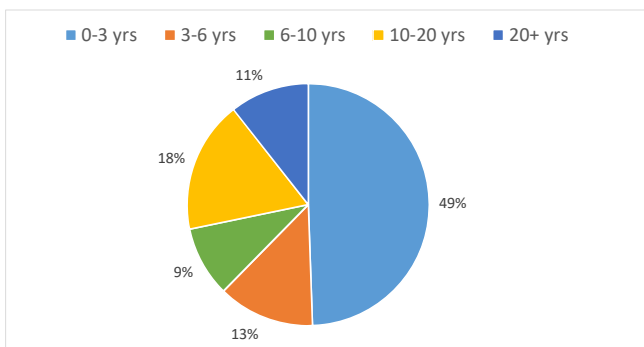
Dept. Average Hourly Base Pay Rate



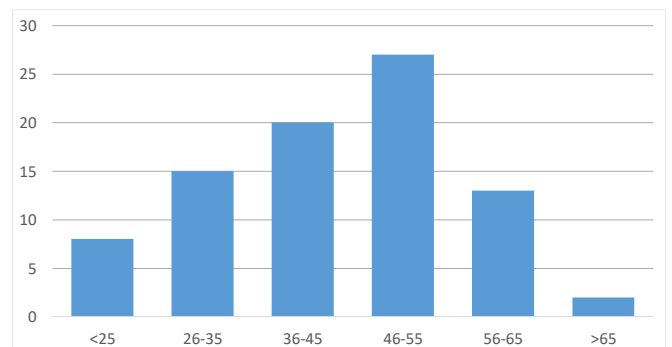
Retirement Eligibility



Employee Tenure



Number of Employees by Age

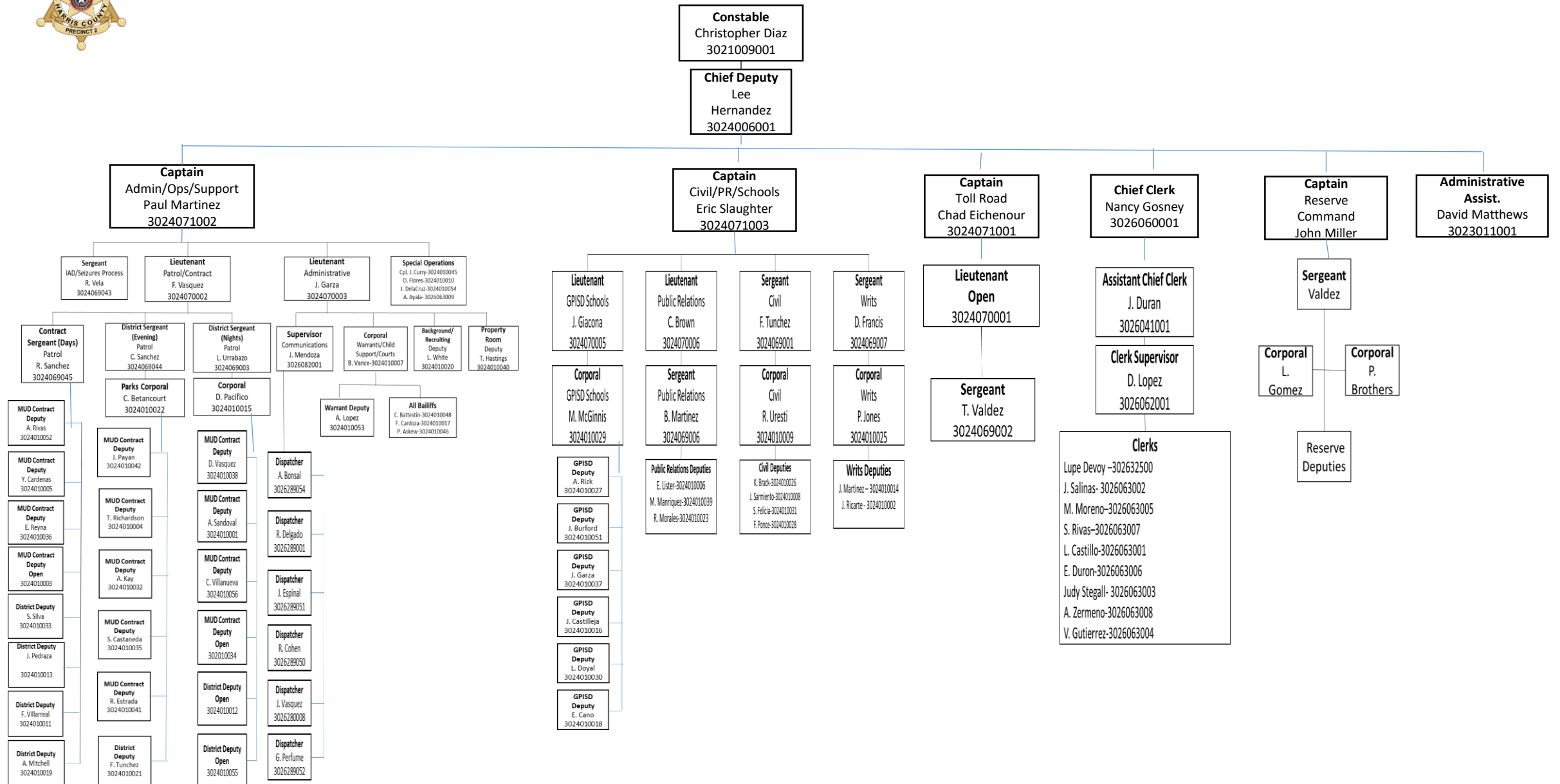




Department-Provided Information



Harris County Constable Office Pct. 2



Form #1: Department Mission and Metrics

Constable, Precinct 2 - 302

A) Department Purpose/Mission

The Harris County Precinct 2 Constable's Office is dedicated to excellence. The commitment of our deputies and staff to serve with integrity and professionalism in our core values of Dignity and Integrity to the public trust, Valor and accountability for independent actions, Quality of continuous improvements and Respect for people and service to our community.

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

Provided law enforcement security through the following Departmental Divisions:

Contract Division - Law enforcement security to (10) education facilities by (6) Pct. 2 deputies, additionally provided law enforcement officer services to unincorporated communities in (3) M.U.D.'s by (15) deputies

Special Operations Division - (3) deputies seized over (52) kilograms of cocaine, (2) kilograms of heroin, (10) kilograms of methamphetamine, confiscated (5) operable vehicles, and \$60,000.00 in cash, executed the shuttering of (3) illegal gaming rooms along with the confiscating of \$45,000.00 in cash. Executed citizen complaint driven operation completing (6) prostitution arrests.

Warrant/Child Support Division - Cleared 1,613 warrants totaling \$355,491.00 in cash bonds

Communication Division - Completed the migration of 90% of all desktop and vehicle computers

Training Division - Completed 415 training hours for a total of 51 training courses for 312 law enforcement student

Patrol Division - Reduced deputy response time on priority calls to 3 minutes, however in order to maintain this response time and constituent satisfaction additional deputies will be needed, as the population continues to grow

Community Outreach Division - Attended 42 community events, 9 parades, 30 National Night Out locations, 4 community Easter Egg Hunts, 10 Halloween Trunk or Treat events, 2 back to school fairs, and 6 honor guard funerals

Clerk Division - Processed 11,000 civil papers and returned them to the courts. Processed 1,613 warrants for the courts.

Form #1: Department Mission and Metrics

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

Implemented goals and objectives designed for each Division of the Department. Maintained weekly meetings with each Division in order to discuss progress and maintain accountability on the reaching the goals along with any revisions as needed.

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

Precinct 2 Constable's Office provided a new division this year called the Community Outreach Division. The purpose of this Division was to become more responsive to the communities Pct. 2 Constable's Office serves as well as building better collaborative partnerships with the constituents of both Commissioner Pct.1 and Pct. 2 areas.

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

Patrol Division - (4) Patrol vehicles suffered damage from (2) burglaries of equipment, (1) accident, and (1) engine failure - \$7,200.00

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.

Performance appraisals, setting divisional objectives and goals, quarterly performance meetings to review productivity and effectiveness in reaching our objectives toward our goals, yearly strategic planning

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.

Strive toward 95% public satisfaction with our performance in the contracts and districts, maintain our 3-5 minute response time on priority calls, maintain a high level of efficiency on serving writs and warrants within the time limits set by the courts, measure the success of each division whether in providing the service necessary to keep the public safe, perception positive, and to striving for continued success.

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:

302 - Constable Precinct 2

FY19/20 General Fund Adopted Budget:	\$9,256,000
Rollover Budget Received in FY19/20:	\$590,817

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	FULLTIME SALARIES AND BENEFITS: 6000 (DIVISIONS - ADMINISTRATION)	\$1,043,648	8	0	\$0		8	
2	FULLTIME SALARIES AND BENEFITS: 6000 (DIVISIONS - CIVIL)	\$1,636,284	19	0	\$0		9	
3	FULLTIME SALARIES AND BENEFITS: 6000 (DIVISIONS - WARRANTS)	\$377,949	4	0	\$0		10	
4	FULLTIME SALARIES AND BENEFITS: 6000 (DIVISIONS - PATROL)	\$2,580,732	27	0	\$289,167	3.3%	1	YES
5	FULLTIME SALARIES AND BENEFITS: 6000 (DIVISIONS - SECURITY)	\$2,644,924	27	0	\$0			
6	MATERIALS AND SUPPLIES EXPENDITURES: 6100 (SUPPLIES, OFFICE SUPPLIES, CLOTHING, BUILDING MATERIALS, EQUIPMENT \$500-\$5,000, EQUIPMENT UNDER \$500)	\$285,111	0	0	\$0		2	
7	BUILDING AND EQUIPMENT EXPENDITURES: 6200 (EQUIPMENT OVER \$5,000-CAP)	\$2,000	0	0	\$0		7	
8	SERVICES AND OTHER EXPENDITURES: 6300 (RADIO MAINTENANCE CHARGES-DSCC, RADIO CHARGES, EQUIPMENT, REPAIR, AND MAINTENANCE, FEES AND SERVICES, INSURANCE, RENTALS/LEASES)	\$178,100	0	0	\$0		5	
9	UTILITIES EXPENDITURES: 6380 (TELEPHONE)	\$45,000	0	0	\$0		6	
10	TRANSPORTATION AND TRAVEL EXPENDITURES: 6500 (TRAVEL EXPENSE, TRAVEL FOR EDUCATION/TRAINING, COMMERCIAL DIESEL FUEL, GASOLINE, COMMERCIAL GASOLINE, MOTOR EQUIPMENT CHARGES VMC, MILEAGE, MOTOR REPAIR PARTS, MOTOR REPAIR PARTS-EXTERNAL)	\$286,100	0	0	\$0		4	
11	OTHER FINANCIAL TRANSACTIONS: 6600 (FY19 ROLLOVER, VEHICLE PURCHASE PROGRAM, VEHICLE PURCHASE PROGRAM-ACCLERATED)	\$323,647	0	0	\$0		3	
12								

Department-Estimated Totals	\$9,403,495	85	0	\$289,167	3.1%		
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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: 302

Functional Area: District Patrol Deputy IV
Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	4,724
Cost of Positions (Recurring)		134,544
Other Recurring Costs		<u>27,600</u>
Total Request	\$	167,868

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Population growth within Harris County Constable Pct 2 (PCT2) jurisdiction has entailed additional vehicular traffic, law enforcement to citizens and businesses call for service and traffic accidents. As a result, time delays in call response and citizen safety may become delayed with public perception a lack of law enforcement presence within the Harris County Pct 1 and 2. This position does not relate to Hurricane Harvey or other events.
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.
Harris County Constable Precinct 2 (PCT2) is seeking and being proactive to address the call response to citizen's calls for service in requesting two (2) additional Deputy IV positions. By use of the additional Deputy positions, PCT2 expects outcomes of maintaining a 3-5 minute call response to priority law enforcement calls. With a police service population of approximately 322, 000 citizens (excluding those who transit daily through the precinct on various roadway systems), PCT2 area continues to experience exponential population growth, which is evidenced by a nearly 50% increase in population growth from 2007-2018. PCT2 will begin evaluation of additional positions upon a 90 day period, with first 90 period used for recruitment, background investigation, hiring and training process 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.
PCT2 police service area encompasses many areas of critical infrastructure and key resources that have been deemed vital to the national security interests of the United States, e.g., the Houston Ship Channel, William P. Hobby International Airport, various refinery / energy transmission facilities, enumerable commercial enterprises engaged in international commerce, etc. As of current PCT2 maintains two (2) active patrol Deputy positions on a 8 hour shifts with a total of 6 fulltime District Patrol Deputies. In use of time off and mandatory training per Texas Commission on Law Enforcement (TCOLE), District Patrol is staffed using one (1) District Patrol Deputy on response calls or other civil and criminal matters which are in need of Law Enforcement attention. Within PCT2 Communication center, records and data demonstrate Deputies called on any given call outside the confines of contracted areas..
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The evaluation of additional staff will be gathered using dispatch call reports, daily activity reports and public response, with all data compiled in a spreadsheet in order to generate accurate metrics. This data will be used to document and evaluate for delivery of service to the community and to stakeholders of Harris County with pivot charts in tracking the outcome and success of additional Patrol Deputies.
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 use of form 4 will allow PCT2 to justify and update the success and or evaluation of the additional Patrol Deputies positions in an annual report to Harris County Commissioner's Court.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Deputy IV x (2 positions) Base Salary: \$108,784.00 Pay Periods: 26
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space or vehicles are requested for the listed position request.

**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: 302

Functional Area: Information Technology Technician
 Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		84,534
Other Recurring Costs		
Total Request	\$	84,534

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 Information Technology full-time position is to assist this office with technology issues and upgrades need in the desktops and the vehicle computers. Presently, the department does not have a person with the credentials necessary to function in this capacity. As a law enforcement agency Such technological issues can be detrimental to this department. Presently, the Communications Officer is filling in as a de facto in this position, however lacks the credentials necessary to perform all I.T. duties.
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.
By hiring an experienced I.T. person, we will be able to address computer and computer related operational issues expeditiously without impacting the law enforcement, civil, or clerical positions from performing their job duties.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Keeps the Pct. Two Constable's Office infrastructure and vehicles secured, active, and updated. The I.T. person would also troubleshoot network connectivity when lost. This position is critical for maintaining communication with the public, H.C .leadership, H.C. stakeholders, and adjacent law enforcement agencies.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Through I.T. Reports, pivot charts, and other analytical data, to ensure the objectives and goals are being met by this position.
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.)?
An Annual Report will be generated for Commissioner's Court outlining the success of this position on annual basis.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Information Technology Technician Base Salary: \$63,107.20 Pay Periods: 26
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space or vehicle is being requested for this position at this time.

**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: **302**

Functional Area: Temporary Deputy (Part-time)
 Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		34,403
Other Recurring Costs		
Total Request	\$	34,403

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 Temporary Deputy position used in conjunction with the Harris County Constable Precinct 2 (PCT2) Special Operations Division to aid the fulltime staff in targeting hidden criminal activity as illegal narcotics, human trafficking, illicit games rooms. This position does not relate to Hurricane Harvey or other related events.
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 Special Operations Division (Street Level) is operating on reduced staff of two (2) fulltime Deputies. During active operations district patrol Deputies are required to assist on criminal stops, arrest or during the time of time off. Adding a Temporary Deputy who will be used as part-time, this position will assist in alleviating the District Patrol Deputies to remain at the public service of Harris County. With a police service population of approximately 322, 000 citizens (excluding those who transit daily through the precinct on various roadway systems), PCT2 area continues to experience exponential population growth, which is evidenced by a nearly 50% increase in population growth from 2007-2018. PCT2 will begin evaluation of additional positions upon a 90 day period, with first 90 period used for recruitment, background investigation, hiring and training process 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.
PCT2 police service area encompasses many areas of critical infrastructure and key resources that have been deemed vital to the national security interests of the United States, e.g., the Houston Ship Channel, William P. Hobby International Airport, various refinery / energy transmission facilities, enumerable commercial enterprises engaged in international commerce, etc. PCT2 Communications records, Special Operations logs will reflect the activity generated and demonstrates the use of District Patrol Deputies used to supplement the labor needed for a successful and safe operation. In addition to the data listed, currency and property seizures under active and past criminal arrest in court proceeding demonstrate the effectiveness of the unit.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The evaluation of additional staff will be gathered using dispatch call reports, daily activity reports and public response, with all data compiled in a spreadsheet in order to generate accurate metrics. This data will be used to document and evaluate for delivery of service to the community and to stakeholders of Harris County with pivot charts in tracking the outcome and success of additional Patrol Deputies.
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 use of form 4 will allow PCT2 to justify and update the success and or evaluation of the additional Patrol Deputies positions in an annual report to Harris County Commissioner's Court.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Temporary Deputy V Base Salary: \$34,403.20 Pay Periods: 26
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space or vehicles are requested for the listed position.

**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.*

303-CONSTABLE, PRECINCT 3

Data as of: 11/11/2019

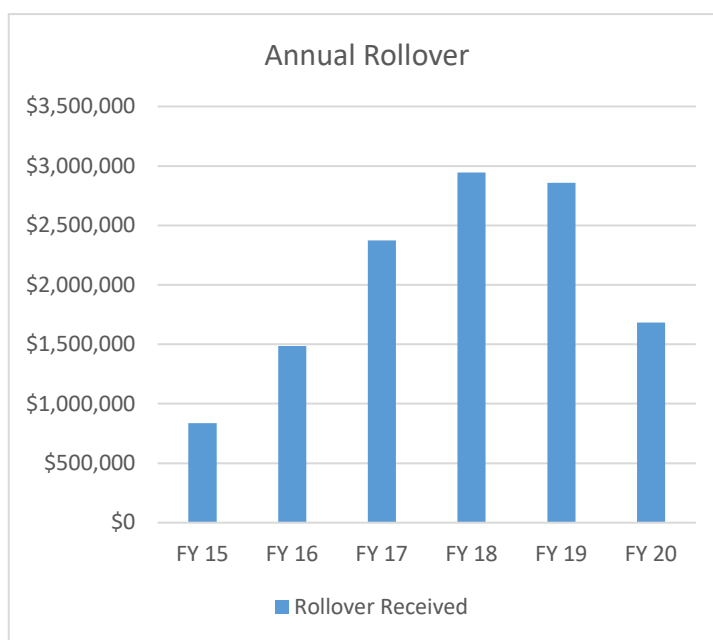
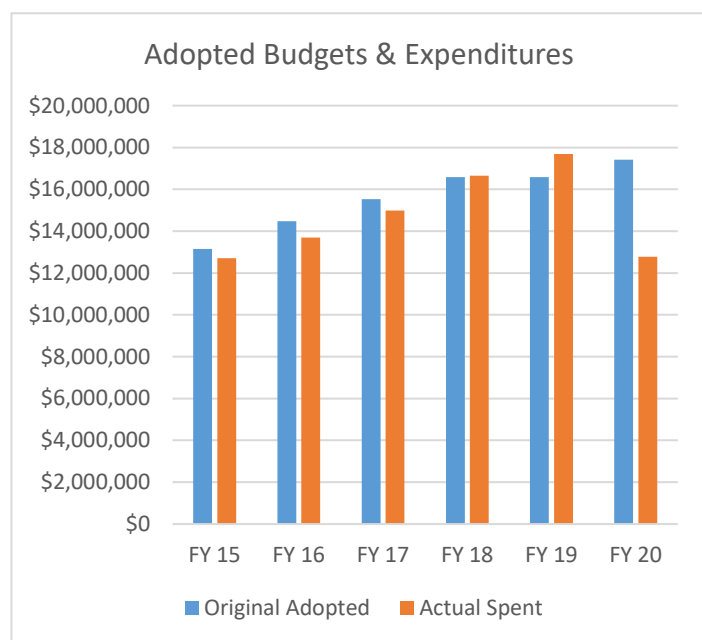
Avg. Annual Budget Increase Last 5 Years: 5.8%

FY 20 Adopted Budget Per Capita (Harris County): \$3.70

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$13,150,000	\$14,470,000	\$15,525,000	\$16,578,000	\$16,580,000	\$17,409,000
Final Adjusted	\$14,187,137	\$16,083,434	\$18,139,645	\$19,522,757	\$19,432,930	\$19,710,017
Rollover Received	\$837,226	\$1,485,215	\$2,373,725	\$2,945,177	\$2,858,341	\$1,683,022
Rollover % of Adopted	6%	10%	15%	18%	17%	10%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$11,767,640	\$12,643,047	\$13,784,754	\$14,269,908	\$15,369,280	\$11,295,223
Non-Labor/Transfers	\$939,579	\$1,053,950	\$1,195,521	\$2,380,854	\$2,320,234	\$1,487,975
Actual Spent	\$12,707,218	\$13,696,997	\$14,980,275	\$16,650,762	\$17,689,514	\$12,783,198



FY20 Rollover as a % of FY20 Adopted Budget: 9.7%

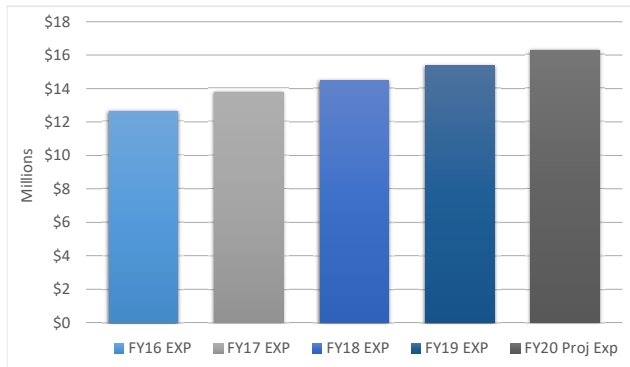
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$167,121	\$53,667
2370-DONATION FUND	0	\$0	\$200
23J0-CONST PCT3 FED FORF ASSETS-USJ	0	\$11,775	\$0
23S0-CONST PCT3 STATE FORF ASSETS	0	\$0	\$23,767
26B0-CH18 ST FORFEITED CONSTABLES	0	\$5,892	\$6,949
2750-LEOSE-LAW ENFORCEMENT	0	\$31,066	\$22,751
7533-OPERATION HAND HELD RADIOS	0	\$80,000	\$0
8731-HGAC SOLID WASTE	0	\$38,388	\$0

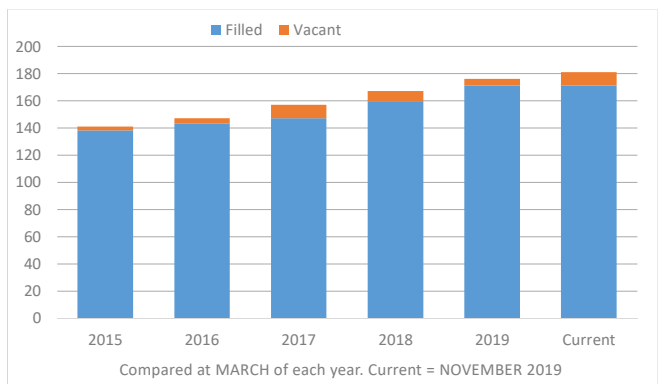
PERSONNEL SUMMARY FOR CONSTABLE PCT 3

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

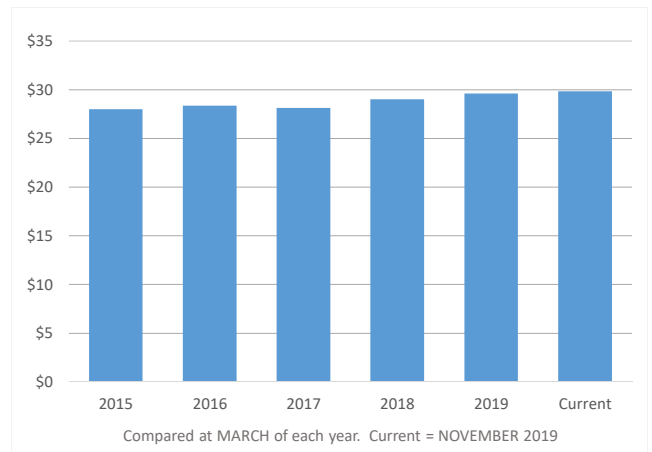


Avg. Salary Increases For Existing Full-Time Employees

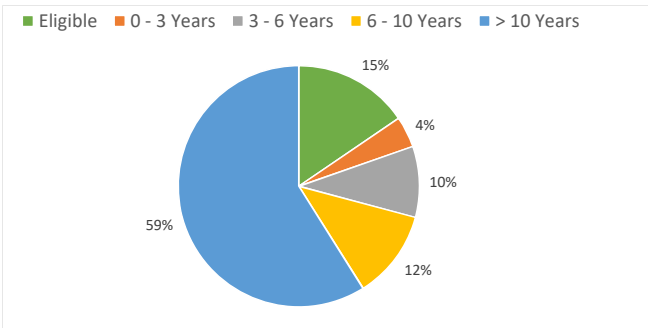
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	141	7.6%	7.6%
Sept 2017	110	9.7%	4.7%
Sept 2016	80	16.7%	5.3%
Sept 2015	68	24.3%	5.6%
Sept 2014	59	31.8%	5.7%

	Filled	Vacant	Total
R32+	169	9	178
Part	1	0	1
Temp	1	1	2

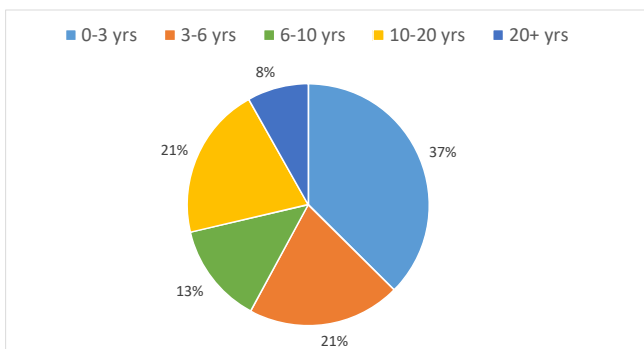
Dept. Average Hourly Base Pay Rate



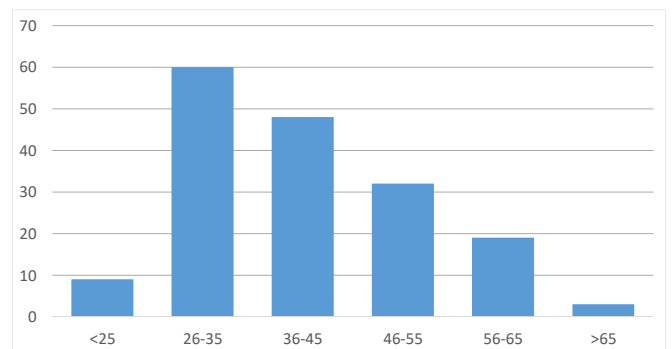
Retirement Eligibility



Employee Tenure



Number of Employees by Age

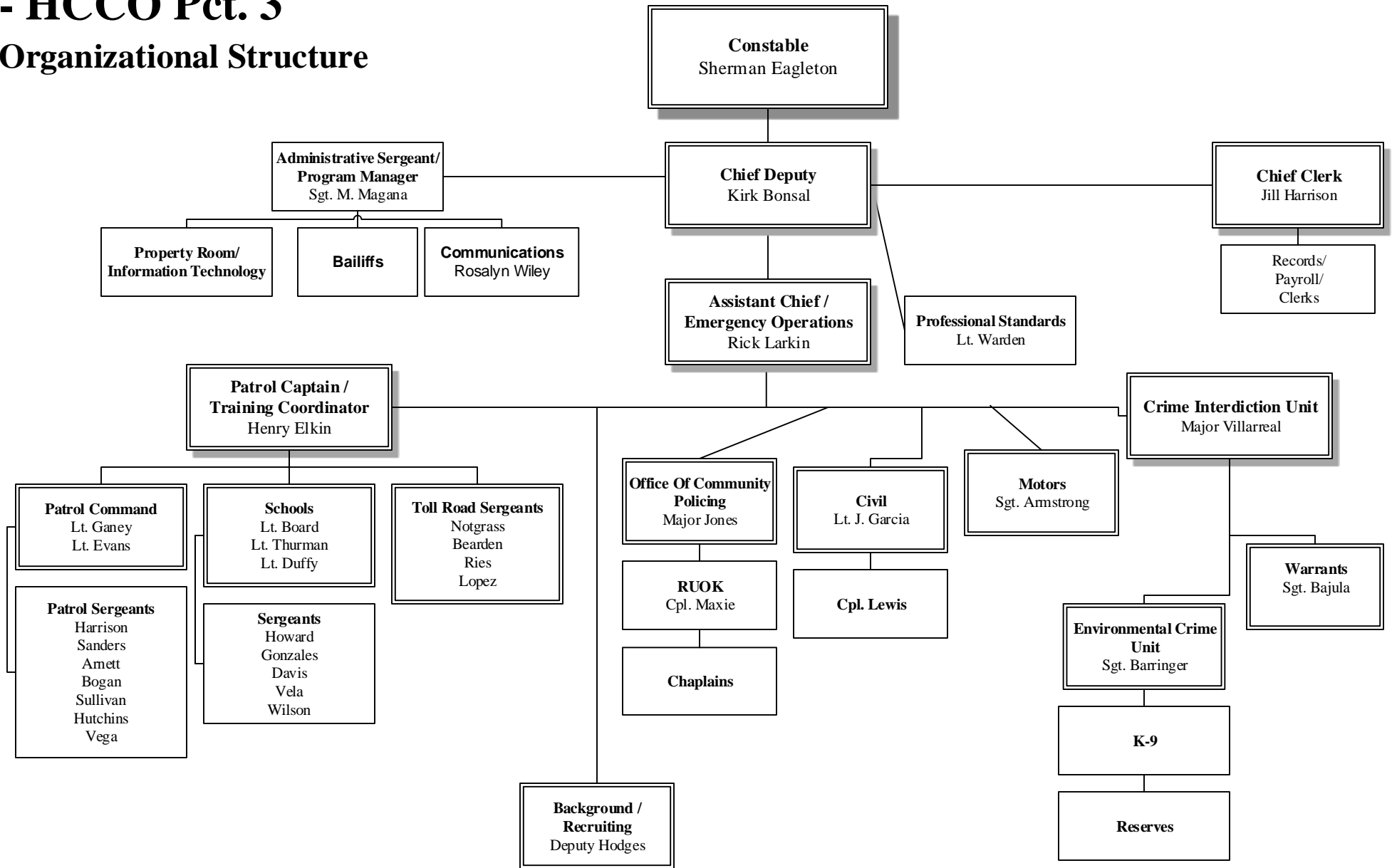




Department-Provided Information

- HCCO Pct. 3

Organizational Structure



Form #1: Department Mission and Metrics

Constable, Precinct 3 - 303

A) Department Purpose/Mission

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

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

We remodeled existing space to create a fully functional, state of the art 24 hour Emergency Dispatch with state of the art equipment. Previously our dispatchers were in an 11x8 room with antiquated equipment. / Our department conducted mandatory Mental Health training to every employee, including civilians. We also conducted mandatory active shooter simunition training with all 5 school contracts. 71 deputies underwent extensive training and were given a curriculum based on past school shooting incidents. We used simunition training to recreate scenarios. Through the LESO program, we acquired an MRAP which is ready to deploy at any time. In the instance one is needed for an urgent situation such as an active shooter, we will not need to tie up the resources of the Sheriff's Office and the extended time it takes for deployment. With five school contracts and the responsibility of 52,000 students, safety is our number one priority. / We have established Community Liaisons in each area of our precinct to address safety and environmental concerns. We have deployed "No Dumping" signs throughout precinct and have 24 hour surveillance cameras set up in known illegal dumping sites. / We have established a community partnership with Generation Park which allows us to engage in community projects year round. / The expansion of RUOK Senior Program and creation of CASA Senior Program to accommodate the Hispanic community has been very successful and rewarding to all involved and enrollment is not limited to our precinct. Upon making daily or weekly contact with over 400 seniors, often time we find out that their AC or heat is out, or that there yard is extremely overgrown, or they have an unexpected immediate home repair. This is when we rely on the generosity of our employees in the department and community members. Our department has personally donated new AC and heating units to our seniors from donations from our employees. We also publish the senior's need on our social media and local business owners of the community will donate their services to the senior in need. / The expansion of our community engagement has been a great success. With the help of local business owners, we hold monthly Coffee With A Cop meetings throughout the precinct. We initiated the Child ID

Form #1: Department Mission and Metrics

Fingerprinting Program, where we fingerprint children at every community event. We do Secret Santa gift bags for senior citizens, Christmas bike giveaway, and school supplies giveaway - All community engagement programs are funded by donations from the employees in our department. Each employee here wears many hats to avoid our department from having to request additional personnel from the County. / We acquired a tracking Bloodhound by way of donation from a community member. We also acquired a bomb dog and full time K9 deputy position for Galena Park ISD / The creation of SHOP - Special Holiday Operations Program - deputies will be assigned throughout the precinct to retail shopping centers to monitor the safety of shoppers. / We also created the Parole Violator Program - Each week a new parole violator is targeted thru PSA and social media. This has resulted in the apprehension of 105 fugitives this year. / Our department became a recognized agency by the Texas Police Chief's Association to ensure that we follow the best practices in law enforcement. We also comply with an annual internal audit of our policies and procedures and perform risk assessment and analysis / This year our Crime Interdiction Unit (CIU) has arrested 289 individuals connected with criminal activity and environmental crimes. This has resulted in 17 illegal firearms off the streets, 84 warrant arrests and over 50 lbs of marijuana, cocaine, heroin, crack, meth, and kush, along with over 500 pills of Ecstasy and other controlled substances. CIU received a certificate of Special Congressional Recognition for their accomplishments.

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

Our Chief Deputy holds monthly leadership and efficiency training for the department. / Constable Eagleton holds weekly budget and Command Staff meetings to ensure the financial needs and needs of the department are being met. / Monthly recognition of deputies and civilians that excel in their roles / Annual subscription to PoliceOne which provides web based training to deputies at their disposal / The creation of the Criminal Investigator Certification - this allows the deputies to broaden their scope of law enforcement. By receiving this certification, the deputy will be afforded the opportunity to conduct undercover investigations using undercover tactics and in return, receive special recognition from the department. / We perform biannual performance evaluations of all staff / Autonomy - We ensure that our first line supervisors receive the training and have the experience to make the most informed decision in the time of need and we support and defend the decisions that were made. It is important for our first line supervisors and all supervisors to know that we instill the highest trust in them and support their decision making at all times. / Below 100 - Below 100.org was formed to permanently eliminate preventable line of duty death and injuries through innovative training and awareness. Below 100 identifies the leading causes and

Form #1: Department Mission and Metrics

current trends in preventable line of duty deaths and injuries. The instructional message includes wear your seatbelt, wear your vest, watch your speed and WIN- What's important now? We have instructors experienced in the below 100 curriculum and insure that all of our personnel receive this training annually.

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

Crime Interdiction Unit Investigative Operations - aside from major crime scenes, CIU investigates the criminal cases we receive to alleviate some of the burden for the Sheriff's Office / Our department has drastically expanded as a regional training provider through TCOLE / We sought out a third party Promotional Assessment Center to create and assess systematic real life job related scenarios while being evaluated by 3rd party assessors and implemented the promotional recommendations as a result of the 3rd party assessment. All at no cost to the County. / We started the RUOK program in 2017 and since then, it has skyrocketed. Our enrollment has increased 40% in the last year. We currently make contact with over 400 seniors on daily or weekly, depending on their preference, to ensure their safety and wellbeing. As a result of the success of the program, we realized we needed to create an RUOK program for our Hispanic Senior Citizens, hence the creation of CASA. We now have over 100 Hispanic Senior Citizens in our CASA program. All this was done at no additional cost to the County.

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

All of our costs are recurring. We are working to clear the debt from previous administration by paying off existing car payments. Since 2017, all new fleet purchases have been done without the financing from Budget Management. We expect to pay off the previous existing car payments by 2021. We are also working to get all equipment, radios, and technology up to date that was not done by the previous administration. The handheld radios that were being used are now obsolete and we are working each fiscal year to replace all radios. Currently the purchase of twenty radios cost approximately \$74,000. With over 150 deputies, we have currently replaced half of the existing radios.

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 internal performance evaluations are done yearly by the immediate supervisors.

Form #1: Department Mission and Metrics

Based on the results of those evaluations, necessary changes are made within the department that enable us to better serve our community. An example of this is the number of DWI arrests increased over 50% 2018 to 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.

Our efforts are measured externally by the increase of participation from the community from 2018 to 2019 in programs such as the Are You Ok and CASA Senior Programs, monthly community meetings (Coffee With A Cop), and our attendance at neighborhood HOA and Crime Watch prevention meetings. Because of our heightened visibility and vigilant community policing, we are trusted and more acquainted with those we serve, causing us to receive more calls and tips via our tip line, social media outlets, and direct calls for service. From January 2018 to 2019 our Senior Program has grown in participants by 40% and our calls for service have increased by more 1300 calls per month.

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:

303 - Constable Precinct 3

FY19/20 General Fund Adopted Budget: **\$17,409,000**

Rollover Budget Received in FY19/20: **\$1,683,022**

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 - 10030301 - Administration - Management and oversight of department, Property Room & Evidence Management, Dispatch, Background Investigators, Internal Affairs Division, Records Management, Emergency Management, & Policy Compliance	\$2,886,133	32					
2	Labor - 10030305 - Civil Division - Responsible for the service of civil process, the execution of writs, and the preperation and the conduction of the monthly tax sales	\$1,417,729	14					
3	Labor - 10030310 - Warrant Division - Responsible for serving warrants and arresting subjects with outstanding Class C misdemeanor and Child Support Warrants	\$305,057	3					
4	Labor - 10030314 - Toll Road Contract Services - First responders to all incidents on the Toll Road such as accidents and any situation that impedes the flow of traffic. Also responsible for traffic violators and toll violators.	\$1,533,082	16					
5	Labor - 10030315 - Patrol Division - Deputies are assigned areas throughout the precinct to prevent illegal activity and assure the safety of the citizens. Our Crime Interdiction Unit (CIU) is was created to improve the quality of life in the precinct. The reduction of crime and disorder and reducing the fear of crime was the primary goal of the unit. The CIU was directed to focus on street level drug dealing, nuisance crimes such as prostitution, drunk and disorderly and disturbing the peace that affect our communities and the quality of life of our residents. By improving the neighborhood and reducing criminal activity the quality of life is improved allowing citizens to feel safe outside again. Our Environmental Division investigates and prosecutes illegal acts which directly harm the environment.	\$3,808,791	38					
6	Labor - 10030316 - Contract Patrol - We currently provide law enforcement services to 5 school districts- Crosby ISD, Channelview ISD, Dayton ISD, Galena Park ISD, Sheldon ISD & 7 neighborhood contracts - Greenwood UD, Indian Shores, Parkway UD, Pinetrails, San Jacinto River Authority, Sonoma Ranch & Summerwood	\$6,361,436	76					
7	Labor - 10030320 - Security / Bailiff Division - Deputies assigned to JP 3-1 & JP 3-2 to maintain order during courtroom proceedings	\$193,055	2					
8	Non Labor - Supplies - Office supplies for 3 locations including computer supplies, new hire deputy tests and supplies, evidence supplies for patrol, thermal paper for patrol cars - OB - \$43,300 - \$4,950 avg monthly expenitures - will need to \$16,172 from RO to supplement	\$59,472						
9	Non Labor - Postage - postage for internal business, mail outs for Civil Division, Tax Sales, & Warrant Division	\$25,000						

Department: 303 - Constable Precinct 3

FY19/20 General Fund Adopted Budget:	\$17,409,000
Rollover Budget Received in FY19/20:	\$1,683,022

10	Non Labor - Clothing - Class A and B uniforms for all deputies, duty rig and leather goods for all deputies, Honor Guard Uniform and accessories, Mounted patrol outfit for horses, Dispatch uniforms, badges, ballistic vests for new hires - OB \$65,000 - \$6,919 avg monthly expenditures - will need \$18,025 from RO to supplement	\$83,025						
11	Non Labor - Equipment \$500-\$4999 - Training room, network drops, backup equipment for Dispatch due to no generator, purchase of new laptops for patrol for added deputy positions, replace antiquated and downed laptops - OB - \$52,000 - avg monthly expenditures - \$3,898	\$46,775						
12	Non Labor - Equipment under \$500 - Tasers supplies and accessories - biannual purchase totalling \$1,876 - OB - \$7,000	\$1,876						
13	Non Labor - Equipment over \$5000 - No capital assets purchased this FY - these funds will be allocated to cover overages in other object codes	\$0						
14	Non Labor - Radio Maintenance - Repairs and programming to existing radios - \$490 - monthly billing average - OB \$15,000	\$5,885						
15	Non Labor - Radio Charges - Radio airtime \$11,600 monthly average - OB \$130,000 will need supplement with RO \$9,200 to cover remaining FY	\$139,200						
16	Non Labor - Equipment Repair & Maintenance - OB \$6000	\$0						
17	Non Labor - Fees and Services - Annual subscription for Clear services, dumpster rental for Station 904, monthly billing for postage machine rental, monthly billing for internet and cable services for Dispatch and Station 904, Armored Security for bank deposits contract, Texas Police Chiefs Association membership, signage for Station 904, office renovations - \$2,211 avg monthly expenditures OB - \$32,000	\$26,532						
18	Non Labor - Insurance - Reserve Deputy Insurance Policy - One time billing \$494 - OB \$1,000	\$494						
19	Non Labor - Administrative Expense - graphics for Station 904, fence repair for 904, parking lot expansion appraisal for 904, safety rail & bollards installation for 904, ammunition for qualifications, retirement awards, PoliceOne training subscription, network drops, deputy pin badges - \$4,262 average monthly expenditures - OB \$77,000	\$51,140						
20	Non Labor - Copier Rental - Dahill copier rental for 3 locations - \$755 average monthly billing - OB \$5,500 Will need \$3,563 to supplement	\$9,063						
21	Non Labor - Telephone service for 3 locations & MiFi charges for MDT's - \$7,172 monthly billing - OB \$82,000 will need to add \$4,064 to supplement rem FY	\$86,064						
22	Non Labor - Utilities - Electricity, water & gas for 3 locations	\$24,184						
23	Non Labor - Fuel - Monthly average = \$28,946 - OB \$251,748 - will need to add \$98,000 from RO to supplement	\$349,748						

Department: **303 - Constable Precinct 3**

FY19/20 General Fund Adopted Budget:	\$17,409,000
Rollover Budget Received in FY19/20:	\$1,683,022

24	Non Labor - Motor Equipment Charges VMC - Monthly Average = \$32,082 - OB - \$200,000 - Will need to add \$184,979 from RO to supplement	\$384,984						
25	Non Labor - Vehicle Purchase Program Funded using Rollover - We inherited an aging fleet and 4 years of vehicle payments from previous administration	\$449,486						
26	Non Labor - Vehicle Purchase Program Accelerated - Funded using Rollover - This fiscal year as well as previous fiscal years, we purchase new vehicles using rollover without the BMD financing	\$630,917						
27	Non Labor - Rollover funds - Funded using Rollover Reoccurring expenses not included in budget allocation - Canine care, food, & housing for 4 K9's	\$12,600						
28	Non Labor - Rollover funds - Accrued expenses not included in budget allocation - Replacement of expiring bullet proof vests	\$42,000						
29	Non Labor - Rollover funds - Accrued expenses not included in budget allocation - Replace outdated radios not replaced by previous administration	\$73,700						
30	Non Labor - Rollover funds - Annual Taser billing	\$39,999						

Department-Estimated Totals	\$19,047,427	181	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.*

304-CONSTABLE, PRECINCT 4

Data as of: 11/11/2019

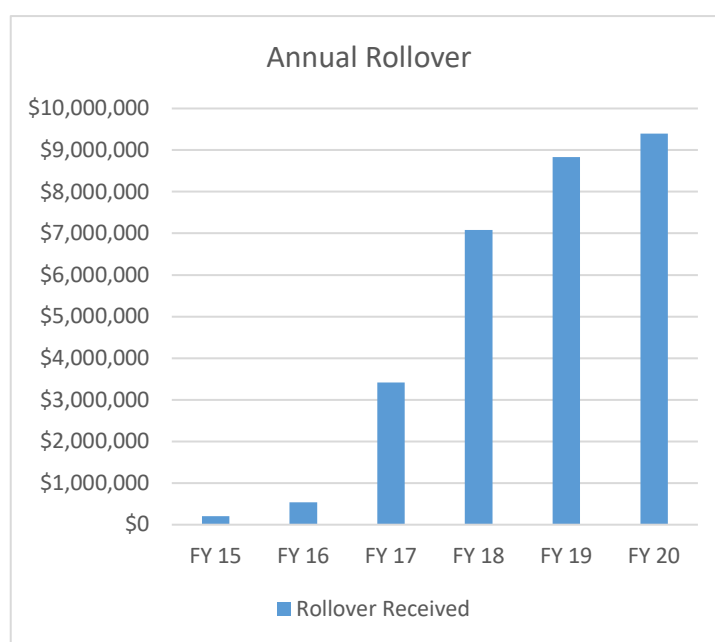
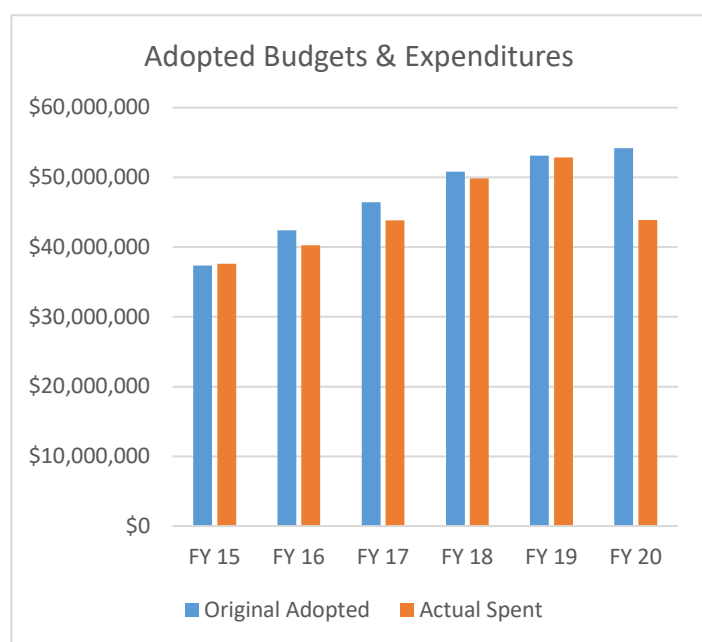
Avg. Annual Budget Increase Last 5 Years: 7.7%

FY 20 Adopted Budget Per Capita (Harris County): \$11.53

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$37,373,000	\$42,399,000	\$46,461,000	\$50,809,000	\$53,113,000	\$54,200,000
Final Adjusted	\$38,182,604	\$43,792,200	\$50,984,023	\$58,970,628	\$62,749,279	\$66,927,273
Rollover Received	\$203,106	\$536,542	\$3,419,704	\$7,082,738	\$8,832,232	\$9,396,736
Rollover % of Adopted	1%	1%	7%	14%	17%	17%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$34,303,889	\$36,907,165	\$39,956,830	\$44,045,326	\$47,325,385	\$35,669,970
Non-Labor/Transfers	\$3,305,704	\$3,367,699	\$3,872,782	\$5,803,548	\$5,561,196	\$8,214,154
Actual Spent	\$37,609,593	\$40,274,864	\$43,829,613	\$49,848,874	\$52,886,581	\$43,884,124



FY20 Rollover as a % of FY20 Adopted Budget: 17.3%

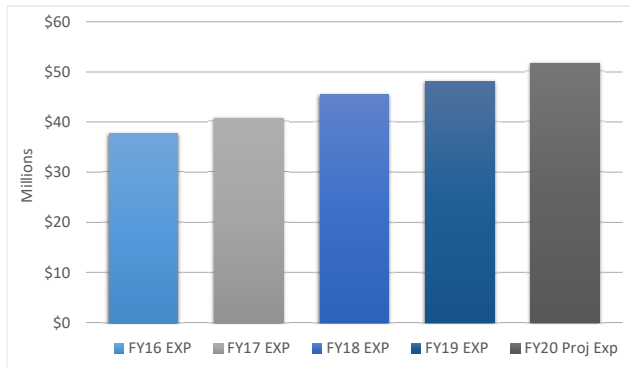
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	1	\$890,001	\$1,739,854
2370-DONATION FUND	0	\$0	\$8,883
24J0-CONST PCT4 FED FORF ASSETS-USJ	0	\$0	\$63,751
24S0-CONST PCT4 STATE FORF ASSETS	0	\$45,261	\$292,320
24T0-CONST PCT4 FED FORF ASSETS-UST	0	\$0	\$4,748
26B0-CH18 ST FORFEITED CONSTABLES	0	\$0	\$347,220
2750-LEOSE-LAW ENFORCEMENT	0	\$24,319	\$51,841
7234-FLOOD OF MAY 2015	0	\$6,217	\$106
7276-BODY-WORN CAMERA PROGRAM	0	\$16,490	\$0
7459-STEP IMPD DRIVING MOBILIZATION	0	\$13,161	\$25,751
7504-LIRAP-FND LOCAL INITIATIVE 08	0	\$588,749	\$257,383
7634-HURRICANE HARVEY	0	\$0	\$419,468
7739-SPECIALIZED INVESTIGATOR	1	\$101,846	\$161,940
8201-HUMAN TRAFFICKING INVESTIGATOR	0	\$52,896	\$0
8865-D.W.I. STEP	0	\$41,062	\$106,442

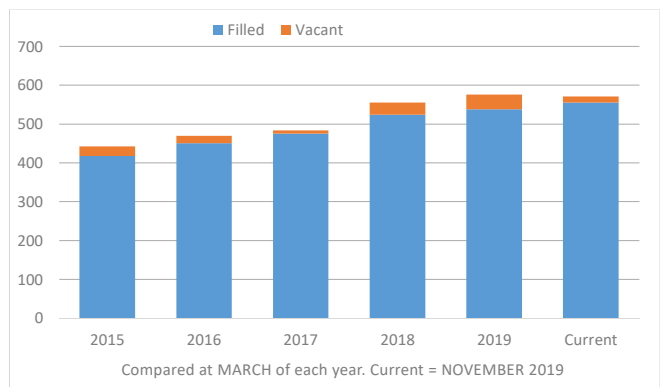
PERSONNEL SUMMARY FOR CONSTABLE PCT 4

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

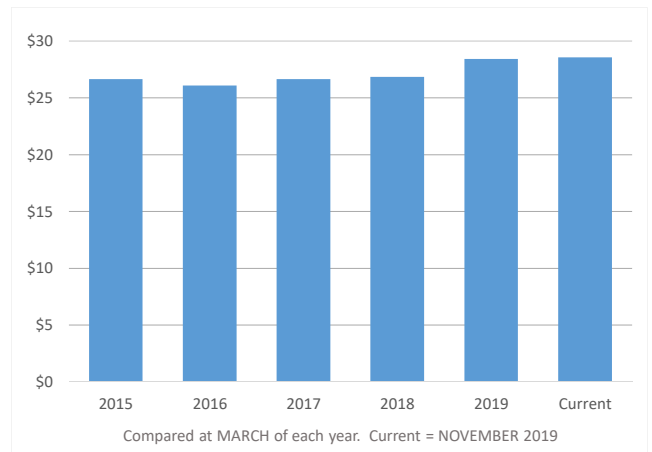


Avg. Salary Increases For Existing Full-Time Employees

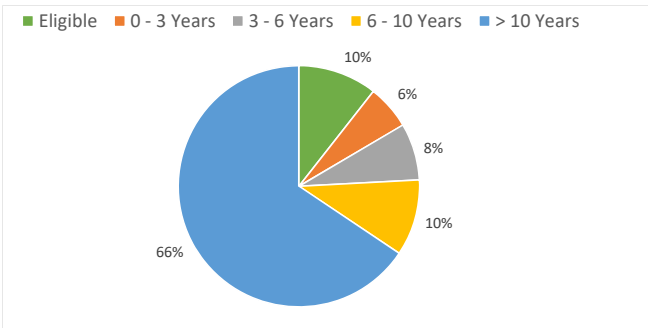
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	458	9.2%	9.2%
Sept 2017	399	11.0%	5.3%
Sept 2016	336	13.9%	4.4%
Sept 2015	269	22.5%	5.2%
Sept 2014	228	29.2%	5.3%

	Filled	Vacant	Total
R32+	555	16	571
Part	0	0	0
Temp	0	0	0

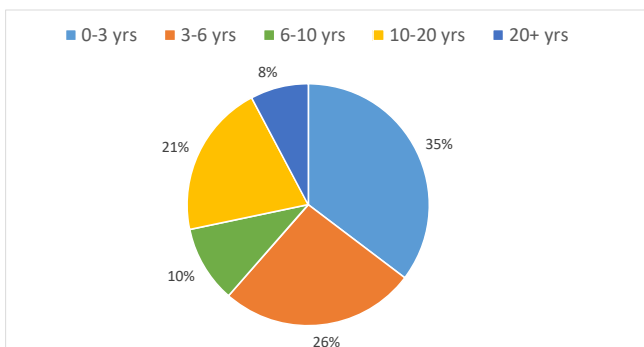
Dept. Average Hourly Base Pay Rate



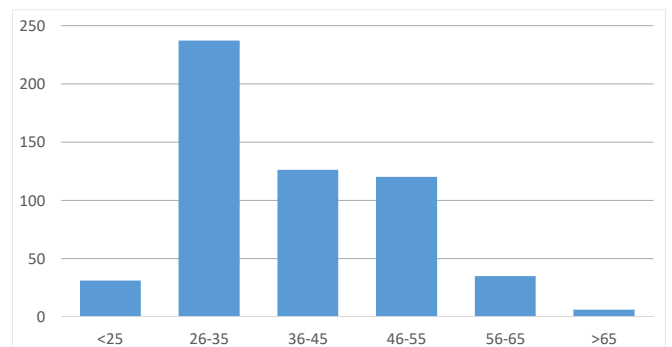
Retirement Eligibility



Employee Tenure



Number of Employees by Age



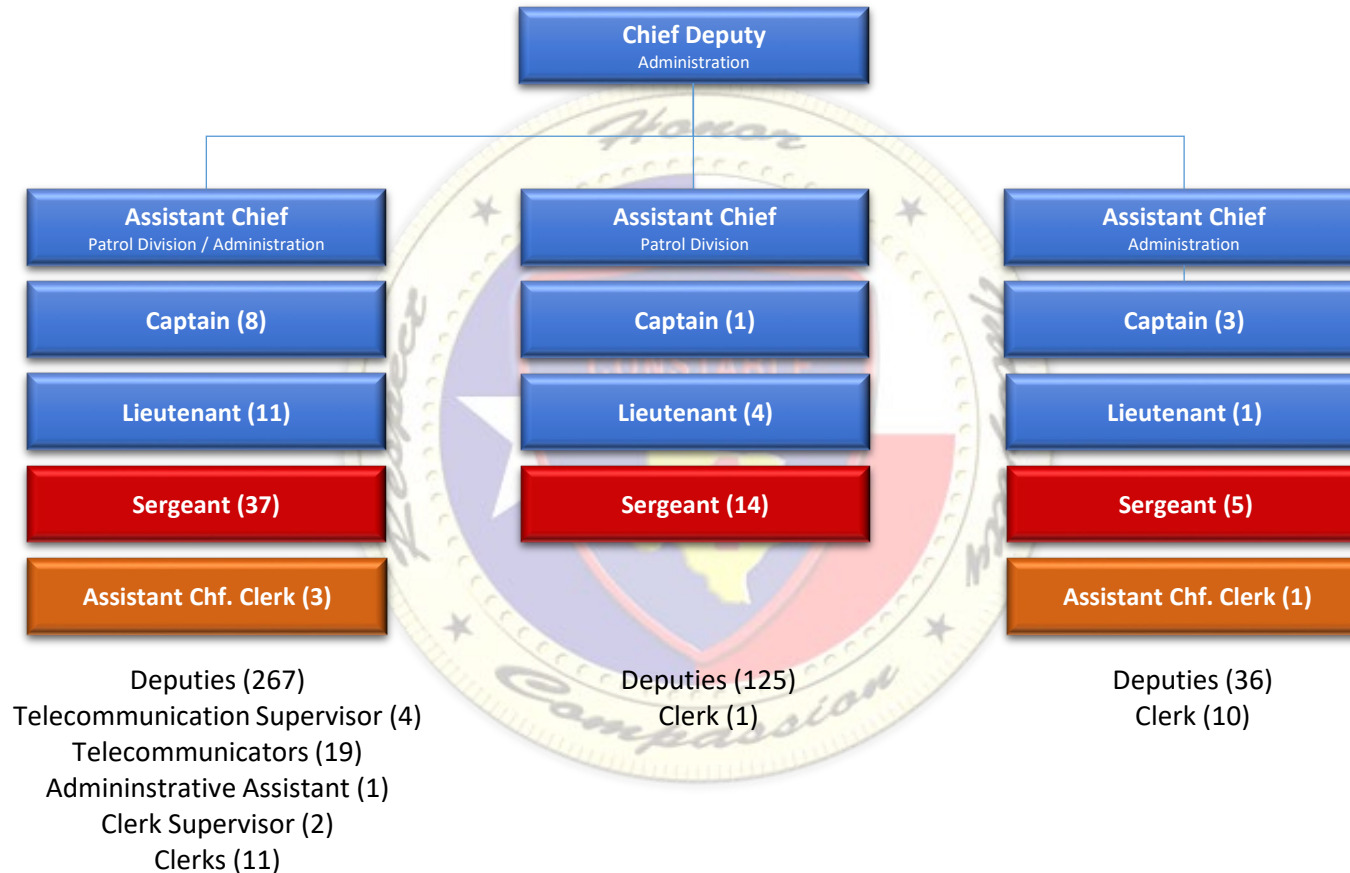


Department-Provided Information



HARRIS COUNTY CONSTABLE, PRECINCT 4

CONSTABLE MARK HERMAN



Form #1: Department Mission and Metrics

Constable, Precinct 4 - 304

A) Department Purpose/Mission

The mission of the Harris County Precinct 4 Constable's Office is to improve the quality of life for our citizens by working collaboratively with law enforcement, Commissioner's Court, and our community, to prevent crime, enforce the law, reduce fear, and increase mobility while protecting the rights of both victims as well as those accused.

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

Harris County Constable Precinct 4 provides law enforcement services and patrol in an area that covers approximately 520 square miles and more than 1.2 million citizens. In addition, our agency partners with 92 contract subdivisions, the Harris County Toll Road Authority, and designated parks in Commissioner's Precincts 3 and 4. We currently have 569 employees consisting of 517 sworn deputies, 52 civilian personnel, and a grant position dedicated to the investigation of Domestic Violence.

In 2018 our Patrol Division conducted enforcement on 142,073 traffic violations and responded to 352,682 calls for service. Additionally, Precinct 4 deputies filed 4,169 criminal charges and took 26,889 reports.

Our Civil Division received 42,839 processes to serve, made 100,085 service attempts, and generated nearly \$2.8 million in fees and sales commissions for Harris County.

Our Records Division responded to 4,407 public information requests, responded to 11,093 telephone inquiries, supplemented 4,023 reports, and fulfilled 2,663 requests from the Harris County District Attorney's Office.

Our Communications Division (Dispatch) 2018- received 570,593 telephone calls for service and completed 8,425 entries into the Texas and National Crime Information Centers. In addition 1,754 teletypes were sent to other law enforcement agencies.

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

Efficiency and productivity are evaluated on a daily basis, with formal evaluations on an annual basis. In the event a deficiency or lack of productivity is observed it is addressed at that time and guidance and / or corrective action is administered. During the annual evaluation process all documented incidents pertaining to

Form #1: Department Mission and Metrics

efficiency and productivity are scored and reviewed with the employee. In addition to basic training to obtain required certifications, employees are mandated to take a minimum of 20 hours of continuing education training annually, as well as weekly training and information is covered in roll calls.

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

In 2018 the department received request and were approved by Commissioner's Court for 16 new contract deputy patrol positions and the upgrade of 2 contract patrol deputy positions to the rank of Sergeant for the 2019 budget cycle.

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

The department purchased 2 custom rescue boats and necessary equipment at a cost of \$79,800.

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.

Employees are evaluated in numerous job related categories on an annual basis. The annual evaluation reviews and notates any efficiencies or deficiencies that may have occurred throughout the year and include items such as (list). Each category is scored 1 through 5 with 1 indicating the lowest level of deficiency and 5 indicating the highest level of efficiency. Last year and to date all current employees have met or exceeded an average score of 3. Employees below this standard are given guidance to implement performance improvement plans to improve where deficiencies exist.

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.

Our department attends an average of over 150 community meetings on a monthly basis in addition to receiving requests to participating in numerous community events. Both last year and this year the number or requests received and events that we participate in is the greatest external performance measure indicating that our

Form #1: Department Mission and Metrics

programs, presentations and services are achieving the desired outcome. Examples include Community Association meetings and partnerships with organizations in events such as National Night Out, The Lions Club, Family Time Domestic Violence Shelter, Interfaith Champions Mosque, VFW Children Identification Day, Coffee with a Cop, Tip a Cop, Hispanic Heritage Month Celebration, MADD, Fallbrook Church festivals and events, and many more.

In addition we administer a Citizens Police Academy and provide numerous safety and crime prevention trainings to the community.

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:

304 - Constable Precinct 4

FY19/20 General Fund Adopted Budget:	\$54,200,000
Rollover Budget Received in FY19/20:	\$9,396,736

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	Training Division/Provides training to department personnel and other agencies from within and outside of Harris County, Radio Maintenance Charges, Radio Charges, Telephone (10030401)	\$564,333	2					
2	Transfer Out Grants (10030402) (Specialized Investigator)	\$25,722	1					
3	Administration/Office Personnel/Admin Patrol Staff. Includes all Non-Labor funds. Fleet Services, Office Supplies, Postage, Clothing, Equipment, Fees and Services, (10030402)	\$9,396,647	62					
4	Civil Division/Serves court documents, handles Constable Sales (10030402)	\$3,333,286	31					
5	Warrant Division/Enrty of warrants, excutuion of warrants (10030402)	\$1,032,043	11					
6	Patrol Division/ (10030402)	\$8,972,583	104					
7	Contract Patrol/ (10030402)	\$27,446,830	309					
8	Toll Road/ (10030402)	\$4,711,977	47					
9	Bike Patrol/ (10030402)	\$274,558	4					
10								
Department-Estimated Totals		\$55,757,978	571	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.

305-CONSTABLE, PRECINCT 5

Data as of: 11/11/2019

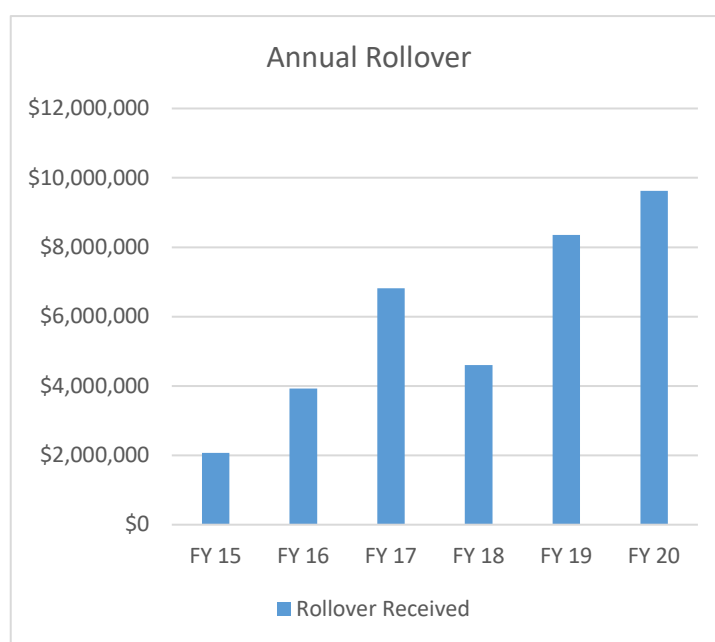
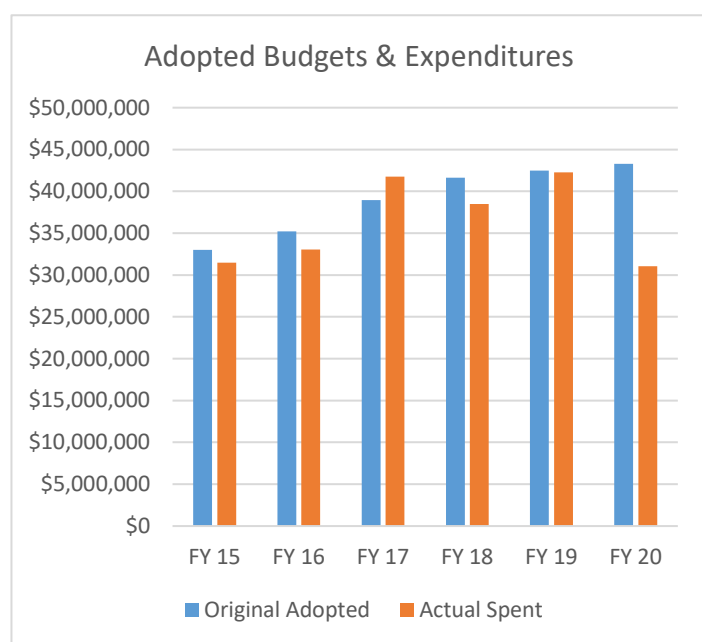
Avg. Annual Budget Increase Last 5 Years: 5.6%

FY 20 Adopted Budget Per Capita (Harris County): \$9.21

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$32,988,000	\$35,201,000	\$38,945,000	\$41,636,000	\$42,462,000	\$43,300,000
Final Adjusted	\$35,384,406	\$39,854,664	\$46,384,836	\$46,843,631	\$51,951,476	\$53,677,009
Rollover Received	\$2,071,093	\$3,920,918	\$6,820,022	\$4,600,991	\$8,349,653	\$9,623,819
Rollover % of Adopted	6%	11%	18%	11%	20%	22%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$28,952,134	\$30,352,385	\$33,029,756	\$34,969,134	\$37,470,043	\$27,254,381
Non-Labor/Transfers	\$2,514,522	\$2,697,243	\$8,746,710	\$3,520,014	\$4,816,841	\$3,814,475
Actual Spent	\$31,466,656	\$33,049,628	\$41,776,466	\$38,489,148	\$42,286,885	\$31,068,856



FY20 Rollover as a % of FY20 Adopted Budget: 22.2%

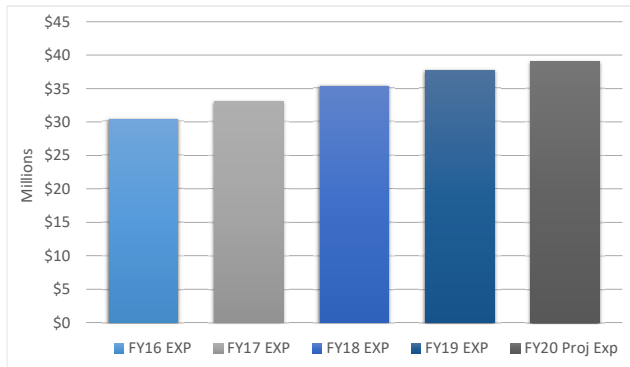
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	2	\$288,187	\$367,952
2370-DONATION FUND	0	\$0	\$6,241
25J0-CONST PCT5 FED FORF ASSETS-USJ	0	\$0	\$683
25S0-CONST PCT5 STATE FORF ASSETS	0	\$27,290	\$95,185
25T0-CONST PCT5 FED FORF ASSETS-UST	0	\$0	\$985
26B0-CH18 ST FORFEITED CONSTABLES	0	\$0	\$68,773
2750-LEOSE-LAW ENFORCEMENT	0	\$33,843	\$44,521
7072-VICTIMS OF CRIME ACT (VOCA)	2	\$171,520	\$139,698
7234-FLOOD OF MAY 2015	0	\$27,737	\$0
7639-DIGITAL FORENSIC UNIT	0	\$10,074	\$0
8008-H.I.D.T.A. ENFORCEMENT GRANTS	0	\$17,723	\$11,867

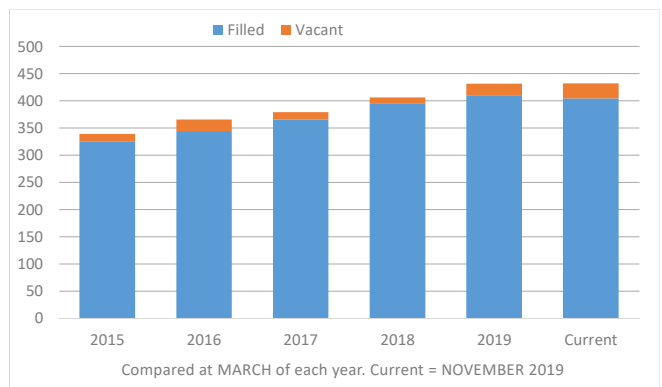
PERSONNEL SUMMARY FOR CONSTABLE PCT 5

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

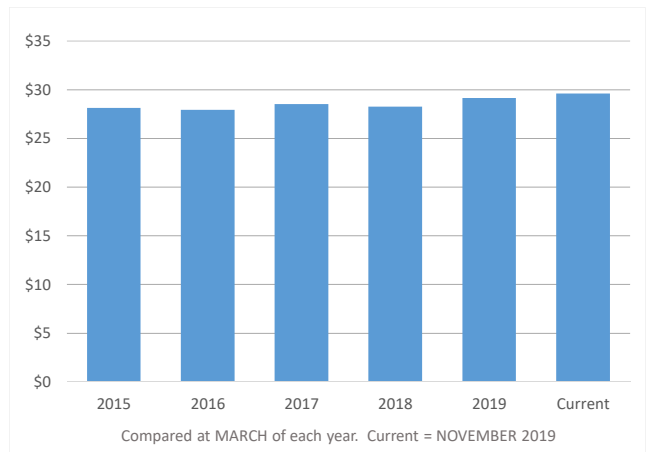


Avg. Salary Increases For Existing Full-Time Employees

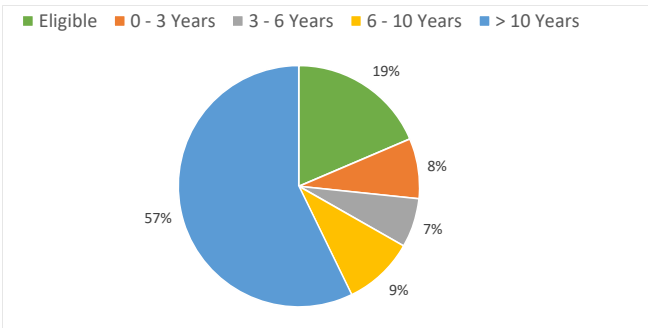
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	365	6.8%	6.8%
Sept 2017	317	8.7%	4.3%
Sept 2016	283	10.6%	3.4%
Sept 2015	245	16.5%	3.9%
Sept 2014	223	20.6%	3.8%

	Filled	Vacant	Total
R32+	404	28	432
Part	0	0	0
Temp	0	0	0

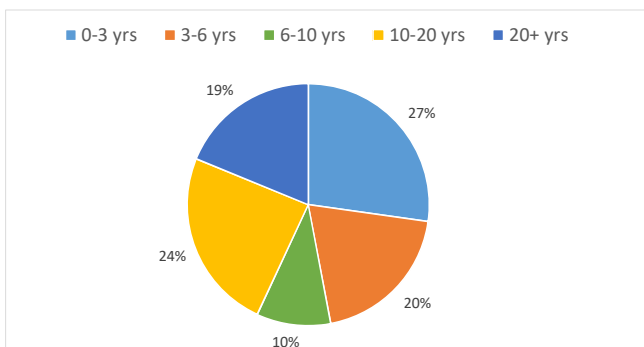
Dept. Average Hourly Base Pay Rate



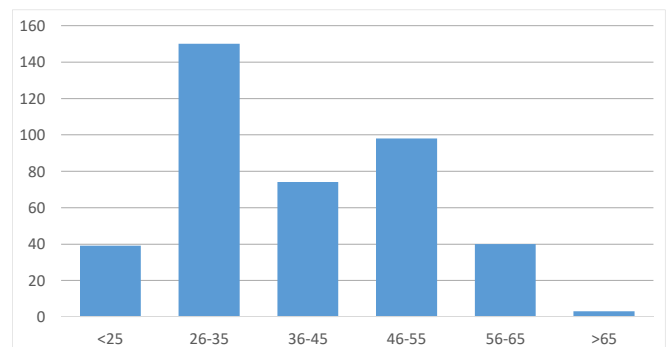
Retirement Eligibility



Employee Tenure

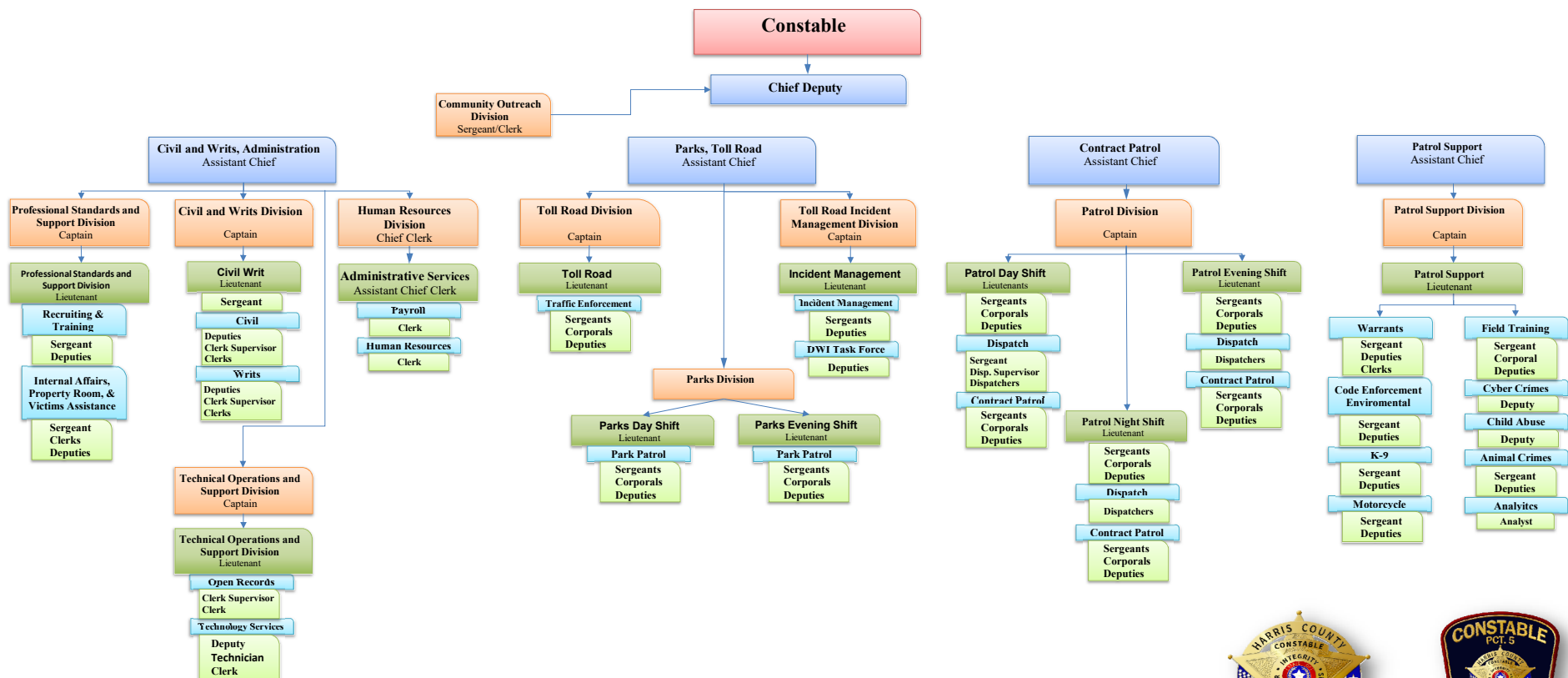


Number of Employees by Age





Department-Provided Information



Harris County Constable Precinct 5
Organizational Chart
Effective November 2019

Form #1: Department Mission and Metrics

Constable, Precinct 5 - 305

A) Department Purpose/Mission

Our Purpose:

By state statute, deputies employed by the Office of Ted Heap, Harris County Constable Precinct Five, serve as licensed peace officers and perform various law enforcement functions including but not limited to traffic enforcement, responding to calls for service, investigating crimes, serving warrants, executing civil process, and acting as bailiffs for Justice of the Peace Courts.

Our Mission:

In order to preserve our future and keep our communities safe we will uphold the Constitution of the United States, preserve the peace, enforce the laws of the State of Texas by working cooperatively with the public and always serve with honor and integrity. The Harris County Precinct Five Constable's Office is dedicated to being the most proficient, professional constable department in the state, recognized for its excellence in service.

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

Training Provider Status

Pct. 5 obtained trainer provider status through TCOLE. This entailed conducting a comprehensive needs assessment, writing a training manual, and developing a training calendar and course catalog. An inspection of the training facility was conducted and the formation of a training status board was formed. TCOLE has since stated they wanted to use our application process as the model for other departments to follow.

ADL/Jewish Community Outreach

Working through our Jewish Liaison deputy the ADL arranged for Pct. 5 to interact with many Jewish schools, and places of worship. Our outreach to provide civilian response to active shooter training to this community has increased tenfold. In addition, as a result of this outreach, over 500 people in various churches of all denominations have participated in this training.

This training is available to any place of worship, business, school or other entity in Harris County at no cost to the participants.

Silver Watch

Form #1: Department Mission and Metrics

As a result of Hurricane Harvey and seeing first-hand the plight of many of our senior citizens, Precinct 5 has developed the Silver Watch program. We remain mindful of our aging population and feel that the Silver Watch program can provide many benefits, while improving the quality of life for many of our citizens.

This program is for seniors who may need our help. These seniors may not have family to check on them or provide assistance. A deputy visits or calls the client at a predetermined interval to check on their welfare. This program also allows deputies to know the clients location and status during emergencies such as storms, hurricanes or other serious weather events. This program is open to all residents in Precinct 5. This program launched in May of 2019.

Community Liaisons

The Community Liaisons were created to promote improved relationships between the culturally diverse communities of Precinct 5 and the Constable's Office. These liaisons specialize in communicating within cultural communities, often by speaking the language and understanding the societal mores of that specific community. Additionally, they assist the Victim Assistance Unit in the communities throughout the reporting and follow-up process through the criminal justice system. Currently we have liaisons assigned to the Latino/Hispanic, African-American, Muslim, Asian, and Jewish communities.

Liaisons also educate department employees, the public, and establish an open dialogue between this department and the culturally diverse communities through regular meetings. In the past year the Jewish and Muslim communities have expressed safety concerns due to newsworthy worldwide events and as a result of the on-going dialogue and relationships we were able to provide visible security as well as educational resources to help provide peace of mind.

Homeless outreach/ I-10 Initiative

Responding to the human condition as well as complaints from area residents and businesses, Pct. 5 is actively checking common homeless encampment areas to include many freeway underpasses in the Precinct 5 area. The idea is NOT to begin with legal enforcement and criminalization of the homeless. Utilizing community resources deputies combine efforts to find shelter, mental health, physical health, job referral, meals and if necessary enforcement of local and state laws to help place the homeless in safe housing environments.

Reduction in response time

Form #1: Department Mission and Metrics

In 2017 our response time from call creation to on-scene was 2:52. In 2018 this time was reduced to 2:26. In 2019 we continued to reduce the response time to 2:14. The four year goal is to have the average at 2 minutes or less.

Tracking use of force and pursuits

In late 2018 and 2019 Pct. 5 technology services unit developed an internal reporting system to track use of force incidents, pursuits, and fleet accidents. This information has been used in developing driving training and tactical classes to reduce the number in the future. We have already seen a dramatic decrease in hands on Use of Force incidents.

Increased efficiency in the Civil/Writ Division

Efficiency in the Civil/Writ Division has increased through the use of technology and software, greatly reducing the administrative processing time despite an 8% increase in civil process received.

Increased efficiency of warrant / code enforcement deputies

In 2018 all warrant deputies were required to be in uniform and in marked patrol vehicles. This increases the visibility of law enforcement throughout the entire precinct. In addition warrant deputies in 2018 cleared an average of 1042 warrants a month. In 2019 the warrant deputies are clearing an average of 1222 warrants a month.

County code enforcement in 2018 processed 149 violations compared to 501 violations in 2019.

Increased communication via social media with communities in Pct. 5

Using Social media the Pct. 5 footprint in the community has grown tremendously. At the beginning of 2018 Pct. 5 had 6,604 followers on Facebook and by the end of the year that number grew to 10,679. In 2019 the numbers have already increased to well over 16,000.

Next-door was crucial in disseminating information during Hurricane Harvey. Pct. 5 continues to build on this mode of communication. In 2018 Pct. 5 reached 155,815 households through Nextdoor. We are currently reaching over 250,000 households which allows us to relay vital information to many within the precinct 5 area. Pct. 5 works closely with the HCSO to prevent any cross communication in the dissemination of information in shared areas.

Form #1: Department Mission and Metrics

Expansion of the Harris County Animal Cruelty Task Force

The success of this task force continues to grow. In 2019 the task force is estimated to handle in excess of 4200 animal crimes cases. Pct. 5 is currently instrumental in training officers from the Houston Police Department as well as officers from Fort Bend County in the recognition and proper response to animal cruelty, neglect, and abandonment.

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

1. Using GPS technology to better serve the community & Dispatcher mentoring initiative

Pct. 5 reorganized the communication center to better monitor Parks and Toll Road units. As a result, a policy of closest unit no matter what the assignment, has contributed to better response times. In addition, the communications center has designated senior mentors for each shift. These mentors have helped the less experienced employees garner better information and taught them how to disseminate the information to the responding units.

2. Supervisor-Deputy ratio

Pct. 5 took its existing supervisors and rearranged the ratio of direct supervision to be approximately 7:1. This has allowed for better mentoring, accountability, and documentation of employee actions. This has also cut down on the uneven distribution of workload on any one group of supervisors and brings Pct. 5 closer to the nationally recommended ratio of 6:1.

3. Pilot program of Time Management in Parks / Toll Road Divisions

In order to better account for a deputy's assigned work hours, a pilot program of time management was instituted as a supervisory management tool. This is a measuring tool for monitoring a deputy's productivity. The supervisor uses an average time required to write a report, file charges, interact with citizens, and write citations to determine the efficiency of a deputy in his daily duties. Pct. 5's individual deputies have been more productive than any other year. More importantly, calls that were waiting to be dispatched, or quality of life events that went unreported, or businesses that called in for service are now being attended to that may not otherwise have been handled promptly in the past.

4. Recognition and awards

A system of awards and recognition was put in place that has helped motivate

Form #1: Department Mission and Metrics

officers. This program allows employees to recognize each other through submissions that are reviewed by an awards committee.

5. Driver training

Pct. 5 tracked overall fleet accidents and noticed that deputies with less than two years' experience accounted for the vast majority of at fault accidents. As a result, the department now uses a driving simulator, additional driver training, and has implemented a discipline matrix to help curb the number of fleet accidents.

6. Report follow-up

Every complainant is contacted within 72 hours of the initial report. This follow-up gains additional information as well as providing the complainant with updated case status.

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

1. Pct. 5 has provided additional contract patrol services to various areas throughout 2019.
2. Pct. 5 provided an additional bailiff for the two justice of the peace courts located within the jurisdiction of Pct. 5.
3. Pct. 5 provided additional personnel as well as equipment to coordinate with Harris County's Office of Emergency Management in the county-wide high water rescue program.

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

We do not anticipate any costs incurred this or last year that we won't 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.

1. Deputy Career Development Program

All deputies with two years or less are assigned to the career mentoring lieutenant. The purpose of this program is to enact a guide for the department to further enhance personnel retention, career success, job satisfaction, and performance.

Form #1: Department Mission and Metrics

Supervisors can also request a deputy be assigned to a mentor when they are aware of performance deficiencies. The mentor will conduct a comprehensive evaluation of the employee which includes, but is not limited to: assignments, complaint history, disciplinary actions, vehicle accidents, on-duty injuries, commendations, productivity, discharge of firearms, use of force, attendance, extra employment, supervisor interviews, and previous attempts to correct behavior by the employee's supervisor.

The mentor develops an individualized program for the participant, providing the framework for correcting the participant's deficiencies.

2. Pilot program of Time Management in Parks/Toll Road

In order to better account for a deputy's assigned work hours, a pilot program of time management was instituted as a supervisory management tool. This is a measuring tool for monitoring a deputy's productivity. The supervisor uses an average time required to write a report, file charges, interact with citizens, and write citations to determine the efficiency of a deputy in his daily duties. Pct. 5's individual deputies have been more productive than any other year. More importantly, calls that were waiting to be dispatched, or quality of life events that went unreported, or businesses that called in for service are now being attended to that may not otherwise have been handled promptly in the past.

3. Code 1/Emergency call review/Pursuit tracking

Any time there is a code one call (emergency lights and sirens), the shift lieutenant must evaluate the emergency response. The lieutenant makes a determination as to whether the response was in compliance with departmental policy. The lieutenant also documents any relevant training issues revealed by the investigation and provides an analysis of relevant evidence, including the in-car video.

4. Use Of Force Tracking

The use of force tracking system is used as a means for post-incident evaluation of an officer's actions. Use of force data is used to identify patterns or trends involving whether certain officers use more force than others, what kinds of force are being used, under what circumstances officers use force, frequency of the use of force, officer & civilian injury resulting from the use of force, and may indicate needs for training adjustments, equipment upgrades, and/or policy modifications.

5. Quality Review

All Precinct 5 supervisors have been trained through the Texas Police Chiefs

Form #1: Department Mission and Metrics

Leadership School to recognize deficiencies in officer safety, investigative ability, report writing, decision making, interpersonal skills, driving skills, and communication procedures. The supervisor will randomly appear on a call or ride with the deputy and give them feedback in these areas.

6. Call Management

Supervisors use GPS technology to better monitor the number of units needed and present on an active scene. This ensures efficient use of available manpower throughout the precinct.

7. After Action Reviews (AAR)

This is a professional review of critical incidents and how to improve performance in the future. It can be done in groups as small as four individuals or as large as it needs to be. The AAR is conducted as soon after the event as possible.

A safe environment is created so employees, supervisors and command staff can review an incident. Open and frank discussions are encouraged and are done respectfully by all participants.

Additionally, administrative/policy issues, communications/intelligence, training tactics, equipment, and safety measures will be included in each AAR.

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. Citizen Satisfaction Follow-up

The shift supervisor will review various calls for service and call the citizen to inquire about the service they received. They are asked about the quality of service received and what could Pct. 5 do to improve their experience.

2. Report Follow-up

All supervisors, before finalizing a report, will call the complainant to gain additional information and update them on the case status.

3. Web site & Nextdoor

The Pct. 5 web page is designed to allow feedback from citizens. This feature has helped solve many crimes by obtaining additional information. The same

Form #1: Department Mission and Metrics

mechanism is used for people to leave comments or ask questions about the service or programs of Pct. 5. The web based Nextdoor site also allows the general public to give feedback on our services. This site also allows Pct. 5 to communicate in a timely manner with a very large population within the precinct, relaying warnings, advisories, and crime tips to the citizens of the precinct.

4. Community Outreach Program Evaluations

Pct. 5 community outreach puts on many programs and we often receive correspondence in the form of e-mails or letters praising the programs. At the conclusion of all programs a written evaluation is requested from participants. The information gathered is used to modify the programs to fit the community's needs.

5. Professional Peers

Precinct 5 is in constant contact with our law enforcement partners in the city and county evaluating and accessing best practices and evolving trends in law enforcement. This allows for open dialogue and communication to best serve the citizens of Harris County.

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:

305 - Constable Precinct 5

FY19/20 General Fund Adopted Budget:	\$43,300,000
Rollover Budget Received in FY19/20:	\$9,623,819

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 Division- Provide community oriented patrol services to 54 contracted neighborhoods and all other residents of the precinct . Revenue from contracts \$11,494,768.	\$18,812,643	184					
2	Parks Division - Provide patrol services to over 60 county parks and community centers within precinct 5, encompassing approximately 14,000 acres.	\$4,617,593	43					
3	Toll Road Division - Provide law enforcement services on the toll roads to facilitate the flow of traffic and provide security for the patrons who use the system. Reimbursement \$5,735,322.	\$5,893,160	60					
4	Civil Division- Serve and execute court process. Revenue from fees \$2,438,494.	\$5,148,541	45					
5	Communications Division - Receive and dispatch calls for service 24/7.	\$1,269,449	17					
6	K-9 Division - Assist department and other county agencies with canine interdiction. The K-9's are certified in narcotic detection, locating missing persons, tracking suspects, and locating evidence.	\$617,901	5					
7	Motorcycle Division - Provide traffic enforcement on roadways, with an emphasis on school zones within the seven school districts located in Pct. 5, and assist in working accident scenes.	\$369,782	3					
8	Animal Crimes Unit - Investigate and file charges against those who commit crimes against animals. These units are the primary investigators of the Harris County Animal Cruelty Task Force which operates county-wide. Revenue from two contract positions \$158,088.	\$314,827	3					
9	Warrant Division - Process and serve misdemeanor warrants.	\$1,261,884	12					
10	Technology Support Division - Provide technology support services for patrol vehicle equipment, desktop computers, body worn cameras, record management system, crime reports, dispatch, property room, and various other divisions.	\$597,419	6					
11	Recruiting Division - Visit area academies to seek out and process the most capable new recruits to join the department, conduct background investigations, and process applications.	\$411,778	3					
12	Training Division - As a state certified training provider, Pct. 5 provides training to officers from numerous departments. This training includes state mandated and department specific requirements. The division also ensures best practices are followed in all areas of law enforcement, and evaluates emerging training trends.	\$447,367	4					

Department: 305 - Constable Precinct 5

FY19/20 General Fund Adopted Budget:	\$43,300,000
Rollover Budget Received in FY19/20:	\$9,623,819

13	Patrol Support Division - Provide specially trained deputies to investigate crimes and work with the community to address crime trends while working cooperatively with neighboring law enforcement agencies.	\$1,137,521	9					
14	Command and Administrative Support - Constable, Chief Deputy, Assistant Chief, Analyst, Administrative Assistant.	\$798,800	5					
15	Property Room - Receive evidence and property into secure property room and track all items.	\$155,282	2					
16	Open Records Divison - Receive and process open records requests as required by law.	\$176,100	2					
17	Task Force Officers - Work cooperatively with HIDTA and OCDETF task forces to reduce drug related crime in Pct. 5.	\$349,621	3					
18	ICAC / Cyber Crimes - Work on the ICAC (Internet Crimes Against Children) Task Force, as well as assisting patrol by retrieving data from digital devices as part of criminal investigations.	\$116,618	1					
19	Child Abuse - work cooperatively on the Harris County Task Force to investigate crimes against children, including physical and sexual abuse.	\$126,780	1					
20	Code Enforcement - Assigned to the Harris County Engineering Department to assist in code enforcement and issue citations. Reimbursement \$116,818.	\$125,741	1					
21	Environmental Crimes Unit - Investigates environmental crimes, including solid waste, air, and water.	\$136,559	1					
22	Payroll - Administrative support and process payroll.	\$320,322	3					
23	Community Relations - Provide outreach programs to the community, including RAD, CPA, Citizen Response to Active Shooters, High School Teen Academy, and more than 20 other crime prevention programs.	\$309,350	3					

Department-Estimated Totals	\$43,515,038	416	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.

306-CONSTABLE, PRECINCT 6

Data as of: 11/11/2019

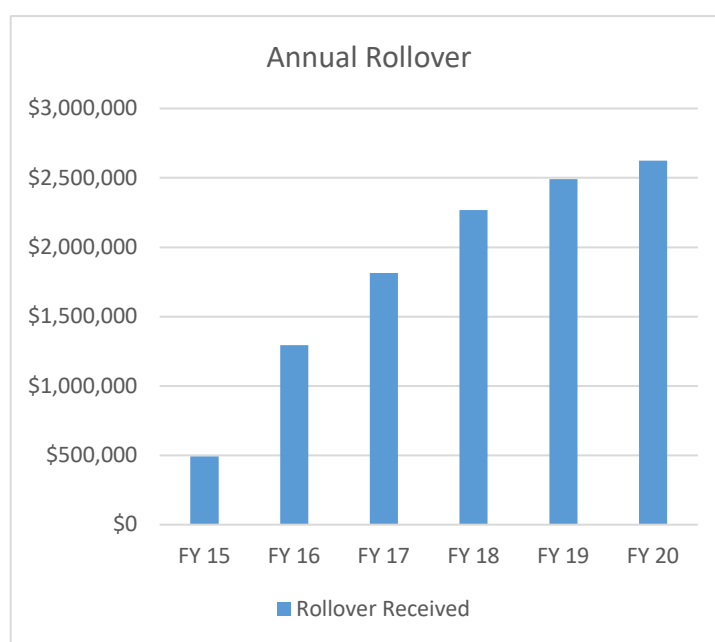
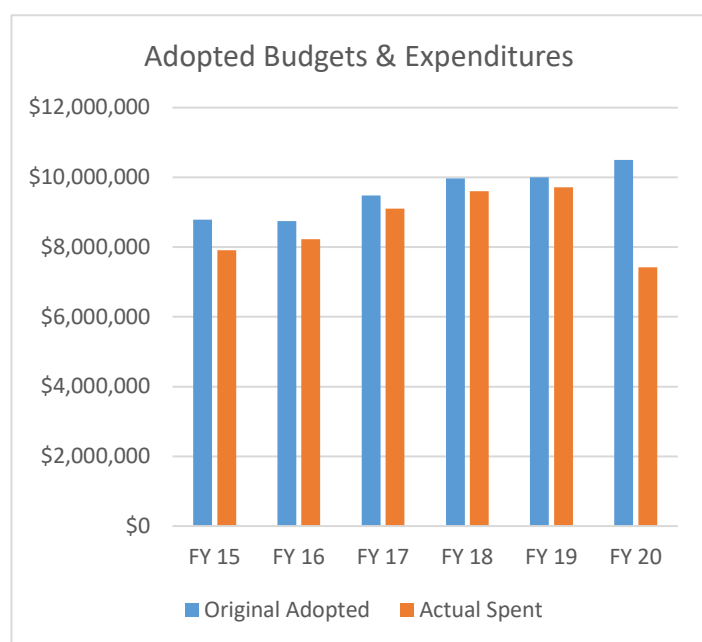
Avg. Annual Budget Increase Last 5 Years: 3.6%

FY 20 Adopted Budget Per Capita (Harris County): \$2.23

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$8,786,000	\$8,746,000	\$9,485,000	\$9,973,000	\$9,997,000	\$10,497,000
Final Adjusted	\$9,270,589	\$10,048,757	\$11,444,110	\$12,144,369	\$12,617,093	\$13,023,068
Rollover Received	\$491,360	\$1,292,915	\$1,813,610	\$2,268,077	\$2,491,630	\$2,625,294
Rollover % of Adopted	6%	15%	19%	23%	25%	25%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$7,176,454	\$7,443,635	\$8,203,173	\$8,455,179	\$8,573,296	\$6,445,080
Non-Labor/Transfers	\$735,340	\$778,897	\$905,378	\$1,153,978	\$1,144,287	\$972,494
Actual Spent	\$7,911,794	\$8,222,533	\$9,108,551	\$9,609,156	\$9,717,583	\$7,417,574



FY20 Rollover as a % of FY20 Adopted Budget: 25.0%

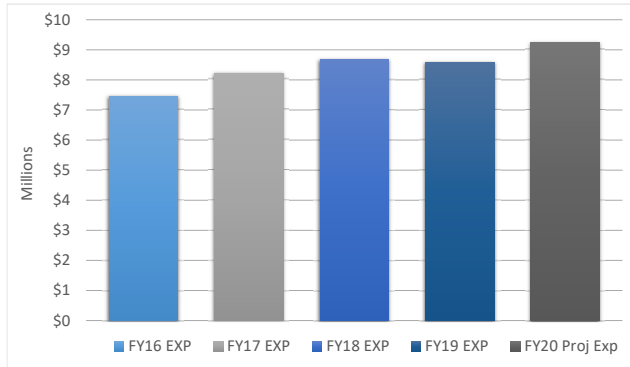
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$3,092	\$49,822
26S0-CONST PCT6 STATE FORF ASSETS	0	\$0	\$29,199
2750-LEOSE-LAW ENFORCEMENT	0	\$0	\$20,623
7234-FLOOD OF MAY 2015	0	\$3,092	\$0

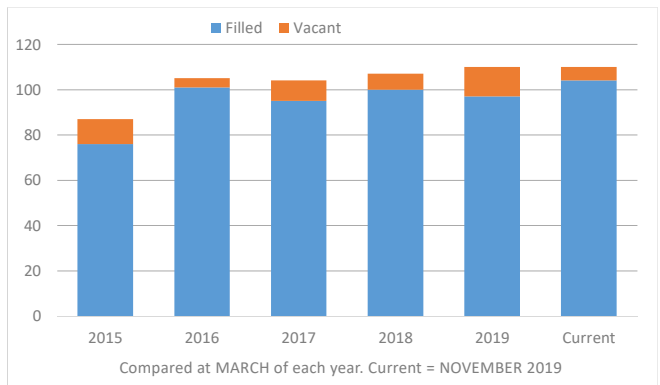
PERSONNEL SUMMARY FOR CONSTABLE PCT 6

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

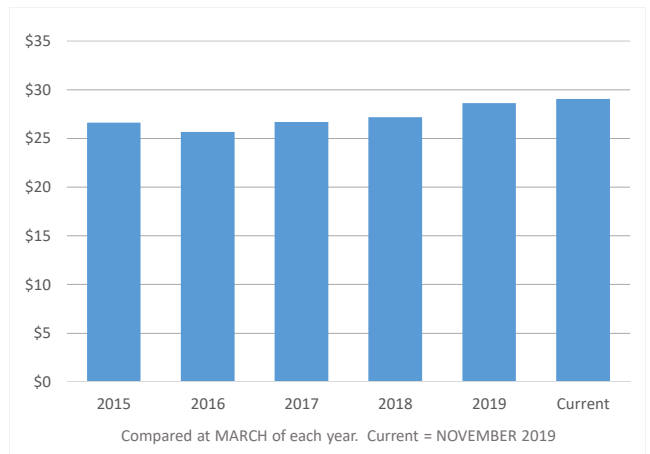


Avg. Salary Increases For Existing Full-Time Employees

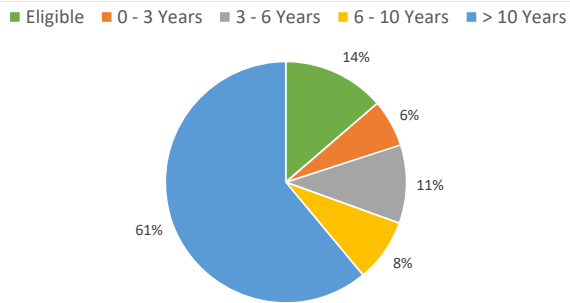
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	72	9.8%	9.8%
Sept 2017	62	14.5%	7.0%
Sept 2016	32	19.4%	6.1%
Sept 2015	29	31.0%	7.0%
Sept 2014	26	31.7%	5.7%

	Filled	Vacant	Total
R32+	102	5	107
Part	2	1	3
Temp	0	0	0

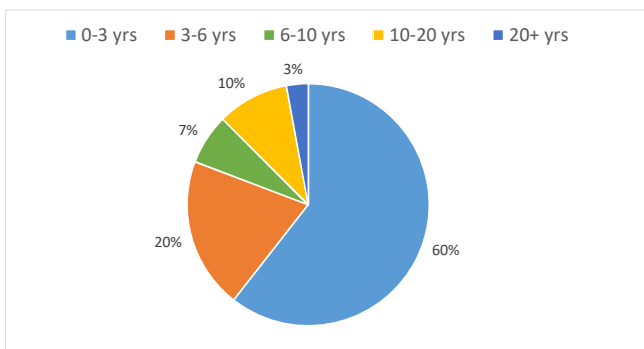
Dept. Average Hourly Base Pay Rate



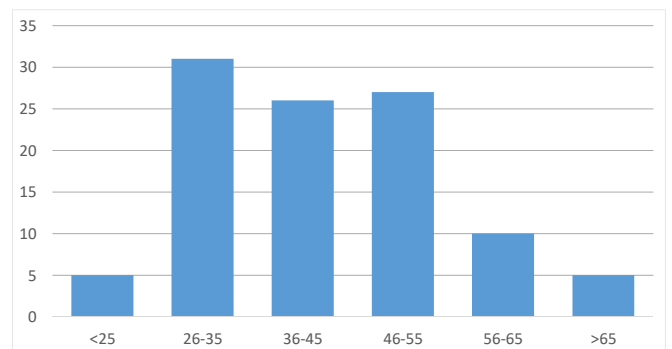
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information

Constable Silvia Trevino

Harris County, Precinct 6



Organizational Chart

Constable

Chief Deputy

District Patrol Division

Chief Deputy (1)
Captain (1)
Lieutenant (1)
Sergeants (4)
Deputies (26)

Housing Contract Division

Lieutenant (1)
Sergeants (3)
Deputies (19)

EEIC Contract Division

Sergeants (1)
Deputies (10)

HISD Contract Division

Deputies (3)

Reserves (22)

Assistant Chief Deputy

Administrative Division

Assistant Chief Deputy (1)
Captain (1)
Lieutenant (1)
Sergeants (4)
Deputies (7)

Chief Clerk (1)
Assistant Clerk (1)
Clerk Supervisor (1)
Coordinator (1)
Clerk Coordinator (1)
Clerk (5)
Communications Supervisor (1)
Telecommunicators (8)

Form #1: Department Mission and Metrics

Constable, Precinct 6 - 306

A) Department Purpose/Mission

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

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

The Harris County Precinct 6 Constable's Office serves an approximate area of 32 square miles. We serve approximately 170,000 constituents and that number increases yearly with all the new development of residential high rises in Precinct 6's East End, Second Ward, EADO, Magnolia and Fifth Ward area. We have 110 employees; these employees consist of 51 full-time deputy positions, 3 part-time deputy positions, 35 contract deputy positions, 9 telecommunication officers, 11 clerk positions and 22 non-paid reserve deputies.

Under the leadership of Constable Silvia Trevino, she has implemented innovative and affective law enforcement programs and continues to use existing programs that are working for our Precinct.

We have embraced the use of our current 22 Reserve Deputies to assist with Field Operations and since then, Field Operations has been consistent toward vigorously proactive and cutting-edge community-based law enforcement techniques. With the addition of the Reserve Deputies when compared to the other seven Precincts in total officers and Precinct 6 being the smallest in square radius miles, we currently stand in 4th out of all eight precincts as far as arrest/charges being file in 2019 to date. Last year we were 4th out of the eight precincts and when compared to other precincts total officers and their square mile radius of their precincts, Precinct 6 stands out by far.

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

The department has mandatory quarterly staff meetings where each division provides efficiency and productivity stats. There, the department recognizes divisions / staff for their performance.

Form #1: Department Mission and Metrics

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

In 2018, the department launched its first ever single purpose narcotic detection canine named Ka'Ro who was granted to us by K94Cops.

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

The department purchased dispatch consoles at a cost of \$19,000.00 and 20 Tasers at a cost of \$33,800.00

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.

Newly recruited Officer's performance is evaluated by [field training officers](#) (FTOs) based on how well they apply academy techniques, officer safety, and policy and procedures throughout the Field Training Program. The department is evaluated by divisions using data and/or stats on a quarterly basis to assess the overall performance.

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 department attends and does presentations at 32 civic club meetings monthly and 18 senior club meetings monthly. Both last year and this year our department has received over 200 requests to participate in community events. Our department has an annual National Night Out at our office where over a thousand people attend. This is the greatest external performance measure indicating that our presentations, programs and services are achieving the desired outcome.

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:

306 - Constable Precinct 6

FY19/20 General Fund Adopted Budget:	\$10,497,000
Rollover Budget Received in FY19/20:	\$2,625,294

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	SALARIES	\$6,432,289	109					
2	INCENTIVES/ALLOWANCES	\$408,352						
3	SOCIAL SECURITY	\$506,291						
4	GROUP HEALTH INSURANCE	\$1,476,600						
5	WORKERS COMPENSATION	\$68,725						
6	UNEMPLOYMENT INSURANCE	\$13,745						
7	RETIREMENT	\$1,037,747						
8	SUPPLIES	\$515,789						
9	OFFICE SUPPLIES	\$20,000						
10	CLOTHING	\$30,000						
11	EQUIP \$500-\$4999.99	\$125,000						
12	PC EQUIP \$500-\$4999.99	\$125,000						
13	EQUIP under \$500	\$10,000						
14	MISC ITEMS	\$600						
15	RADIO MAINT CHARGES	\$21,056						

Department: **306 - Constable Precinct 6**

FY19/20 General Fund Adopted Budget:	\$10,497,000
Rollover Budget Received in FY19/20:	\$2,625,294

16	RADIO CHARGES	\$85,000						
17	EQUIPMENT REPAIR & MAINT	\$6,374						
18	FEES AND SERVICES	\$26,311						
19	COPIER LEASE	\$16,691						
20	TELEPHONE	\$45,000						
21	TRAVEL FOR EDUC/TRAINING	\$14,000						
22	COMMERCIAL GASOLINE	\$190,000						
23	MOTOR EQUIP CHRGS VMC	\$110,000						
24	MOTOR REPAIR PARTS	\$110,000						
25	MOTOR REPAIR PARTS-EXTERNAL	\$226,315						

Department-Estimated Totals	\$11,620,885	109	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.*

307-CONSTABLE, PRECINCT 7

Data as of: 11/11/2019

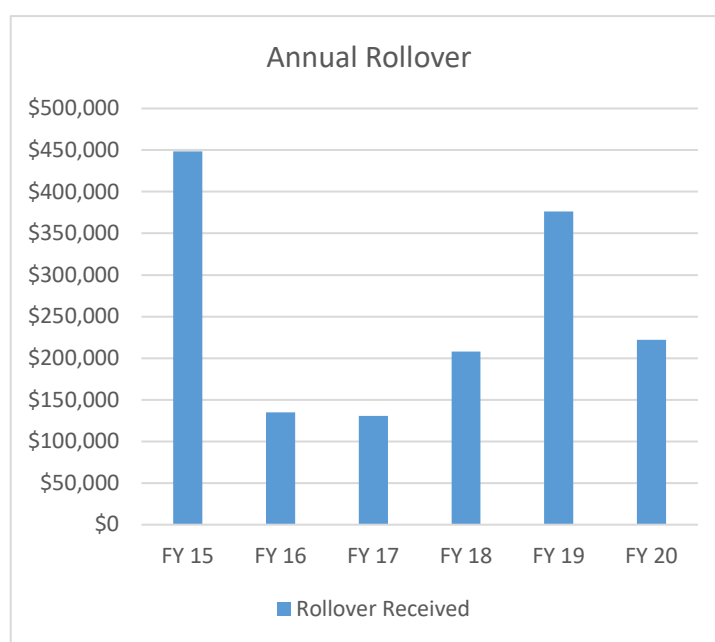
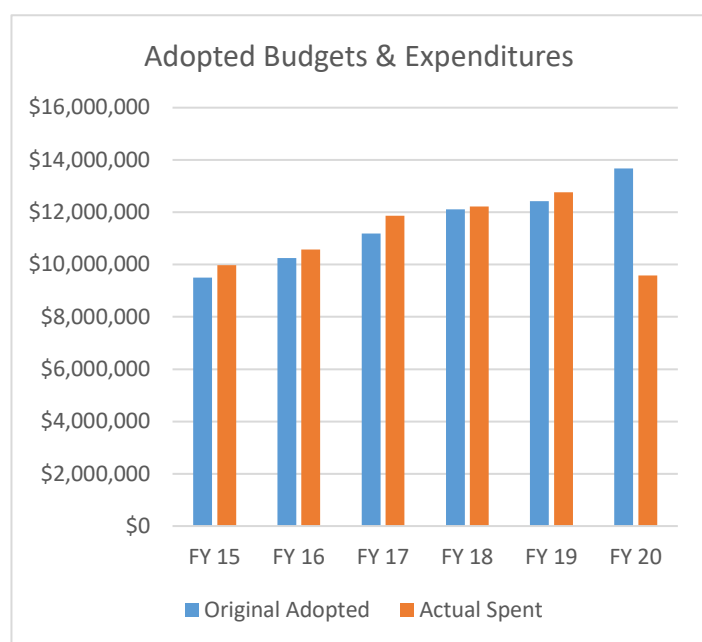
Avg. Annual Budget Increase Last 5 Years: 7.6%

FY 20 Adopted Budget Per Capita (Harris County): \$2.91

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$9,500,000	\$10,243,000	\$11,182,000	\$12,111,000	\$12,424,000	\$13,675,000
Final Adjusted	\$10,143,661	\$10,697,996	\$12,092,203	\$12,649,094	\$13,070,933	\$14,307,022
Rollover Received	\$448,531	\$134,940	\$130,598	\$207,822	\$376,113	\$221,990
Rollover % of Adopted	5%	1%	1%	2%	3%	2%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$8,967,698	\$9,606,749	\$10,762,134	\$11,086,869	\$11,537,243	\$8,616,269
Non-Labor/Transfers	\$1,003,022	\$965,601	\$1,099,892	\$1,139,997	\$1,226,014	\$963,134
Actual Spent	\$9,970,721	\$10,572,350	\$11,862,026	\$12,226,866	\$12,763,257	\$9,579,402



FY20 Rollover as a % of FY20 Adopted Budget: 1.6%

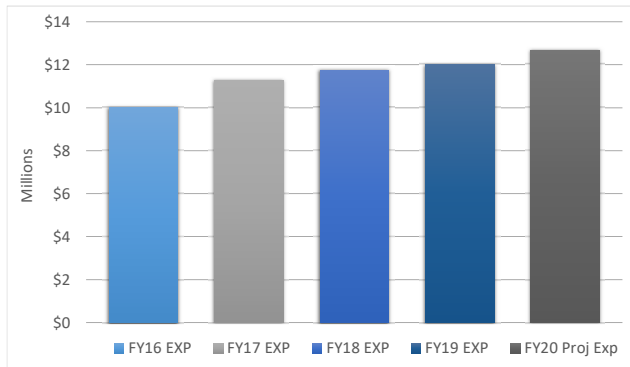
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	1	\$493,566	\$510,516
2370-DONATION FUND	0	\$0	\$153
2750-LEOSE-LAW ENFORCEMENT	0	\$1,425	\$10,396
2750-CONST PCT7 STATE FORF ASSETS	0	\$0	\$19,802
7057-STEP-COMPREHENSIVE	0	\$208,626	\$400,259
7251-VICTIM ASSISTANCE PROGRAM	0	\$182,890	\$0
7314-FY13 TOBACCO ENFORCEMENT PROGR	0	\$1,386	\$10,953
7341-DOMESTIC VIOLENCE DEPUTY FY17	1	\$95,404	\$68,954
7501-SEPT CLICK OR TICKET MOBILIZAT	0	\$3,835	\$0

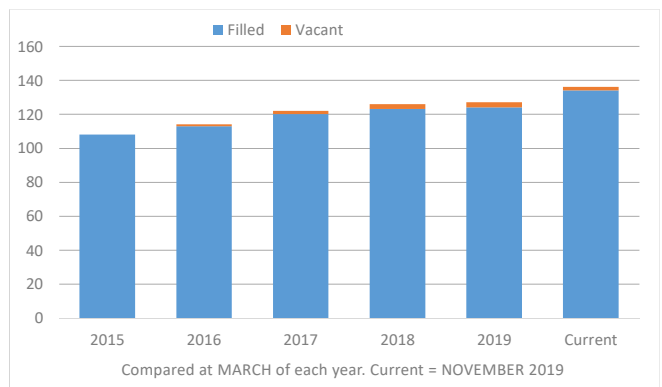
PERSONNEL SUMMARY FOR CONSTABLE PCT 7

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

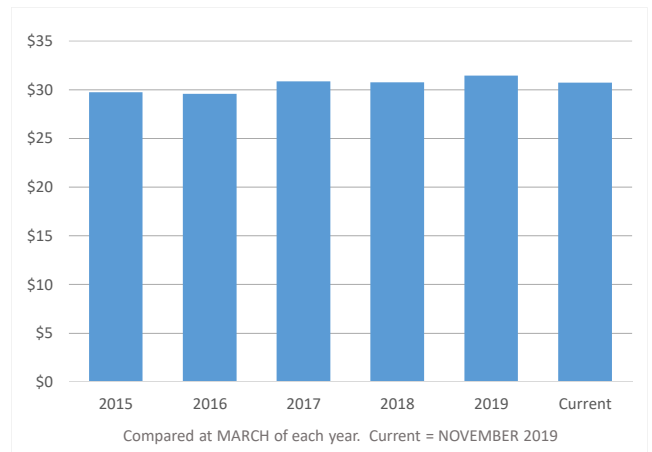


Avg. Salary Increases For Existing Full-Time Employees

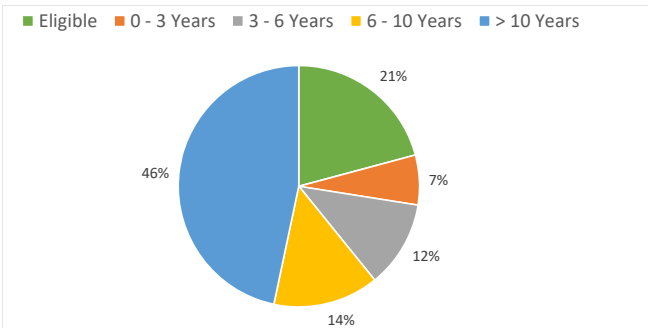
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	104	4.2%	4.2%
Sept 2017	97	4.1%	2.1%
Sept 2016	86	5.4%	1.8%
Sept 2015	71	10.0%	2.4%
Sept 2014	65	12.5%	2.4%

	Filled	Vacant	Total
R32+	130	1	131
Part	2	0	2
Temp	2	1	3

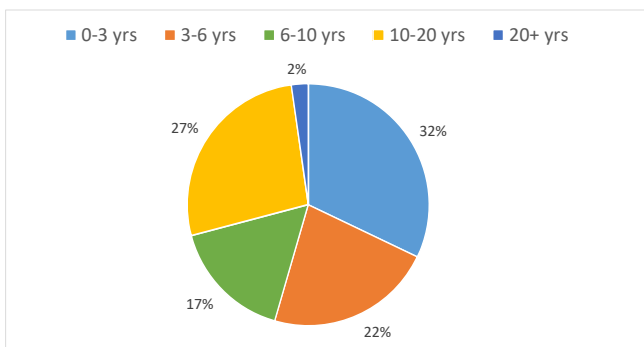
Dept. Average Hourly Base Pay Rate



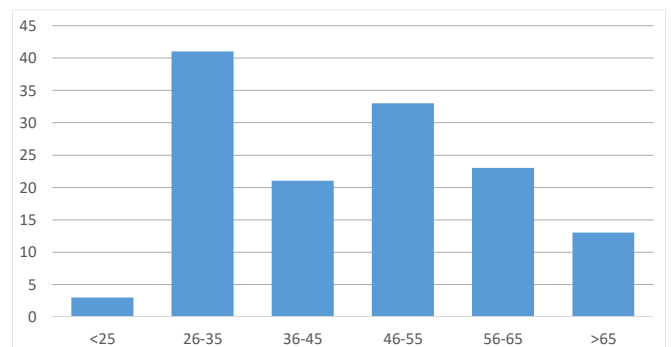
Retirement Eligibility



Employee Tenure



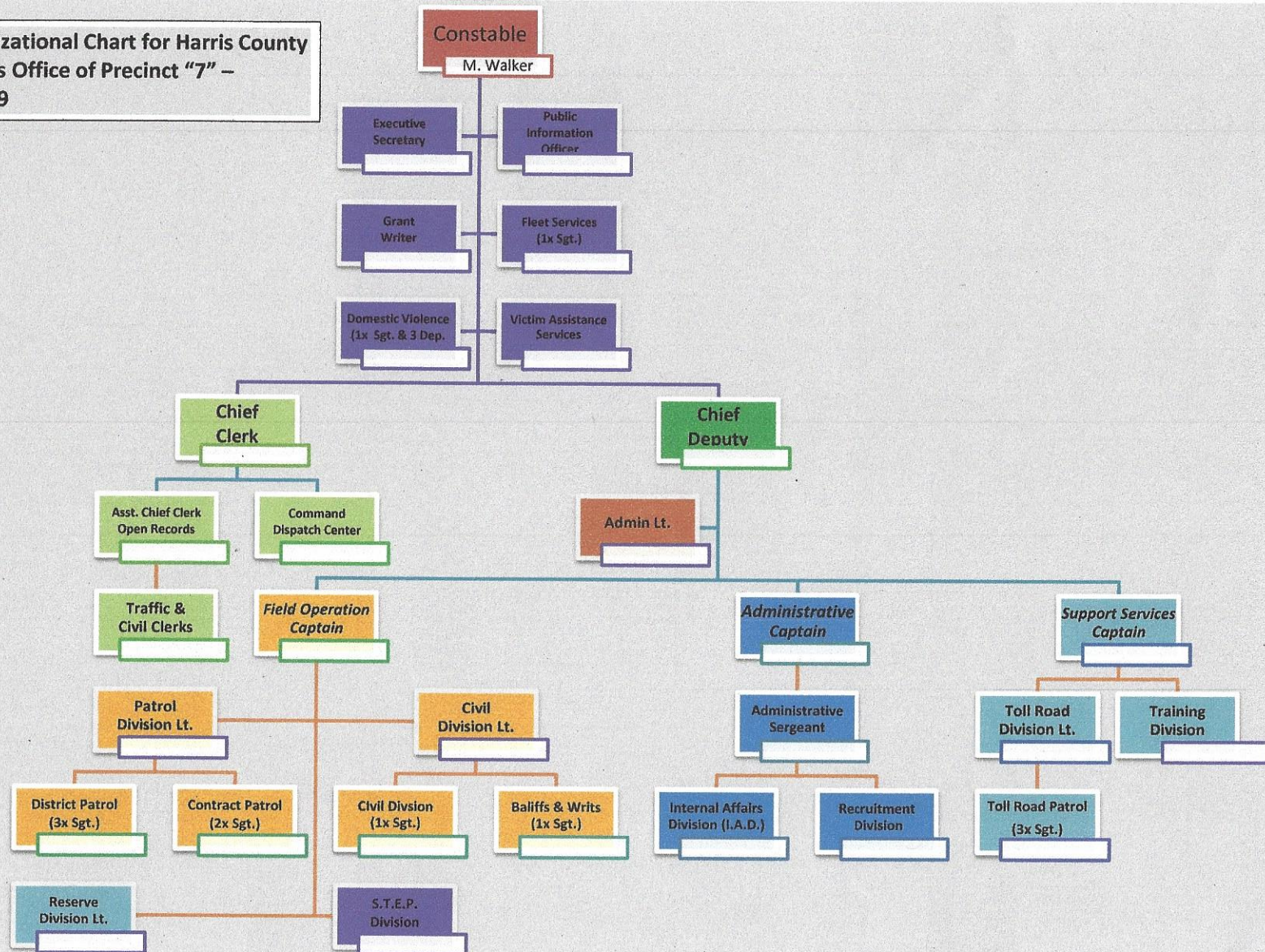
Number of Employees by Age





Department-Provided Information

**The Organizational Chart for Harris County
Constable's Office of Precinct "7" –
11/12/2019**



Form #1: Department Mission and Metrics

Department: Constable Precinct 7

Dept. #: 307

Functional Area:

A) Department Purpose and Mission.
The Harris County's Office Precinct 7, is committed to providing a high quality of community oriented services to meet the needs of our diverse community. The department endeavors to continuously advance its standing with both the community we serve and the police profession. Excellence is our standard whether its in addressing traffic enforcement needs.
B) Discuss your department's accomplishments in the last year.
Additional night shift deputies, additional deputies to our "Victims Assistance Program", we lowered the overtime compensation, while increasing police services.
C) Discuss actions taken to drive efficiency and productivity in your department.
Decreasing the span of control for first line supervisors, additional police and active shooter training for our supervisors and subordinates. Equipping all patrol Deputies with Body Worn Cameras and Tasers.
D) Describe any new responsibilities your department assumed this year.
The acquisition of three new Patrol Contracts. The increase in Community Services Presentations. The renewal of the STEP Grant. Increase personnel in the Victim's Assistance Program.
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.
Monthly employee performance. Daily Activity Reports. Crime Hot Spots Report within the districts and contracts. Civil Daily Activity Report. Annual Employee Evaluations. Public letters of accommodations for personnel. Fewer Internal Affairs Complaints.
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.
Positive responses from our contract holders. No complaints in Writ Services. Victim's Assistance Program have received numerous commendations from crime victims.
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:

307 - Constable Precinct 7

FY19/20 General Fund Adopted Budget:	\$13,675,000
Rollover Budget Received in FY19/20:	\$221,990

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	There are thirteen contracts in Constable Precinct 7 District. Deputies are providing Law Enforcement services within the geographical areas including The TollRoad Authority. We are requesting Isilon Storage for Harris County Vehicles and BWCS as a result a growing fleet, personnel and additional BWCS, memory for stored data to hold video data on the servers assigned to Constable Precinct 7.	\$6,575,518	55	0	\$27,500	0.4%	5	Yes
2	Warrant Division serve warrants for the Courts in Harris County, Texas. We are requesting Panasonic Arbitrator MK3 HD Cameras for Civil/ Warrant Division.	\$675,219	1	0	\$26,465	3.9%	4	Yes
3	Civil Deputies execute Court Orders, serve as Bailiffs in Justice Courts for Precinct 7 and Security for the Tax Assessor Collectors' Office in Precinct 7. We are requesting vehicles for Harris County Constable	\$2,918,925	16	0	\$154,954	5.3%	3	Yes
4	Administration Division include: Constable, Chief Deputy, Chief Clerk, Communication/Dispatch, Civil Clerks and other Administrative Staff.	\$2,282,788	35	1	\$70,859	3.1%	1	Yes
5	Traffic Safety Patrol will patrol the four Districts within Constable Precinct 7 Area	\$1,579,578	19	2	\$192,155	5.5%	2	Yes
6								
7								
8								
9								
10								
Department-Estimated Totals		\$14,032,028	126	3	\$471,933	3.4%		

* 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 Constable Precinct 7

Functional Area: Traffic Safety Division
Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	192,155
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	192,155

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 is no coverage to cover the night shift when deputies are off on their off days or absent for other reasons. This is not the result of Hurricane Harvey or another specific event.
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 two deputies position will afford our department the opportunity to provide a (24) hour law enforcement services unto our constituents for Constable Precinct 7. Our Citizens not only expect but they are demanding that we provide full services as their contingent Law Enforcement Agency. The Constable's office has been evolved over the years into an expanded and fully functioning Law Enforcement Agency. Funding will be used for salaries and equipment for County Vehicles.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
We have an Individual Unit Productivity Analysis Executive Summary Report. The input from the community is that of the homeless people in the community but they are thankful that Constable Precinct 7 is being more visible to protect the community.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The current evaluation measures we are using is a daily report and at the end of the month we use a Monthly performance Report from each deputy.
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 an Annual Report
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
For (2) Deputy I Positions @ \$30.54 per hour=Base Salary \$184,731.00 annually 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 office space is requested for 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: Harris County Constable Precinct 7

Functional Area: Clerk Coordinator

Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	70,859
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	70,859

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 is not enough clerical staff to handle the office duties that is required by the 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.
Clerk Coordinator will assist the Chief Clerk with massive swell of daily routine office duties and to meet the requirements for the upcoming migration to the County's new STARS PeopleSoft Enterprise Resource Planning (ERP) System.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
People Soft System include: Payroll, Budget, Purchasing, Monthly Reports, Cash Receipting, HRRM, Telephone, etc.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
By using the current evaluation measures. We use Annual Evaluation Forms.
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 an annual report.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Clerk Coordinator Position @ \$22.18 per hour =Base Salary \$70,859.00 Annual 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 office space is requested for 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: **Harris County Constable Precinct 7**

Functional Area: Storage
Dept. Funding Priority #: 3

Funding Request*:

Start-Up Costs (One-time)	\$	27,500
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	27,500

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Lack of Police Video Storage
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 approach to address the problem is to increase 50TB Isilon Storage for Harris County Constable Precinct 7 vehicles and BWCS. Funds will be used to purchase the storage and memory for storage data to hold video data on the servers assigned to Constable Precinct 7.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
NA
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
NA.
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 an annual report.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
The funds will be used to purchase (1) 50TB Isilon Storage and memory for stored data to hold video on the servers.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space is requested for 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: **Harris County Constable Precinct 7**

Functional Area: County Vehicles

Dept. Funding Priority #: 4

Funding Request*:

Start-Up Costs (One-time)	\$	154,954
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	154,954

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Civil, Warrant Divisions and the two new positions need new vehicles. This is not the result of Hurricane Harvey nor another specific event.
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, as Law Enforcement are cognizant of the need to provide the best public services that meet or exceed public expectations we need new vehicles.
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 community is demanding Law Enforcement Services whether it is Civil, Criminal or patrol.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
By using DAR 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.)?
Produce an annual report.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
(5) Vehicles @ \$30,990.80 each=\$154,954.00.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space is requested for 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: **Harris County Constable Precinct 7**

Functional Area: Video Cameras

Dept. Funding Priority #: 5

Funding Request*:

Start-Up Costs (One-time)	\$	26,465
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	26,465

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Civil, Warrant Divisions and the two new positions need cameras for the vehicles. This is not the result of Hurricane Harvey nor another specific event.
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.
Law Enforcement need cameras for the vehicles.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
NA
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
NA
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.)?
NA
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
(5) cameras @ \$5293.00 each=\$26,465.00.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space is requested for 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.*

308-CONSTABLE, PRECINCT 8

Data as of: 11/11/2019

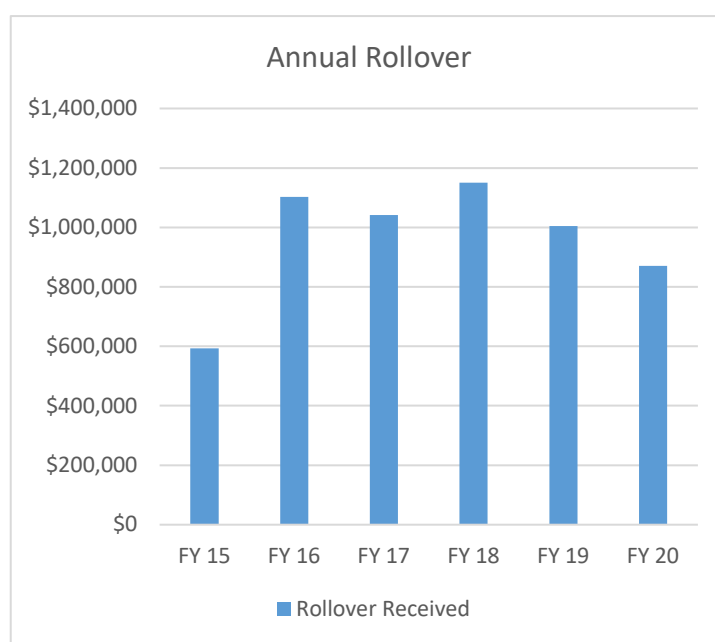
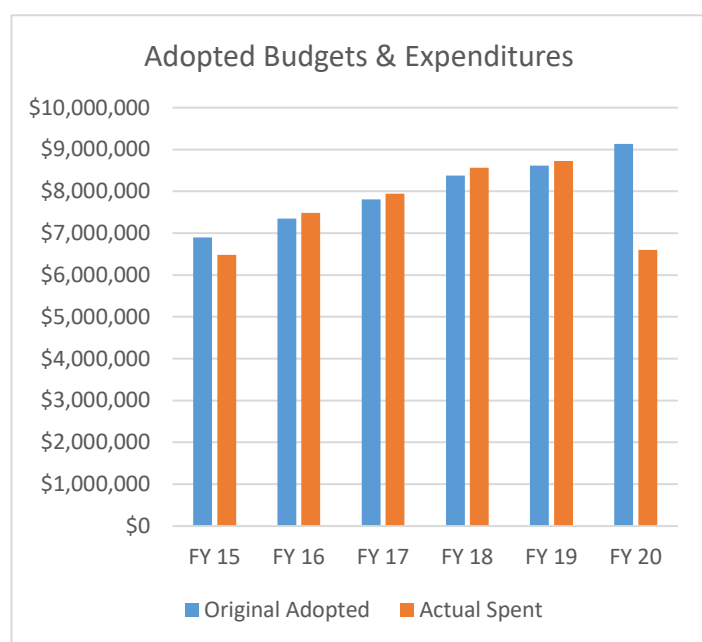
Avg. Annual Budget Increase Last 5 Years: 5.8%

FY 20 Adopted Budget Per Capita (Harris County): \$1.94

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$6,900,000	\$7,350,000	\$7,804,000	\$8,375,000	\$8,617,000	\$9,130,000
Final Adjusted	\$7,619,115	\$8,534,206	\$9,109,554	\$9,569,842	\$9,600,470	\$10,225,026
Rollover Received	\$593,603	\$1,102,783	\$1,042,159	\$1,150,688	\$1,003,964	\$870,086
Rollover % of Adopted	9%	15%	13%	14%	12%	10%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$5,968,424	\$6,601,948	\$7,243,978	\$7,679,525	\$8,049,631	\$6,111,483
Non-Labor/Transfers	\$517,848	\$880,674	\$704,186	\$883,529	\$672,247	\$492,135
Actual Spent	\$6,486,271	\$7,482,623	\$7,948,164	\$8,563,054	\$8,721,879	\$6,603,618



FY20 Rollover as a % of FY20 Adopted Budget: 9.5%

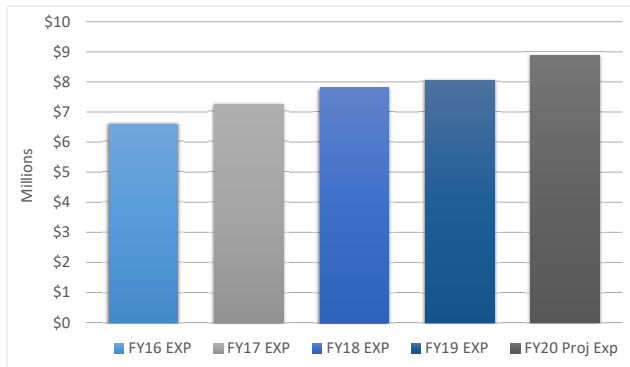
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$29,825	\$145,771
2370-DONATION FUND	0	\$9,792	\$1,662
2750-LEOSE-LAW ENFORCEMENT	0	\$6,196	\$9,807
2850-CONST PCT8 STATE FORF ASSETS	0	\$7,999	\$134,302
7234-FLOOD OF MAY 2015	0	\$5,837	\$0

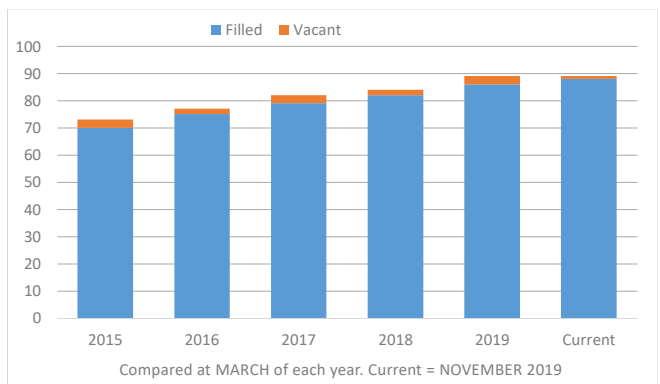
PERSONNEL SUMMARY FOR CONSTABLE PCT 8

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

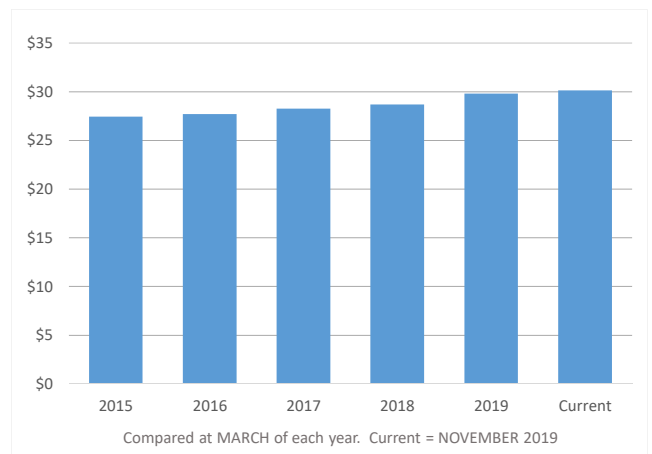


Avg. Salary Increases For Existing Full-Time Employees

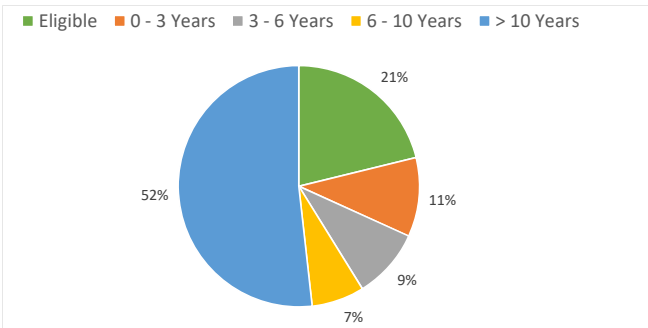
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	75	6.4%	6.4%
Sept 2017	66	9.5%	4.6%
Sept 2016	62	12.3%	3.9%
Sept 2015	56	18.4%	4.3%
Sept 2014	51	22.7%	4.2%

	Filled	Vacant	Total
R32+	88	1	89
Part	0	0	0
Temp	0	0	0

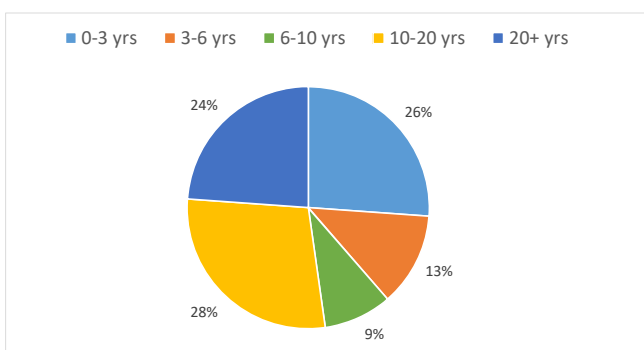
Dept. Average Hourly Base Pay Rate



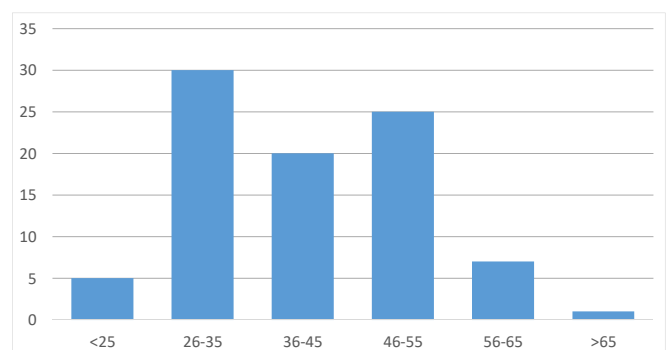
Retirement Eligibility



Employee Tenure



Number of Employees by Age

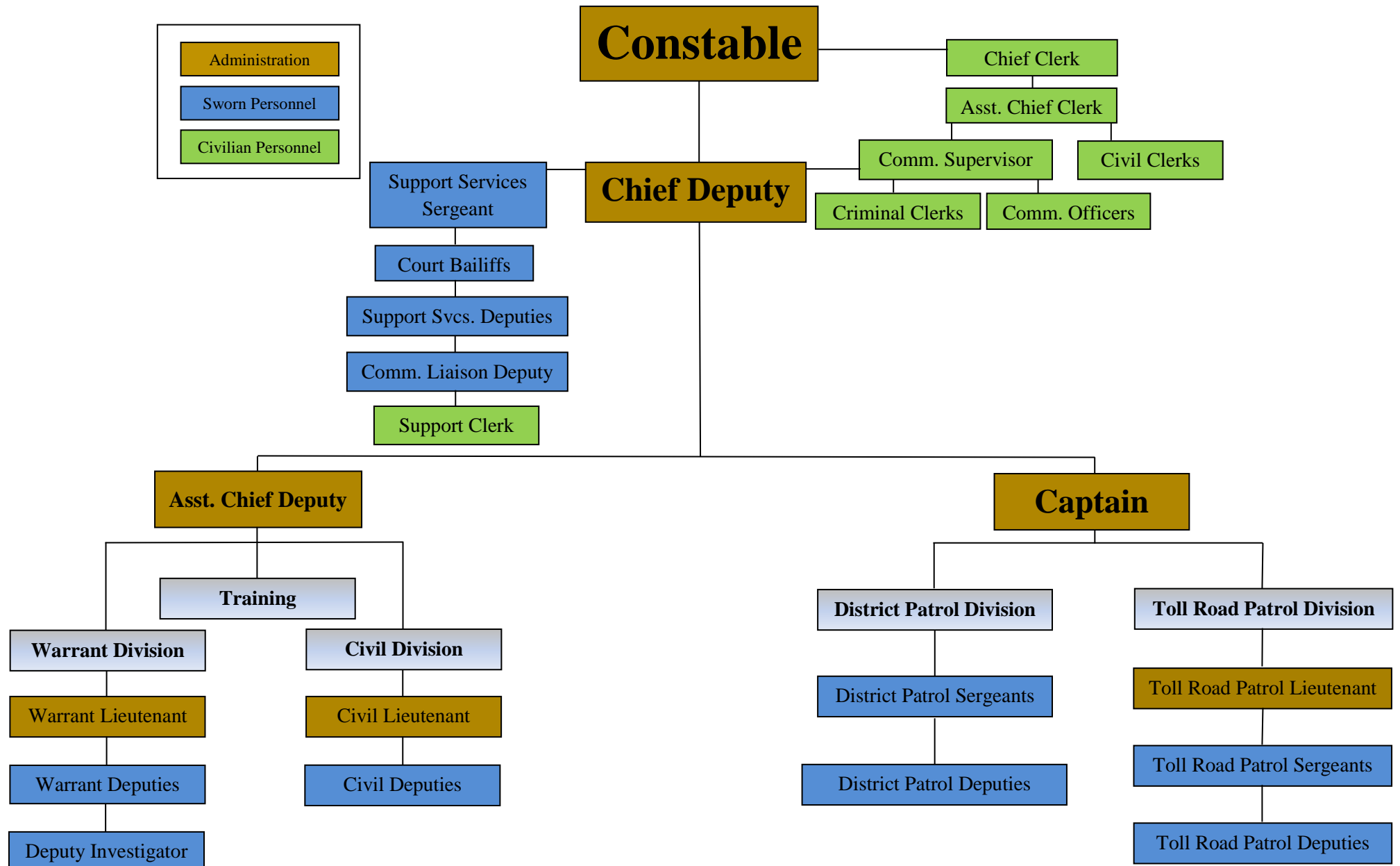




Department-Provided Information



Harris County Precinct 8 Constable's Office Organizational Chart



Form #1: Department Mission and Metrics

Constable, Precinct 8 - 308

A) Department Purpose/Mission

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

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

This last year, we have experienced overall increases in several areas of the agency. Our Civil Division has seen a slight increase in the number of civil documents processed and a 3% increase in the total fees collected YTD. Our Warrant Division has also seen increases with our total warrant count up 1.5% while our clearance rate is currently at 83% versus 73% this time last year. Our most notable increase has come from our District and Toll Road Patrol Divisions, with 51,779 calls for service received through October 23rd, a 7.3% increase over 2018. Despite this increase in call volume, our response time average remains low at 2min 11sec, nearly identical to the 2018 average. Feedback from the community has been very positive in this regard and we often receive thanks and praise for our work and quick response to calls.

In addition to these increases, we have also implemented several new programs and partnerships. For many years, DWI enforcement has been a high priority for Precinct 8. Since 2008, over 3600 DWI cases have been filed by our Deputies. This year, we have been working harder than ever forming partnerships and hosting/participating in DWI Initiatives county-wide. Our March initiative, that took place during Spring Break, netted 49 DWI arrests in an 8 hour period, the second highest of all the initiatives in the region so far this year. In October, we hosted another such initiative which resulted in 46 DWI arrests. We have teamed up with organizations like MADD, BACODA, the Bay Area Alliance, TxDOT as well as the DA's Office to

Form #1: Department Mission and Metrics

discuss and implement ways we can increase awareness as well as enforcement. Collaborative efforts between agencies are at an all-time high in this regard and we are hopeful that by working together, we can reduce the number of alcohol related crashes and fatalities in Harris County.

We also recognize that apprehending parole violators is a daunting task in the county. For the past several months, our Warrant Division personnel have been visiting local parole offices to obtain lists of wanted fugitives. These Deputies have then been attempting to locate wanted individuals to execute the warrants. This has been successful thus far and something we plan to continue.

During this year, we participated in two grant funded programs (Federal grants through UTSA and a separate one through BACODA) to obtain and issue Narcan nasal spray to all Precinct 8 certified personnel. We put a program into place for carrying this life-saving drug and teamed up with a doctor from MD Anderson Cancer Center to develop policy and training on the proper use of the drug. As opioid related overdoses continue to rise across the country, we recognized this was a vital tool to provide to all first responders.

Earlier this year, we led a public safety awareness campaign with the Clear Creek Community Council of PTAs in honor of former Kemah Police Chief Chris Reed, specifically focused on school zone, bus and crosswalk safety. This 18 law enforcement agency initiative is an example of yet another way various agencies are working together more than ever for the greater good of the community.

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

The Administration of Precinct 8 continually evaluates the various areas of the department for ways to improve efficiency and productivity. This is done through a number of methods including: statistical analysis, individual employee evaluations and routine meetings with staff. Input that is received from both the staff (and often the public) helps us identify ways in which we can do better. Often times, these evaluations result in changes being made to work responsibilities and assignments to better suit the needs of the department and the public. During this year for example, our clerical staff has experienced an enormous increase in workload which was overwhelming some while not effecting others as much. As a result, the job responsibilities were revamped to more evenly spread the workload while at the same time cross-training has been taking place to improve consistency and continuity in the event of absences.

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

Over the past year, our records staff have taken on a greater role in processing criminal records resulting from the County's switch to a new report management services vendor. This function, once solely the responsibility of the HCSO Records Division, has drastically increased their workload and as a result, we have revamped our clerical division to accommodate the demand. Requests and subpoenas for records are also at an all-time high and this time consuming task has caused us to

Form #1: Department Mission and Metrics

expand the records staff responsibilities to meet this demand as well. The same is true for video evidence with approximately 1500 requests processed so far this year, a demand that has continued to grow over the past several years.

Recognizing the need for increased building security, we have assigned 2 Deputies to our Support Services Division for this purpose, 1 at each Courthouse Annex in Precinct 8. Lobby security stations and access to closed-circuit cameras was paid for and implemented with Precinct 8 funds for this purpose as well.

Earlier this year, our Toll Road Patrol Division took on the added responsibility of responding to any incidents/accidents occurring at the Washburn Tunnel and the Lynchburg Ferry sites. This is in addition to the 40 miles of Toll Road that is currently covered by this division under our contract with HCTRA.

While not a new responsibility, the demand for targeted "extra patrols" has dramatically increased this year as a result of requests received from citizens. However, we have managed to keep up with this demand without effecting our response time or the quality of service provided by our District Patrol Division.

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

During this budget cycle, funds were used to purchase the necessary furnishings, cabling and setup for security stations within the lobbies of both courthouse annexes in Precinct 8. These were one-time expenditures in support of enhancing security at these locations.

The Precinct 8 Training Provider License with TCOLE was renewed this year and the required fee was submitted to the state. This license is set for renewal every five years and therefore this fee will not be paid again until 2024.

The annual maintenance fee for the majority of the Department's less than lethal weapons (TASERs) expired this year. Rather than entering into another such five year agreement, we elected to purchase a four year extended warranty instead. This was a large cost savings to our annual budget as it eliminates this annual payment for the next five years.

Each year, we budget for replacement body armor for all sworn personnel. These vests expire every 5 years and during this cycle, we purchased or replaced 25 ballistic vests at a cost of nearly \$22,000. In contrast, next year we project only 5 vests will need to be purchased.

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.

On a semi-annual basis, employee evaluations are conducted on all Precinct 8 employees. In preparation for these evaluations, supervisors are required to monitor subordinates first-hand and also review statistics as well as video interactions for those that are subject to recording by policy. In addition, the command staff meets on a weekly basis to discuss the operations of all divisions. Those charged with overseeing the various divisions are present for these meetings and successes as well as any problems are discussed and addressed immediately. Communication throughout the Department is very open within Precinct 8 and the Constable places a high emphasis on transparency. This is true in all aspects of the agency and often problems are noted and corrected before they become detrimental to our mission. Staff workload remains a constant concern and therefore this is an area we monitor closely and make changes as necessary as noted above. Over the last year, employee evaluations as well as feedback from employees overall has been very positive and we believe we have addressed problem areas and restructured as necessary to meet the needs of the community.

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.

We rely heavily on feedback from the community to determine where improvements can be made. To accomplish this, we make every effort to have open lines of communication through a variety of sources. From our social media accounts, to our active daily interactions with citizens through our Nextdoor account and website, this is something we rely on heavily to gauge our effectiveness. In addition, members of our command staff and Support Services Division are very active in community events and gatherings. This includes attending many homeowner and community group meetings throughout the year where we are able to have face to face conversations with citizens and are able to discuss their needs and receive active feedback and criticism. By and large, the feedback we receive from the community is very positive. We field far more calls and visits from citizens offering praise than we do complaints. Above all other measurable methods, we place a high value on this kind of feedback as it allows us to evaluate the impact our agency is having on actual people to ensure we are getting the desired results from our efforts.

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:

308 - Constable Precinct 8

FY19/20 General Fund Adopted Budget:	\$9,130,000
Rollover Budget Received in FY19/20:	\$870,086

		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?*
List and Describe the Functions/Services Provided By Your Department (General Fund Only)								
1	10030801 - ADMINISTRATION (Clerical staff, Dispatchers & Support Services - Labor and benefits for 24 staff members.	\$2,331,710	24					
2	10030805 - CIVIL DIVISION - Civil Division labor and benefits for 11 staff members	\$1,275,879	11					
3	10030810 - WARRANT DIVISION - Warrant Division labor and benefits for 7 staff members	\$799,800	7					
4	10030815 - PATROL DIVISION - District Patrol Division labor and benefits for 27 staff members	\$2,521,450	27					
5	10030816 - TOLL ROAD DIVISION - Toll Road Patrol Division labor and benefits for 21 staff members	\$1,921,094	21					
6	SUPPLIES AND OFFICE SUPPLIES - Department-wide supply costs budgeted	\$30,000						
7	POSTAGE - Includes general Department postage as well as Civil and Warrant Division business mail-outs	\$10,000						
8	CLOTHING - UNIFORMS AND ACCESSORIES - Uniform costs, body armor and general law enforcement equipment and gear	\$53,000						
9	EQUIP \$500 - \$4999 - General equipment budget for items less than \$5000 to include computers, printers and other technology related equipment	\$18,000						
10	FURNITURE - FY20 budgeted funds for furniture related to new building security stations...not a recurring expense	\$9,525						
11	RADIO MAINT CHARGES - Includes costs for radio repairs and replacement of radio peripherals	\$1,400						
12	RADIO CHARGES - Costs for monthly radio use charges	\$56,160						
13	FEES AND SERVICES - Includes costs for renewal of annual maintenance agreements such as TASER, psychological and physical testing, TLO, TCOLE fees, AFIS, notary fees, etc.	\$22,000						
14	CAR & VAN RENTAL - Cost for shortterm lease vehicle (as needed) and 1 long-term lease vehicle	\$6,900						
15	EQUIPMENT RENTAL (POSTAGE METER) - Postage meter costs for 2 office locations	\$1,416						

Department: **308 - Constable Precinct 8**

FY19/20 General Fund Adopted Budget:	\$9,130,000
Rollover Budget Received in FY19/20:	\$870,086

16	COPIER RENTAL - Copier rental contract for 2 office locations	\$2,736						
17	TELEPHONE - Telephone costs for 2 office locations	\$26,000						
18	FUEL - Fuel costs for all vehicles - This amount fluctuates from year to year based on fuel prices - We monitor cost of county pump versus commercial fuel to be as efficient as possible	\$106,094						
19	VMC Charges - Vehicle maintenance and repair charges	\$82,712						
20	VEHICLE PURCHASE PROGRAM - Annual payment towards vehicle purchases - this amount changes from year to year as vehicles are paid off and replacements are purchased	\$260,385						

Department-Estimated Totals	\$9,536,261	90	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.*

311-JUSTICE OF THE PEACE, 1-1

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

4.6%

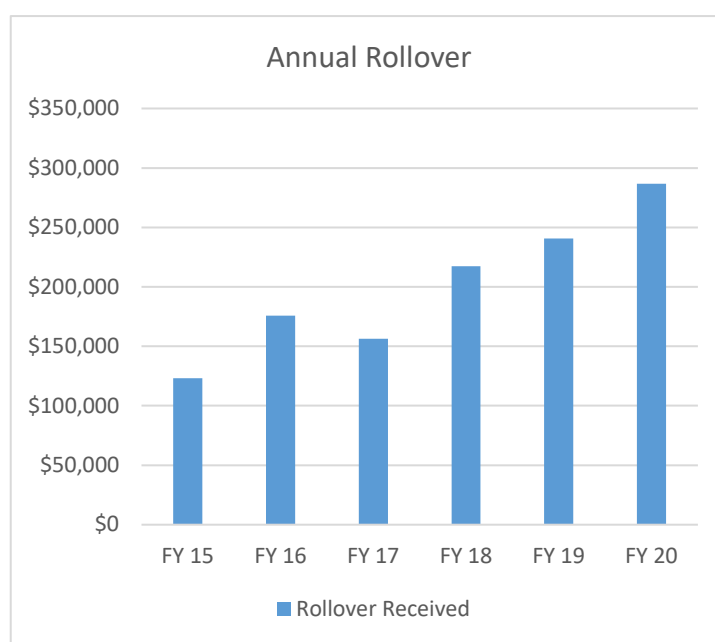
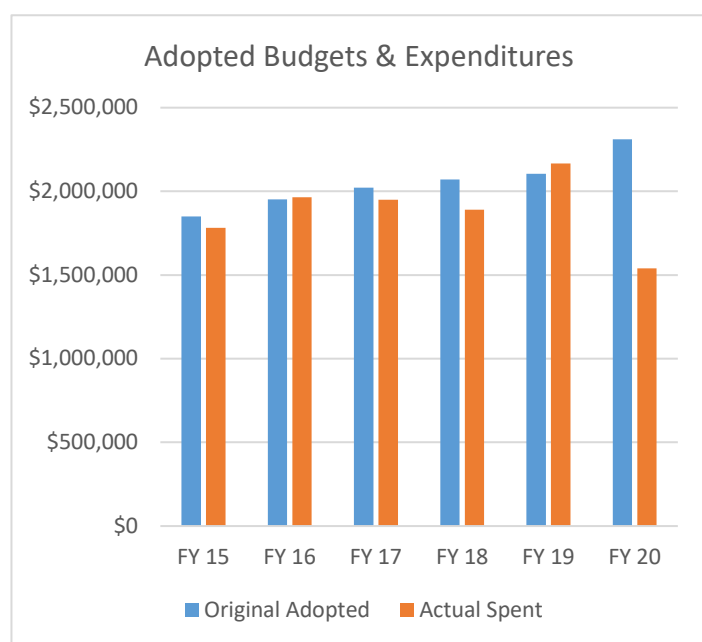
FY 20 Adopted Budget Per Capita (Harris County):

\$0.49

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$1,850,000	\$1,953,000	\$2,023,000	\$2,070,000	\$2,106,000	\$2,311,000
Final Adjusted	\$1,977,710	\$2,127,835	\$2,179,242	\$2,153,294	\$2,483,577	\$2,597,643
Rollover Received	\$123,115	\$175,698	\$156,242	\$217,298	\$240,702	\$286,643
Rollover % of Adopted	7%	9%	8%	10%	11%	12%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$1,680,548	\$1,866,194	\$1,882,435	\$1,769,506	\$1,949,184	\$1,449,267
Non-Labor/Transfers	\$101,173	\$97,543	\$66,651	\$121,399	\$218,202	\$90,124
Actual Spent	\$1,781,721	\$1,963,737	\$1,949,086	\$1,890,905	\$2,167,386	\$1,539,391



FY20 Rollover as a % of FY20 Adopted Budget: 12.4%

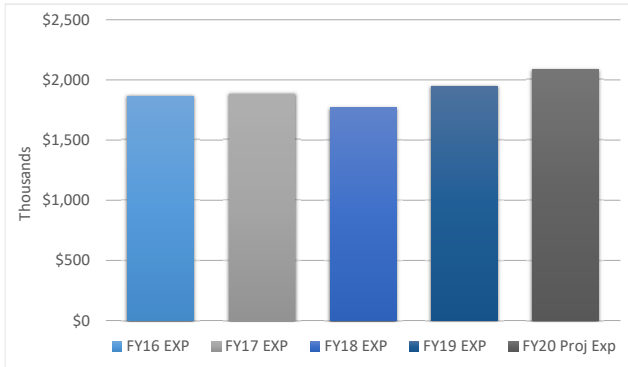
Other Department Resources

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

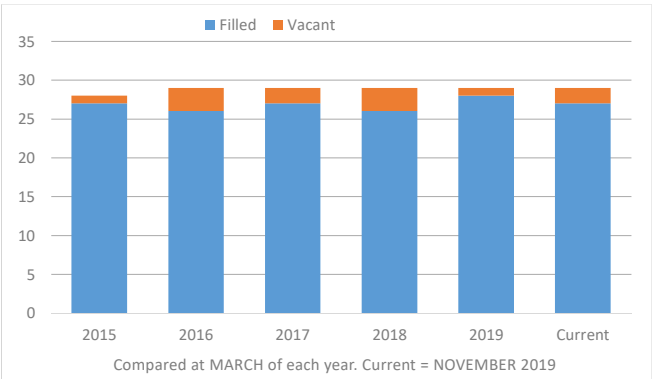
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 1-1

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

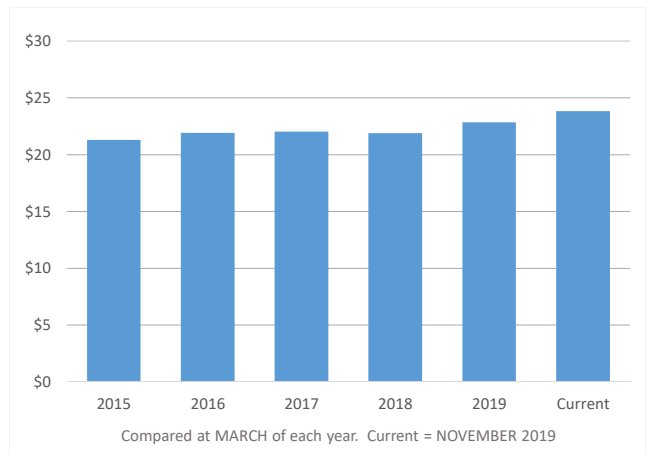


Avg. Salary Increases For Existing Full-Time Employees

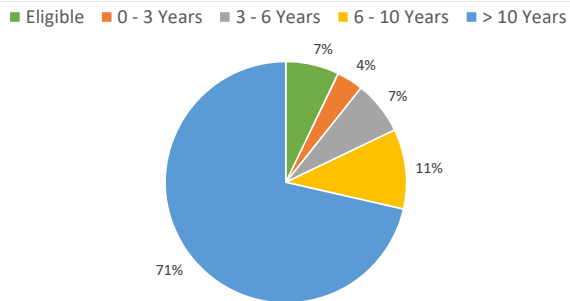
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	23	7.2%	7.2%
Sept 2017	19	9.9%	4.8%
Sept 2016	14	9.4%	3.0%
Sept 2015	14	14.4%	3.4%
Sept 2014	12	14.8%	2.8%

	Filled	Vacant	Total
R32+	27	2	29
Part	0	0	0
Temp	0	0	0

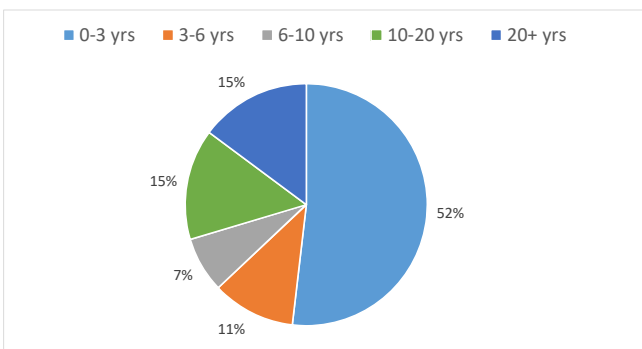
Dept. Average Hourly Base Pay Rate



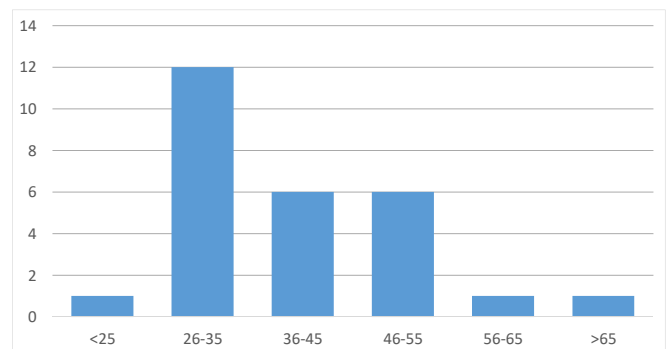
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information

COUNTY AUDITOR'S FORM 412		
FY 2019-20 ORGANIZATION CHART FOR		JUSTICE OF THE PEACE PRECINCT 1, PLACE 1
Judge	JUDGE ERIC WILLIAM CARTER	
Chief Clerk	THAN (TOM) VU	
Assistant Chief Clerk	KATHERINA NGUYEN ---- LIEN NGUYEN	
	<div> <div></div> <div></div> </div>	
	Civil	Community Outreach Traffic/Criminal/Collection/Financial
Administrative	ALAN CERNY (I) JOHN MARRON (I)	DELORES THOMAS MARY MARKS (I) CARLOS GARCES (I)
Clerk	MARISOL GARCIA SADITH SOTO EVIE PEREZ DIANE GOMEZ (OPEN POSITION)	GENESIS BARRERA KARLA BENITEZ JESSICA MOSQUEDA VALERIA VILLACORTA MONICA RAMOS PERLA DELGADO GARCIA GABRIELLE SARRAFIAN DIMPLE PATEL
Clerk		NELLY ABARCA ALEJANDRA HUERTA LAURA MORENO RANI FIGUEROA LABLANCHE DEAL
Clerk		VASNY VARGAS (OPEN POSITION)

Form #1: Department Mission and Metrics

Justice of the Peace 1.1 - 311

A) Department Purpose/Mission

The Justice Court has jurisdiction over a wide variety of issues, including civil matters in which the amount in controversy does not exceed \$10,000 (note that this will increase to \$20,000 effective September 1, 2020), eviction matters, criminal cases punishable by fine only, and various administrative type cases (including but not limited to dangerous dog determinations, tow hearings to determine probable cause, and petitions for an occupational driver's license). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. The Justice of the Peace also performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights, and setting peace bonds.

The purpose of the Justice Court is to do justice - and justice delayed is justice denied. Thus, the Court strives to ensure the expeditious resolution of civil and criminal matters before the Court, all while providing fair notice and meaningful opportunities to be heard and being accessible to both the community and persons appearing before the Court. Handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures.

Harris County Justice of the Peace 1-1 strives to serve the people of Precinct 1 and all who use our services by providing efficient and accessible administration of justice, and to treat everyone with integrity, fairness, and respect.

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

Our Traffic Department set its goals to have no more than a three month turnaround time from the file date of the ticket to the Judge/Jury Trial date or first court appearance date. We have achieved this goal, and will strive to keep the turnaround time within three months.

We have successfully completed two Teen Court sessions for the public and the community within the last year. These events have proven to be very educational and popular with the youth and their families in our community, and they have given us an enthusiastic response. Teen Court has been one of Judge Carter's priorities since taking office in 2017 and we are very pleased with the reaction from the community, as well as the results.

We have successfully completed the transition from paper to digital for all cases in our court, which also includes the implementation of the new e-filing system.

Form #1: Department Mission and Metrics

Completing this extensive and time consuming project allowed us to remove most of the filing cabinets housing these old cases and creating more office work space. Our filings in Civil have increased during the past year. We have been able to cross train more clerks to become proficient civil department clerks thus enabling us to keep up with our increased civil filings and to serve the people who use our services in the best and most efficient way possible.

	March 2018 – February 2019	March 2019 – September 2019*
Evictions	4,455	2,386
Small Claims and Debt Claims**	3,841	2,731
Other Civil	380	98
TOTAL CIVIL FILINGS	8,676	5,215
TOTAL CIVIL JUDGMENTS	3,299	5,869
Criminal (adult and juvenile)	33,383	10,160
Truancy***	185	84
TOTAL CRIMINAL FILINGS	33,568	10,244
TOTAL CRIMINAL DISPOSITIONS	43,365	21,741

*Filing and disposition (court activity) statistics are due to the Texas Office of Court Administration, to which monthly court activity reporting is mandated, by the 20th of the month following the end of the reporting period. Thus, October 2019 statistics are not yet compiled, and current fiscal year statistics only include March through end of September 2019.

**With the justice courts' civil amount in controversy jurisdiction increasing from \$10,000 to \$20,000 effective September 1, 2020, it is anticipated that any observed increase in case filings in this justice courts will be seen in the small claims and debt claims category.

***Along with truancy reform laws, which took effect September 1, 2015, truancy cases were re-classified from criminal to civil proceedings. However, the Texas Office of Court Administration, to which reporting of monthly court activity is mandated, has not yet implemented the reporting of truancy cases as civil matters. Thus, for our purposes, truancy cases are counted in criminal filings and dispositions.

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

Form #1: Department Mission and Metrics

The Justice Courts continue to see an increased reliance on technology. The Office of Court Management worked with Universal Services and the Justice Courts to upgrade to Odyssey 2017, Clerk Edition 2017, and Judge Edition 2018 (all part of the County's contract with Tyler Technologies for a case management system for the Justice Courts). This successful upgrade was key to enabling participation in the most current technology available and ensured that all the Justice Courts would be participants in all future iterations of continuous improvement of the Odyssey suite.

Our courtroom and office has undergone extensive renovations to bring it up to date and provide better, more user friendly facilities for both the public and our staff. This included replacement of the lighting and ceiling tiles in the courtroom and the office, the purchase of audiovisual equipment for the courtroom, and improvements in the office work space for our clerks.

Looking forward, the Justice Courts will be revamping our website to provide constituents easier access to information and user forms, integrating the use of additional kiosks and computers into the courtroom to increase efficiency, and implementing online dispute resolution capability for certain small claims cases. The latter improvement will be necessary as the Justice Courts will undoubtedly face an increase in the number of civil case filings when the amount in controversy jurisdiction increases effective September 1, 2020. The Justice Courts website will also provide functionality to allow criminal defendants to make partial payments and payments toward deferred dispositions online, rather than having to visit the courthouse and stand in line to make a payment.

We continue to send our clerks to Harris County Court Management trainings, as well as the Texas Justice Court Training Center trainings to ensure that our staff is knowledgeable and well trained. We constantly strive to cross-training all clerks at our court to be proficient in all our different departments. Having interchangeable clerks allows us to ensure that every department has proper coverage even when several clerks in one department are out due to illness, personal time off, or maternity leave. We send our clerks to STARS, Odyssey, and HR trainings to ensure our staff will be up to date, knowledgeable, and proficient. We throw various morale boosting events, such as Employee Appreciation Day, and we feel that we have a good rapport with our staff. We make every effort to pay our clerks at a fair and competitive rate so that we are able to retain our well-trained staff and not lose clerks to the private sector and other public entities. The fair and competitive pay rates also helps keep morale high and motivates our clerks to be more productive. We have a team of very experienced and knowledgeable supervisors who are excellent trainers and provide in depth hands-on training to every new hire at our court.

Form #1: Department Mission and Metrics

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

In July of 2018, the Justice Courts began accepting electronic filings through the efiletexas.gov service. This has resulted in the Court having to restructure clerk responsibilities to timely process and respond to these filings.

With the 86th Legislature in session, the Courts were busy tracking relevant legislation and are working to implement the array of changes that are coming our way in 2020. Further reform efforts in the area of criminal fines and fees will result in additional hearings set in criminal cases to review defendants' ability to pay, and massive changes to court costs – how they are assessed and the amounts – take effect January 1, 2020. On the civil side, the increased amount in controversy jurisdictional increase from \$10,000 value in civil cases to \$20,000 value will undoubtedly bring more filings to the justice courts along with more complex cases. This will result in more processing for clerks, more cases on the docket, potentially more time in court, more communications between the court and litigants (meaning more postage and copy expenses), and possibly the need for more clerks to continue to provide expeditious resolution of civil cases. The Legislative Update has brought some changes to the way the Justice Court operates, including preparing our Civil Department for the jurisdictional limit increase, which will increase the amount and the kinds of filings the Justice Court will receive. To that end, we have trained clerks in these processes, as well as the continuous changes in the Traffic and Criminal Laws.

The County is currently in discussions regarding the future of the Justice Courts' collections contract, which provides the Court a third party vendor to assist with efforts to enforce compliance with orders to appear in criminal cases for defendants who have failed to appear and collections of delinquent judgments for defendants who have failed to pay. Depending on the outcome of those discussions, the Court may need to begin at least minimal in-house collection efforts. How that would be structured or what resources would be necessary is still being determined.

Judge Carter took office in 2017. Since then, our court's primary goal is to be more accessible and available to the community. While we have had great success these past few years, it is an ongoing, continuing process. We strive to earn the title of The People's Court.

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

Costs will only increase in terms of needed staff and postage/supply

Form #1: Department Mission and Metrics

budgets as case volume will increase and the necessary communications between the court and litigants has and will continue to increase.

Our courtroom and office have undergone extensive renovations to bring it up to date and provide better, more user friendly facilities for both the public and our staff. While there are still improvements that need to be made, a large percentage of these renovations has been completed. Renovation costs and new office furniture and equipment incurred this current year are:

New cubicles, desks, and cabinets including service and labor = \$47,652

New courtroom audio/video equipment including service and labor = \$30,921

New LED lighting, a/c and heating vents, ceiling tiles including service and labor = \$25,878

Total cost = \$104,451

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.

See caseload volumes in section B above.

The Court uses all available reports within our Odyssey Case Management System to track and evaluate our caseload.

The Judge and the supervisors have very close work relationships with the court staff. Our procedures involve spot-checking the staff's work, and when a defendant signs up for defensive driving or deferred adjudication, our supervisors check every application to make sure that the defendant has been properly signed up. Next year, we are implementing a policy of formal individual clerk evaluations, which lets a clerk know their progress at the court, with appreciation for the successes that they have made, as well as constructive discussions on areas where the clerk can improve. In the meantime, supervisors monitor daily progress, making themselves available for any questions, and work alongside clerks on their projects.

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 Court is currently developing an anonymous user survey that can be used by

Form #1: Department Mission and Metrics

the Justice Courts to help us improve our services; these surveys will inquire about perceived safety and fairness, accessibility of the court, time required at court, court staff attentiveness and courtesy, and court participants' expectations and understanding of the process both before and after conducting business at the Court. The Courts met with representatives from the Center for Court Innovation in November 2018 to review and improve our website, signage, and forms to be more user-friendly – and that project continues.

Judge Carter is active with different community organizations to make sure that the court is serving their needs. For example, Judge Carter often hosts lunches with the Acres Homes Community Center and the Chelsea Senior Citizens Home. The Court uses the Dispute Resolution Center for mediations before trial to help constituents with their disputes and achieve a resolution that is beneficial to both parties. While not every case has had a successful resolution in mediation, a majority of these cases' parties are able to reach an amicable resolution, which helps a defendant avoid getting a judgment against them.

The Court also uses a TRIAD liaison in our juvenile and truancy dockets to assist families outside the court with their children's issues. TRIAD makes great strides in decreasing recidivism for these juveniles and helps to set them on a path to success.

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: **311 - Justice of the Peace 1.1**

FY19/20 General Fund Adopted Budget:	\$2,311,000
Rollover Budget Received in FY19/20:	\$286,643

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	JUDICIAL/ADMINISTRATIVE SERVICES – While the Justice of the Peace performs judicial duties, the Chief and/or Assistant Chief positions generally perform managerial or supervisory work (such as dealing with	\$506,228	4	0	\$0			
2	CIVIL CASE PROCESSING – Civil cases include small claims cases filed under the Rules of Civil Procedure, debt claim actions filed under Rule 508 of the Rules of Civil Procedure, eviction actions filed under	\$585,288	8	0	\$0			
3	CRIMINAL CASE PROCESSING – Criminal cases included traffic offenses and all other penal offenses filed against adult or juvenile defendants either by issuance of a citation or the filing of a sworn complaint.	\$1,101,162	16.5	0	\$0			
4	TRUANCY CASE PROCESSING – Truancy cases are handled under Chapter 65 of the Family Code as civil matters alleging a child has engaged in truant conduct. Processing these cases involves communication	\$38,085	0.5	0	\$0			
5	TRAVEL AND EDUCATIONAL EXPENSES – The Canons on Judicial Conduct require a judge to “be faithful to the law and ... maintain professional competence in it.” Training is invaluable, and it is imperative	\$8,000		0	\$0			
6	JUDICIAL/ADMINISTRATIVE SERVICES – SERVICES and SUPPLIES EXPENSES (Postage,Paper, Copying Expenses, Copier Rental Fees, Etc.)	\$2,960		0	\$0			
7	CIVIL CASE PROCESSING – SERVICES and SUPPLIES EXPENSES (Postage,Paper, Copying Expenses, Copier Rental Fees, Etc.)	\$42,920		0	\$0			
8	CRIMINAL CASE PROCESSING – SERVICES and SUPPLIES EXPENSES (Postage,Paper, Copying Expenses, Copier Rental Fees, Etc.)	\$100,640		0	\$0			
9	TRUANCY CASE PROCESSING – SERVICES and SUPPLIES EXPENSES (Postage,Paper, Copying Expenses, Copier Rental Fees, Etc.)	\$1,480		0	\$0			
10								

Department-Estimated Totals	\$2,386,763	29	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.

312-JUSTICE OF THE PEACE, 1-2

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

3.1%

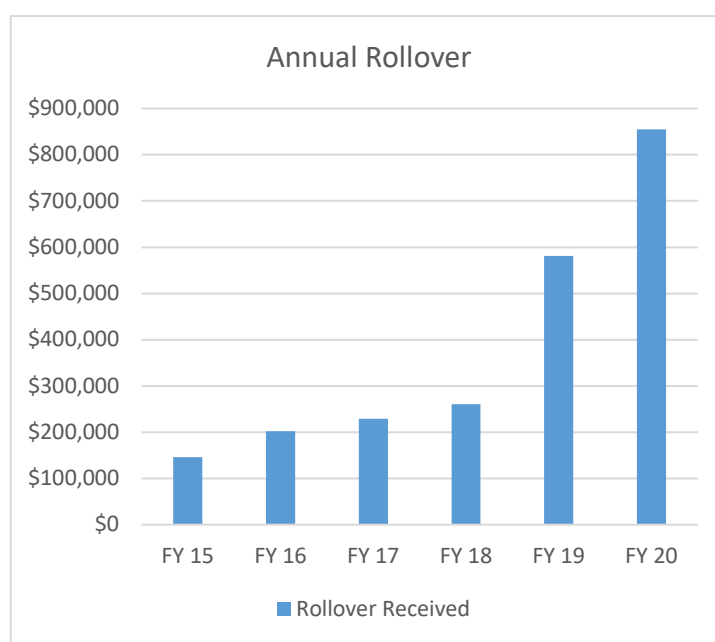
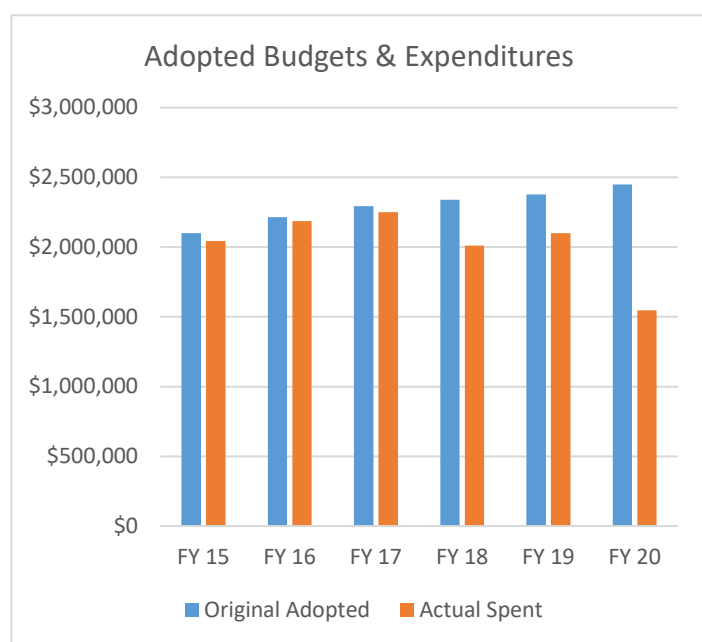
FY 20 Adopted Budget Per Capita (Harris County):

\$0.52

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$2,100,000	\$2,216,000	\$2,293,000	\$2,340,000	\$2,379,000	\$2,450,000
Final Adjusted	\$2,251,081	\$2,417,892	\$2,518,311	\$2,600,693	\$2,960,269	\$3,304,862
Rollover Received	\$146,085	\$201,892	\$229,055	\$260,693	\$581,269	\$854,862
Rollover % of Adopted	7%	9%	10%	11%	24%	35%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$1,900,334	\$1,971,784	\$2,034,580	\$1,934,264	\$1,945,643	\$1,398,327
Non-Labor/Transfers	\$144,733	\$214,034	\$216,893	\$76,756	\$154,058	\$149,467
Actual Spent	\$2,045,067	\$2,185,818	\$2,251,472	\$2,011,021	\$2,099,700	\$1,547,794



FY20 Rollover as a % of FY20 Adopted Budget: 34.9%

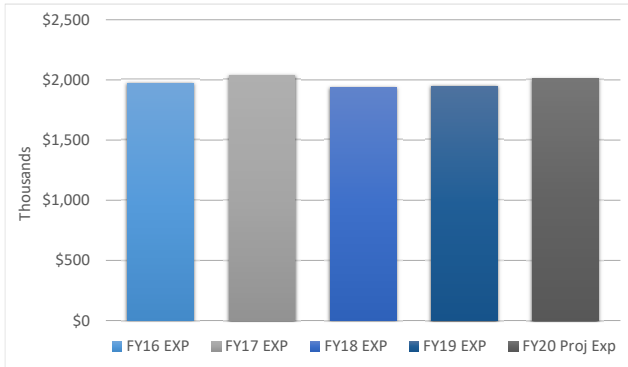
Other Department Resources

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

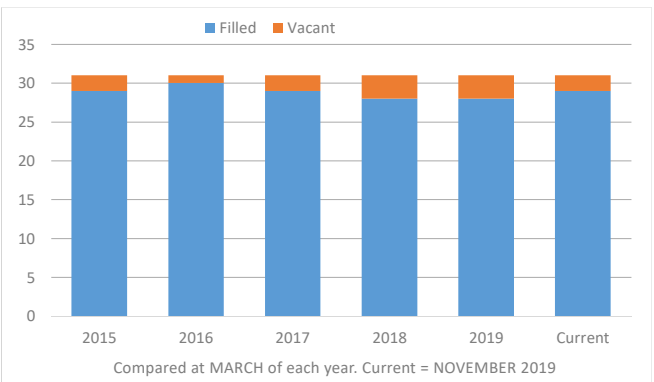
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 1-2

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

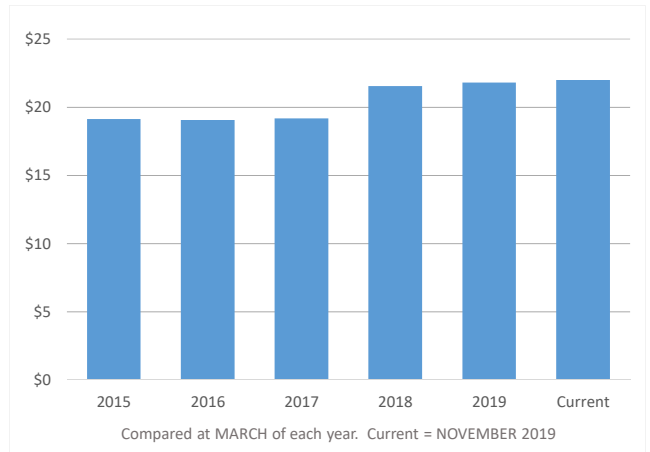


Avg. Salary Increases For Existing Full-Time Employees

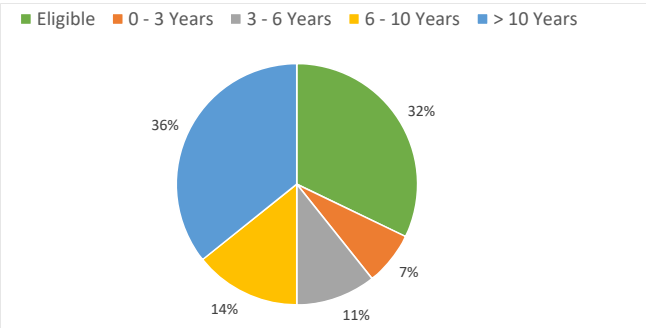
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	24	5.0%	5.0%
Sept 2017	22	6.0%	2.9%
Sept 2016	21	7.9%	2.6%
Sept 2015	20	14.5%	3.4%
Sept 2014	19	20.1%	3.7%

	Filled	Vacant	Total
R32+	29	2	31
Part	0	0	0
Temp	0	0	0

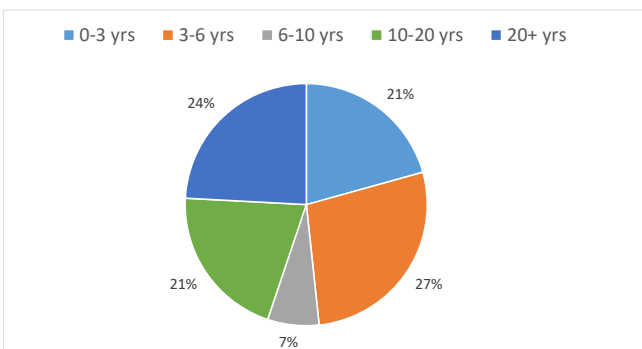
Dept. Average Hourly Base Pay Rate



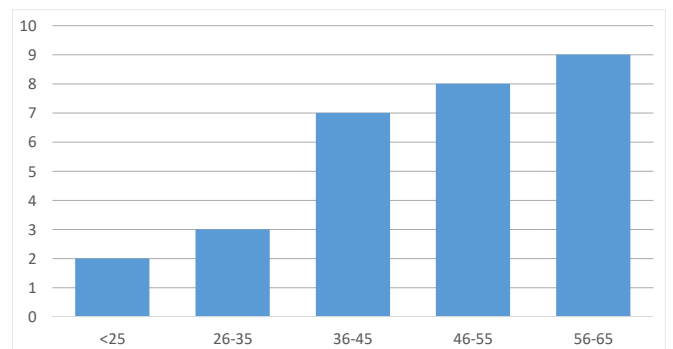
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information

Admin

Patronella, David	Judge
Nycum, Stephanie	Chief Clerk

Civil Department

Tate, Cheneca	Civil Asst Chief Clerk
Nolen, Jennifer	Admin I
Astorga, Cheryl	Admin II
Daniel, Sheila	Clerk I
Saenz, Estella	Clerk I
Rodriguez, Yolanda	Clerk I
Cochran, Stephanie	Clerk I
Orton, Joshua	Clerk II
Rivera, Aurora	Clerk III
Position, Open	Clerk III
Flores, Angelina	Clerk III
Morris, James	Clerk IV
Evans, Shawna	Clerk IV
Mouton, Britani	Clerk IV
Burgess, Allen	Clerk IV
Tran, My	Clerk V

Criminal Department

Brown, Regina	Criminal Asst Chief Clerk
Flores, Carmen	Admin I
Jones, Ruth	Admin II
Fabriguze, Kim	Clerk I
Vangure, Sametrica	Clerk II
Rodriguez, Norma	Clerk III
Position, Open	Clerk III
Cornelius, Torie	Clerk III
Amezuca, Erica	Clerk III
Vasquez, Leslie	Clerk III
Reynoso, Dulce	Clerk IV
Garcia, Reyna	Clerk IV
Klunk, Izabella	Clerk V

Form #1: Department Mission and Metrics

Justice of the Peace 1.2 - 312

A) Department Purpose/Mission

Justice Court has jurisdiction over a wide variety of issues, including civil matters in which the amount in controversy currently does not exceed \$10,000; however, this amount will increase to \$20,000 in FY2020-21. We also handle eviction matters, criminal cases punishable by fine only, animal seizure cases, and various administrative type cases.

The purpose of the Justice Court is to do justice. We strive to provide fair notice, meaningful opportunities to be heard, and the expeditious resolution of civil and criminal matters before the Court. Our Court handles a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants. The Justice Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures, all while ensuring that litigants leave feeling they were treated fairly and with respect.

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

We have managed the caseload shown below, as well as continue to work through many changes and some glitches associated with our county justice court management system. Through trial and error we have created and put procedures into place for handling the newly introduced e-filings of which we anticipate will more than double with the jurisdictional amount in controversy increase taking place in FY2020-21. Our Master Certified clerks are encouraged to continue their education via web seminars or signing up for classes, in addition we encourage all others to achieve the same. This fiscal year we have 2 clerks testing for Clerk I, 3 testing Master Certification and another 4 clerks attending the Texas Justice Court Training Center's seminar for New Court Personnel.

	March 2018 – February 2019	March 2019 – September 2019*
Evictions	3,134	2,228
Small Claims and Debt Claims**	6,483	4,721
Other Civil	466	273
TOTAL CIVIL FILINGS	10,083	7,222
TOTAL CIVIL JUDGMENTS	4,764	4,998

Form #1: Department Mission and Metrics

Criminal (adult and juvenile)	19,283	10,353
Truancy***	0	0
TOTAL CRIMINAL FILINGS	19,283	10,353
TOTAL CRIMINAL DISPOSITIONS	14,825	8,245

*Filing and disposition (court activity) statistics are due to the Texas Office of Court Administration, to which monthly court activity reporting is mandated, by the 20th of the month following the end of the reporting period. Thus, October 2019 statistics are not yet compiled, and current fiscal year statistics only include March through end of September 2019.

**With the justice courts' civil amount in controversy jurisdiction increasing from \$10,000 to \$20,000 effective September 1, 2020, it is anticipated that any observed increase in case filings in this justice courts will be seen in the small claims and debt claims category.

***Along with truancy reform laws, which took effect September 1, 2015, truancy cases were re-classified from criminal to civil proceedings. However, the Texas Office of Court Administration, to which reporting of monthly court activity is mandated, has not yet implemented the reporting of truancy cases as civil matters. Thus, for our purposes, truancy cases are counted in criminal filings and dispositions.

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

The Justice Courts continue to see an increased reliance on technology. The Office of Court Management worked with Universal Services and the Justice Courts to upgrade to Odyssey 2017, Clerk Edition 2017, and Judge Edition 2018 (all part of the County's contract with Tyler Technologies for a case management system for the Justice Courts). This upgrade was key to enabling participation in the most current technology available and ensured that all the Justice Courts would be participants in all future iterations of continuous improvement of the Odyssey suite.

Looking forward, the Justice Courts will be revamping our website to provide constituents easier access to information and user forms, integrating the use of additional kiosks and computers into the courtroom to increase efficiency, and implementing online dispute resolution capability for certain small claims cases. The latter improvement will be necessary as the Justice Courts will undoubtedly face an increase in the number of civil case filings when the amount in controversy

Form #1: Department Mission and Metrics

jurisdiction increases effective September 1, 2020. The Justice Courts website will also provide functionality to allow criminal defendants to make partial payments and payments toward deferred dispositions online, rather than having to visit the courthouse and stand in line to make a payment.

Internally, our supervisors assist clerks by setting up and putting into place efficient workflow systems as per their job duties. Workflow charts and timelines are utilized in generating and processing necessary on going requests from the start of a civil filing to finalization. Our criminal cases are also monitored by setting progression timelines for all procedures up until the time a case is disposed. Supervisors utilize Odyssey to quality check for OCA statistics & docket updates. Supervisors spend necessary time to train and cross-train all clerks within their department on various job tasks/assignments on a daily basis, in order to timely process and respond to all filings. All clerks in the departments are on a window or courtroom rotation schedule, as this allows all clerks to have the opportunity to greet and assist the public with various needs, which ultimately keeps the wheels turning within the departments. We feel this is important, as this allows clerks the chance to continue to learn, grow and perfect all necessary areas of knowledge and skill within their department.

Clerks have been working on scanning old paper cases especially the cases that are set on dockets into Odyssey. However, we will be putting more emphasis on clearing the lektrivers and having the old paper cases scanned, purged and sent to warehouse.

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

We have had to quickly adapt to working with the newly introduced efiletexas.gov service that commenced July 2018 and from that, continue to work with the following:

This year:

- Steady increase in E-filing
- Modifying the daily workflow in accordance with the increase of e-filings through efiletexas.gov
- Utilize and conform to the recent 2017 version of Odyssey updates
- Changes relating to the 86th Legislative updates as of September 1st
- People Soft preparation and training

Form #1: Department Mission and Metrics

Upcoming year:

- Effective January 1, 2020 – Criminal fines and fees will result in additional hearings and setting of criminal cases to review defendants' ability to pay, and massive changes to court costs, the amounts and how they are assessed.
- Effective September 1, 2020 – Civil case filings amount in controversy jurisdictional increase from \$10,000.00 to \$20,000.00 which will produce more filings in justice courts along with more complex cases is expected
- Courts may begin minimal in-house collection efforts
- Courts will be working with new third party vendor to assist with efforts to enforce compliance with orders to appear in criminal cases, and collection of delinquent judgments
- Conversion to People Soft will involve additional training for all personnel

Upcoming changes will demand heavier dockets settings, additional clerks to work and handle heavier dockets, to handle the preparation of dockets and to follow the various processes on the cases from beginning to finalization. More importantly, more time will be needed for Judge to hear, consider and rule on more complex issues on each case on these dockets. Also, the DA's will need more time to work their dockets as they do.

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

Actually, it is the upcoming changes, as mentioned in D) that will ultimately increase costs for the upcoming year as follows:

- Possibly hiring of additional clerks to handle the demands associated with heavier filings and possible in-house collections
- Purchase of more paper/supplies
- Purchase of more postage
- Purchase of more envelopes

Costs will only increase in terms in terms of needed staff and postage/supply budgets as case volume will increase and the necessary communications between the court and litigants has and will continue to 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.

Our key measurement in tracking and evaluating is primarily based on court filings

Form #1: Department Mission and Metrics

as reported to the Office of Court Administration as stated in section B above. Note: Filings have increased and are expected to continue, as the completion of the county's conversion to the new ticket writer system completes, along with the Justice Court jurisdictional limit increasing to \$20,000 effective September 1, 2020.

Supervisors continuously monitor all workflow systems, dockets and all available within our Odyssey Case Management System to track, assess and insure internal efficiency and performance.

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 Court is currently developing an anonymous user survey that can be used by the Justice Courts to help us improve our services; these surveys will inquire about perceived safety and fairness, accessibility of the court, time required at court, court staff attentiveness and courtesy, and court participants' expectations and understanding of the process both before and after conducting business at the Court. The Courts met with representatives from the Center for Court Innovation in November 2018 to review and improve our website, signage, and forms to be more user-friendly – and that project continues.

Departmentally, our court consistently receives a higher number of evaluations, resulting in a high percentage of positive reviews in customer relations/feedback from the judicial evaluation poll assessment. Our court maintains a "live person" switchboard operator, wherein, every caller is personally and pleasantly greeted prior to being directed or transferred to the appropriate clerk or department for further assistance. Our switchboard operator very regularly receives compliments regarding his outstanding service, both verbally and by way of formal letters mailed to the Judge. Our office always strives to respectfully serve the public whether in person or on the phone, regardless of their attitude or situation. Our clerks are expected to remain neutral and find ways to calm and please them. We listen as they voice their needs and go an extra mile to direct them to other sources and numbers for the assistance they are seeking. This type of service is expected by our Judge, but, has always been practiced with such ease, which ultimately brings them back or helps spread a good word about our court.

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: **312 - Justice of the Peace 1.2**

FY19/20 General Fund Adopted Budget:	\$2,450,000
Rollover Budget Received in FY19/20:	\$854,862

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	JUDICIAL/ADMINISTRATIVE SERVICES - While the Justice of the Peace performs judicial duties, the Chief and/or Assistant Chief and administrative supervisor positions generally perform managerial or supervisory work (such as dealing with personnel/HR or budget issues, answering general questions from and providing trouble shooting support to subordinates), reviewing quality assurance on data and docket entry, calendaring hearings/dockets/court sessions, scheduling assistant district attorneys/mediators/interpreters/bailiffs, compiling and submitting required reports (such as the OCA monthly report, DPS conviction reports, referral reports, and the like), and monitoring financial transactions (i.e. balancing and reconciling daily receipts and tills, making deposits, running financial reports, responding to auditor/treasurer inquiries, and the like).	\$809,648	8	0	\$0	0.0%		
2	CIVIL CASE PROCESSING - Civil cases include small claims cases filed under the Rules of Civil Procedure, debt claim actions filed under Rule 508 of the Rules of Civil Procedure, eviction actions filed under Chapter 24 of Property Code and Rule 510 of the Rules of Civil Procedure, repair and remedy actions filed under Chapter 92 of the Property Code and Rule 509 of the Rules of Civil Procedure, and all other civil or administrative actions, which include the following case types: hearings to determine whether animals have been cruelly treated (Chapter 821 of the Health and Safety Code), hearings to determine whether a dog is dangerous or has caused serious bodily injury or death (Chapter 822 of the Health and Safety Code), driver's license suspension and occupational driver's license hearings (Chapter 521 of the stolen or seized property (Chapter 47 of the Code of Criminal Procedure), hearings to determine probable cause for a vehicle tow (Chapter 2308 of the Occupations Code), writs of property retrieval (Chapter 24A of the Property Code), and writs of re-entry and restoration of utility services (Chapter 92 of the Property Code). Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: entering new cases, preparing civil citations for service, receipting payments for filing fees/jury request fees/appeal bonds/and payments into the registry of the court, scheduling cases for hearing, preparing instruments and notices of setting, filing submitted motions/orders, updating case records, monitoring case status and compliance, closing out cases, working the windows and responding to inquiries about specific cases, preparing cases for appeal, processing requests for pre or post-judgment writs, assisting the judge in preparing for dockets (preparing hearing notices, docket sheets, orders/judgments, etc.), and all similar activities done in the courtroom on docket days.	\$868,722	13	0	\$0	0.0%		

FY19/20 General Fund Adopted Budget:	\$2,450,000
Rollover Budget Received in FY19/20:	\$854,862

3	CRIMINAL CASE PROCESSING – Criminal cases included traffic offenses and all other penal offenses filed against adult or juvenile defendants either by issuance of a citation or the filing of a sworn complaint. Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: entering new cases either manually or confirming electronically filed citations, scheduling cases for dockets, preparing notices and complaints, filing submitted motions, updating case records, monitoring case status and compliance (specifically for cases on deferred disposition or driving safety course orders or payment plans or due dates), closing out cases, working the windows and responding to inquires about specific cases, preparing cases for appeal, receipting payments for fines and costs or appearance or appeal bonds, assisting the judge in preparing for dockets (preparing hearing notices, docket sheets, case worksheets, orders/judgments, etc.), all similar activities done in the courtroom on docket days.	\$721,630	10	0	\$0	0.0%		
4	TRAVEL AND EDUCATIONAL EXPENSES – The Canons on Judicial Conduct require a judge to “be faithful to the law and ... maintain professional competence in it.” Training is invaluable, and it is imperative that both the Judge and his/her clerks are fluent in the laws governing proceedings in justice court and stay up to date on legislative changes and legal reforms in order to dispense justice and accomplish our stated mission/purpose. Trainings may include in house trainings offered with the Office of Court Management and the Staff Attorney or other county departments, trainings and seminars with the Texas Justice Court Training Center, Texas Justice Court Judges Association, or other approved judicial education providers, and State or local bar activities. To maintain any level of consistency amongst the sixteen Justice Courts, regular meetings of the judges and clerks are also essential.	\$16,100		0	\$0	0.0%		
5	UPGRADES AND RENOVATIONS – We recently upgraded our outdated courtroom by totally renovating the Judge's bench, clerks' workstations and jury seating. We are currently in the process of completely renovating 3 sets of outdated/hazardous cashier window stations located on the 1st and 2nd floors of Annex 2. Renovations will include heightening and widening of each work station, in order to provide cashier clerks with secured locking drawers, adequate storage and printer access so they may operate more efficiently while serving the public. The labor will include of replacing exsisting barriers with ballistic and fire resistant glass and paneling, replacing exiting electrical wiring and data cables, replacing existing carpet tiles and floor mats with county standard LVT tiles to create a less hazardous work area and replacing existing ceiling and lighting with acoustical panels and LED lighting. Justice Courts continue to see an increased reliance on technology. So therefore, looking forward we wish to install A/V systems and public message boards in both courtrooms and lobby areas providing constituents easier access to court related information and announcements, along with displays of evidence at trial. We plan on integrating the use of additional kiosks and computers into the courtroom to increase efficiency, and implementing online dispute resolution capability for certain small claims cases. The latter improvement will be necessary as the Justice Courts will undoubtedly face an increase in the number of civil case filings when the amount in controversy jurisdiction increases effective September 1, 2020.	\$202,009		0	\$0	0.0%		

Department-Estimated Totals	\$2,618,109	31	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.

321-JUSTICE OF THE PEACE, 2-1

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

3.5%

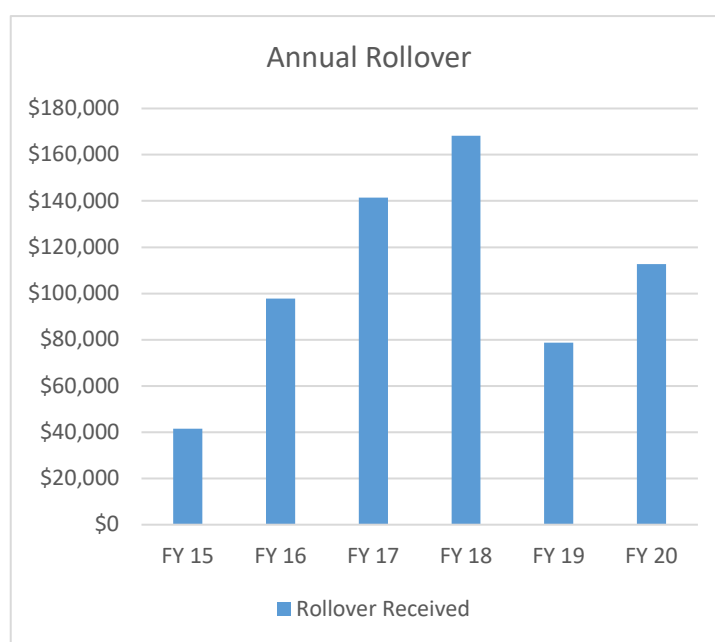
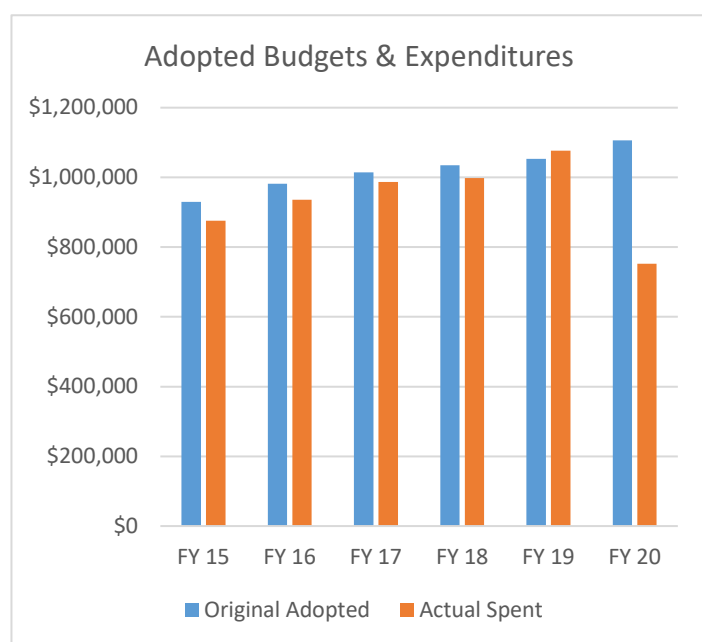
FY 20 Adopted Budget Per Capita (Harris County):

\$0.24

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$930,000	\$982,000	\$1,014,000	\$1,035,000	\$1,053,000	\$1,106,000
Final Adjusted	\$973,836	\$1,079,806	\$1,155,381	\$1,141,238	\$1,193,702	\$1,218,774
Rollover Received	\$41,531	\$97,806	\$141,381	\$168,238	\$78,702	\$112,774
Rollover % of Adopted	4%	10%	14%	16%	7%	10%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$845,299	\$909,840	\$950,781	\$942,975	\$1,005,594	\$734,833
Non-Labor/Transfers	\$30,536	\$26,147	\$36,362	\$55,257	\$71,386	\$17,632
Actual Spent	\$875,835	\$935,987	\$987,143	\$998,232	\$1,076,980	\$752,465



FY20 Rollover as a % of FY20 Adopted Budget: 10.2%

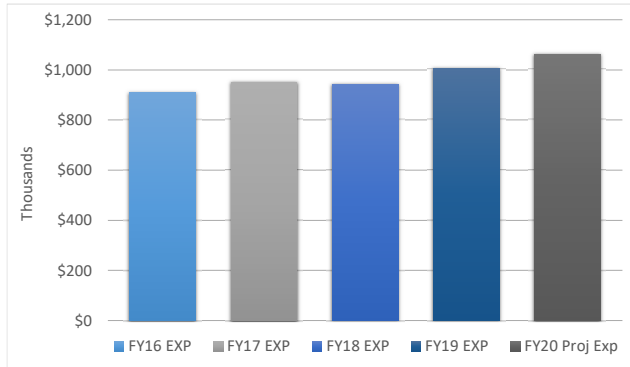
Other Department Resources

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

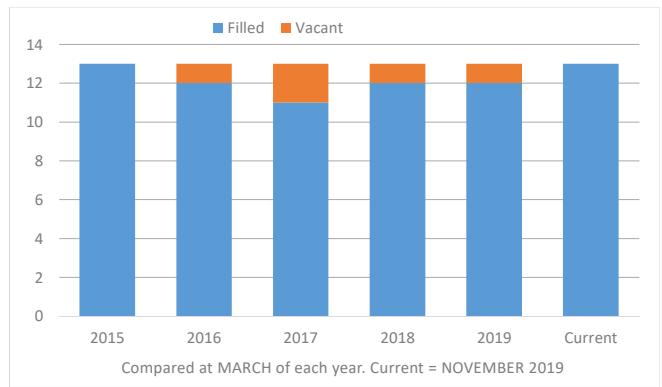
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 2-1

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

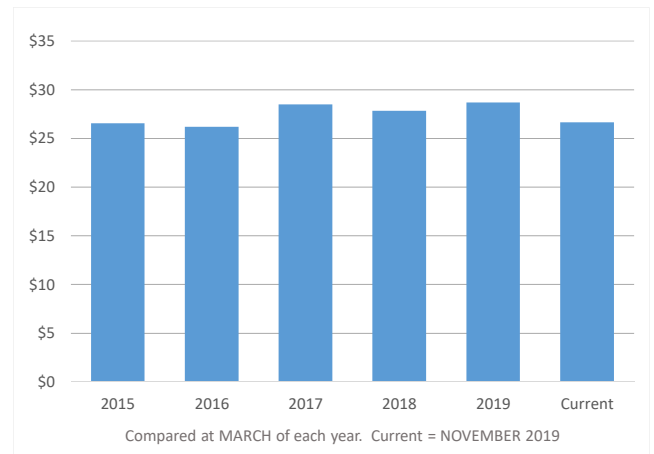


Avg. Salary Increases For Existing Full-Time Employees

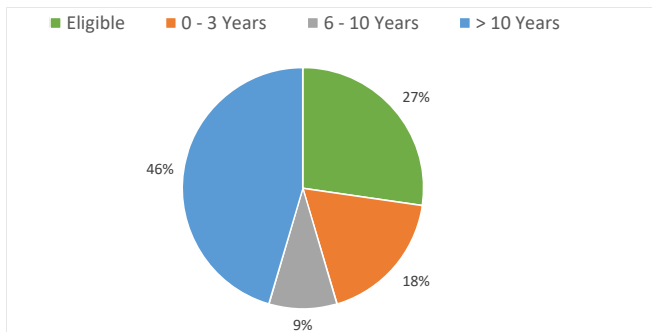
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	10	2.6%	2.6%
Sept 2017	8	4.7%	2.3%
Sept 2016	7	5.2%	1.7%
Sept 2015	7	6.1%	1.5%
Sept 2014	6	16.5%	3.1%

	Filled	Vacant	Total
R32+	12	0	12
Temp	1	0	1
	0	0	0

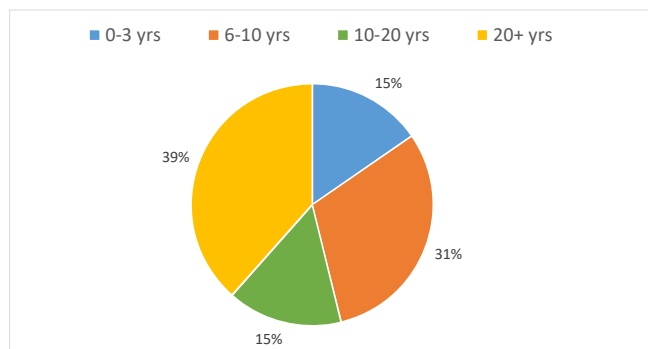
Dept. Average Hourly Base Pay Rate



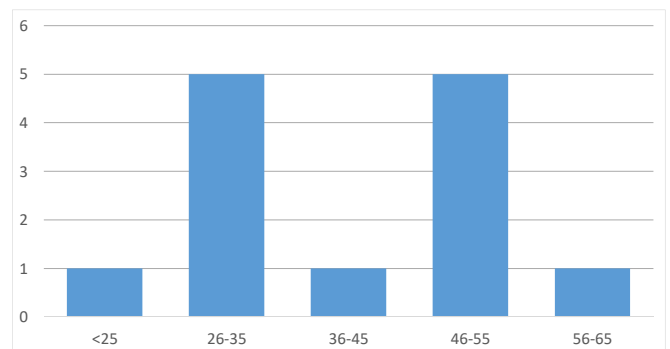
Retirement Eligibility



Employee Tenure



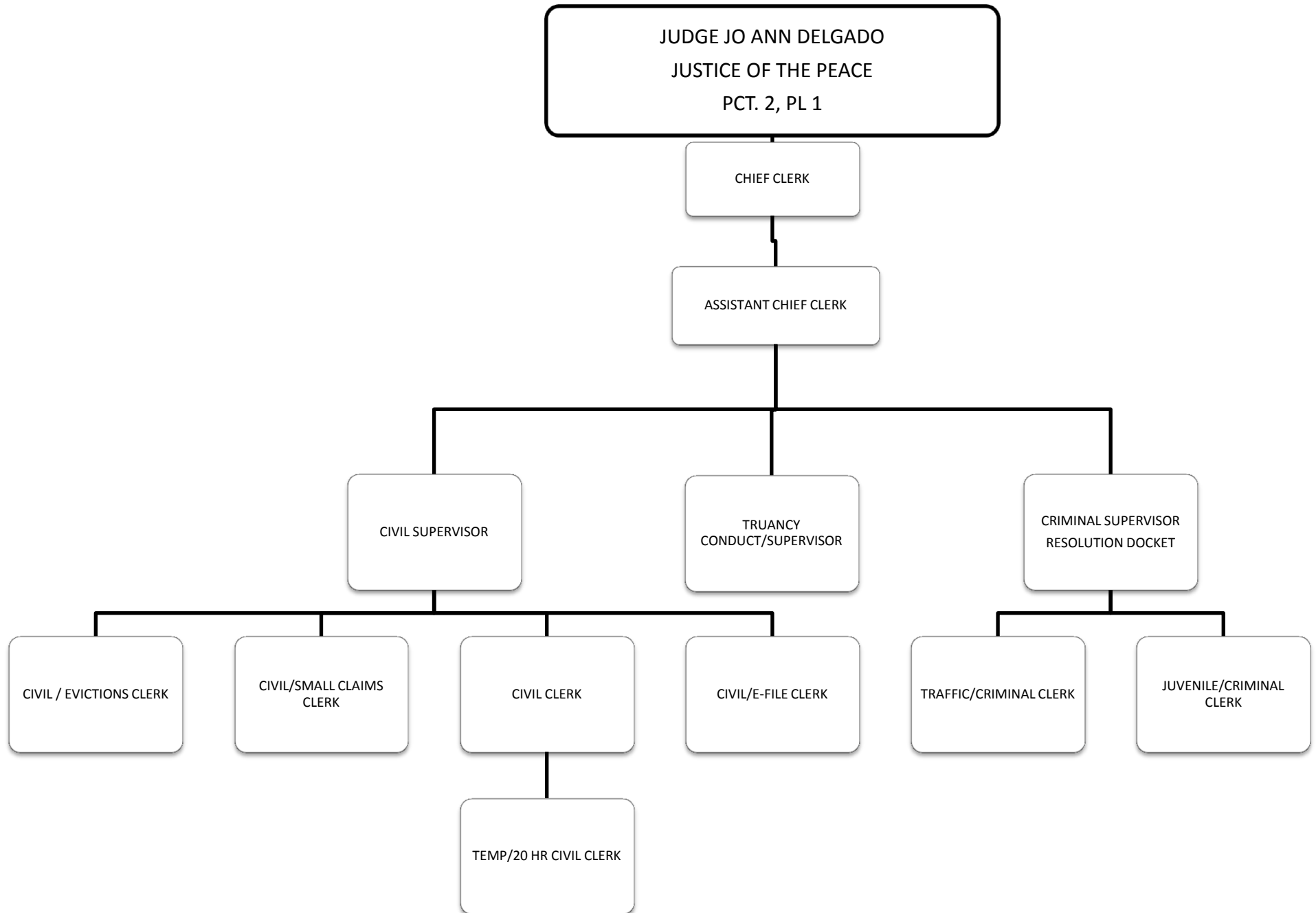
Number of Employees by Age





Department-Provided Information

FY 2020-21 ORGANIZATION CHART FOR JUDGE **JO ANN DELGADO, JUSTICE OF THE PEACE, PRECINCT 2 PLACE 1**



Form #1: Department Mission and Metrics

Justice of the Peace 2.1 - 321

A) Department Purpose/Mission

The Justice Court has jurisdiction over a wide variety of issues, including civil matters in which the amount in controversy does not exceed \$10,000 (note that this will increase to \$20,000 effective September 1, 2020), eviction matters, criminal cases punishable by fine only, and various administrative type cases (including but not limited to dangerous dog determinations, tow hearings to determine probable cause, and petitions for an occupational driver's license). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. The Justice of the Peace also performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights, and setting peace bonds.

The purpose of the Justice Court is to do justice - and justice delayed is justice denied. Thus, the Court strives to ensure the expeditious resolution of civil and criminal matters before the Court, all while providing fair notice and meaningful opportunities to be heard and being accessible to both the community and persons appearing before the Court. Handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures, all while ensuring that litigants leave the Court feeling they were treated fairly and with respect.

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

Our caseload is as follows:

	March 2018 – February 2019	March 2019 – September 2019*
Evictions	2,033	1,182

Form #1: Department Mission and Metrics

Small Claims and Debt Claims**	2,053	1,289
Other Civil	283	109
TOTAL CIVIL FILINGS	4,369	2,580
TOTAL CIVIL JUDGMENTS	2,597	2,577
Criminal (adult and juvenile)	5,568	1,974
Truancy***	179	86
TOTAL CRIMINAL FILINGS	5,747	2,060
TOTAL CRIMINAL DISPOSITIONS	5,905	2,552

*Filing and disposition (court activity) statistics are due to the Texas Office of Court Administration, to which monthly court activity reporting is mandated, by the 20th of the month following the end of the reporting period. Thus, October 2019 statistics are not yet compiled, and current fiscal year statistics only include March through end of September 2019.

**With the justice courts' civil amount in controversy jurisdiction increasing from \$10,000 to \$20,000 effective September 1, 2020, it is anticipated that any observed increase in case filings in this justice courts will be seen in the small claims and debt claims category.

***Along with truancy reform laws, which took effect September 1, 2015, truancy cases were re-classified from criminal to civil proceedings. However, the Texas Office of Court Administration, to which reporting of monthly court activity is mandated, has not yet implemented the reporting of truancy cases as civil matters. Thus, for our purposes, truancy cases are counted in criminal filings and dispositions.

Our Court has 3 Master Certified Clerks, 4 Certified Clerks and 1 Certified Spanish Interpreter.

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

The Justice Courts continue to see an increased reliance on technology. The Office of Court Management worked with Universal Services and the Justice Courts to

Form #1: Department Mission and Metrics

upgrade to Odyssey 2017, Clerk Edition 2017, and Judge Edition 2018 (all part of the County's contract with Tyler Technologies for a case management system for the Justice Courts). This successful upgrade was key to enabling participation in the most current technology available and ensured that all the Justice Courts would be participants in all future iterations of continuous improvement of the Odyssey suite.

Looking forward, the Justice Courts will be revamping our website to provide constituents easier access to information and user forms, integrating the use of additional kiosks and computers into the courtroom to increase efficiency, and implementing online dispute resolution capability for certain small claims cases. The latter improvement will be necessary as the Justice Courts will undoubtedly face an increase in the number of civil case filings when the amount in controversy jurisdiction increases effective September 1, 2020. The Justice Courts website will also provide functionality to allow criminal defendants to make partial payments and payments toward deferred dispositions online, rather than having to visit the courthouse and stand in line to make a payment.

All Our Clerks are Cross Trained. Our offices need to be updated to accommodate summoned jurors. Currently the building layout is not sufficient for the needs of jurors. All older cases are scanned to reduce our paper records when and if a clerk comes into contact with them. This also gives the public another viewing option of their cases.

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

In July of 2018, the Justice Courts began accepting electronic filings through the efiletexas.gov service. This has resulted in the Court having to restructure clerk responsibilities to timely process and respond to these filings.

With the 86th Legislature in session, the Courts were busy tracking relevant legislation and are working to implement the array of changes that are coming our way in 2020. Further reform efforts in the area of criminal fines and fees will result in additional hearings set in criminal cases to review defendants' ability to pay, and massive changes to court costs – how they are assessed and the amounts – take effect January 1, 2020. On the civil side, the increased amount in controversy jurisdictional increase from \$10,000 value in civil cases to \$20,000 value will undoubtedly bring more filings to the justice courts along with more complex cases. This will result in more processing for clerks, more cases on the docket, potentially

Form #1: Department Mission and Metrics

more time in court, more communications between the court and litigants (meaning more postage and copy expenses), and possibly the need for more clerks to continue to provide expeditious resolution of civil cases.

The County is currently in discussions regarding the future of the Justice Courts' collections contract, which provides the Court a third party vendor to assist with efforts to enforce compliance with orders to appear in criminal cases for defendants who have failed to appear and collections of delinquent judgments for defendants who have failed to pay. Depending on the outcome of those discussions, the Court may need to begin at least minimal in-house collection efforts. How that would be structured or what resources would be necessary is still being determined.

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

Costs will only increase in terms in terms of needed staff and postage/supply budgets as case volume will increase and the necessary communications between the court and litigants has and will continue to 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.

See caseload volumes in section B above.

The Court uses all available reports within our Odyssey Case Management System to track and evaluate our caseload.

Our office has a daily check and balance at the end of the day to make sure cases and monies have been properly disbursed.

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.

The Court is currently developing an anonymous user survey that can be used by the Justice Courts to help us improve our services; these surveys will inquire about perceived safety and fairness, accessibility of the court, time required at court, court staff attentiveness and courtesy, and court participants' expectations and understanding of the process both before and after conducting business at the Court. The Courts met with representatives from the Center for Court Innovation in November 2018 to review and improve our website, signage, and forms to be more user-friendly – and that project continues.

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: **321 - Justice of the Peace 2.1**

FY19/20 General Fund Adopted Budget:	\$1,106,000
Rollover Budget Received in FY19/20:	\$112,774

		Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding	% Change	Funding Request Priority	Justification Sheet Required?*
List and Describe the Functions/Services Provided By Your Department (General Fund Only)								
1	JUSTICE OF THE PEACE - Judicial Duties, Tow hearings, Mental Hearing, Civil Trials, Criminal Trials, Truancy hearings, Evictions, Handgun License, Magistrate duties	\$180,131	1					
2	Administration - Chief/Assistant Clerk - Chief and/or Assistant Chief positions generally perform managerial or supervisory work (such as dealing with personnel/HR or budget issues, answering general questions from and providing troubleshooting support to subordinates), reviewing quality assurance on data and docket entry, calendaring hearings/dockets/court sessions, scheduling assistant district attorneys/mediators/interpreters/bailiffs, compiling and submitting required reports (such as the OCA monthly report, DPS conviction reports, referral reports, and the like), and monitoring financial transactions (i.e. balancing and reconciling daily receipts and tills, making deposits, running financial reports, responding to auditor/treasurer inquiries, and the like).	\$228,109	2					
3	Civil - Civil cases include small claims cases filed under the Rules of Civil Procedure, debt claim actions filed under Rule 508 of the Rules of Civil Procedure, eviction actions filed under Chapter 24 of the Property Code and Rule 510 of the Rules of Civil Procedure, repair and remedy actions filed under Chapter 92 of the Property Code and Rule 509 of the Rules of Civil Procedure, and all other civil or administrative actions, which include the following case types: hearings to determine whether animals have been cruelly treated (Chapter 821 of the Health and Safety Code), hearings to determine whether a dog is dangerous or has caused serious bodily injury or death (Chapter 822 of the Health and Safety Code), driver's license suspension and occupational driver's license hearings (Chapter 521 of the Transportation Code), handgun license hearings (Chapter 411 of the Government Code), hearings to grant possession of stolen or seized property (Chapter 47 of the Code of Criminal Procedure), hearings to determine probable cause for a vehicle tow (Chapter 2308 of the Occupations Code), writs of property retrieval (Chapter 24A of the Property Code), and writs of re-entry and restoration of utility services (Chapter 92 of the Property Code). Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: entering new cases, preparing civil citations for service, receipting payments for filing fees/jury request fees/appeal bonds/and payments into the registry of the court, scheduling cases for hearing, preparing instruments and notices of setting, filing submitted motions/orders, updating case records, monitoring case status and compliance, closing out cases, working the windows and responding to inquires about specific cases, preparing cases for appeal, processing requests for pre or post-judgment writs, assisting the judge in preparing for dockets (preparing hearing notices, docket sheets, orders/judgments, etc.), and all similar activities done in the courtroom on docket days.	\$373,611	5.5					

Department: **321 - Justice of the Peace 2.1**

FY19/20 General Fund Adopted Budget: **\$1,106,000**
Rollover Budget Received in FY19/20: **\$112,774**

4	Criminal - cases included traffic offenses and all other penal offenses filed against adult or juvenile defendants either by issuance of a citation or the filing of a sworn complaint. Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: entering new cases either manually or confirming electronically filed citations, scheduling cases for dockets, preparing notices and complaints, filing submitted motions, updating case records, monitoring case status and compliance (specifically for cases on deferred disposition or driving safety course orders or payment plans or due dates), closing out cases, working the windows and responding to inquires about specific cases, preparing cases for appeal, receipting payments for fines and costs or appearance or appeal bonds, assisting the judge in preparing for dockets (preparing hearing notices, docket sheets, case worksheets, orders/judgments, etc.), all similar activities done in the courtroom on docket days.	\$138,616	2					
	Truancy — Truancy cases are handled under Chapter 65 of the Family Code as civil matters alleging a child has engaged in truant conduct. Processing these cases involves communication and transfer of documents between the school districts and District Attorney’s Office, monitoring time deadlines for compliance, answering inquiries from the schools, families, and TRIAD workers, preparing citations and monitoring service, preparing files for court dockets, monitoring compliance with remedial orders, preparing show cause notices for contempt hearings, and similar activities done in the courtroom on docket days.	\$82,657	1					
5	Resolution - Collections -Resolving pending cases by making contact with defendant on how to resolve case. 1) clerk makes calls or email or mail to make contact with defendant on how to resolve cases pending. 2) Skip-	\$83,202	1					
6	Material and Supplies - Office paper, office supplies so clerks will have all the supplies to complete their tasks. Postage for court hearings and other related office supplies.	\$5,000						
7	Rental and Leases - Lease for postage machine for mailing court documents. Copier/scanner for scanning and making copies on court documents and attaching to cases.	\$6,000						
8	Utilities - Digital telephone for court staff.	\$3,500						
9	Transportation and Travel - – The Canons on Judicial Conduct require a judge to “be faithful to the law and ... maintain professional competence in it.” Training is invaluable, and it is imperative that both the Judge and his/her clerks are fluent in the laws governing proceedings in justice court and stay up to date on legislative changes and legal reforms in order to dispense justice and accomplish our stated mission/purpose. Trainings may include in house trainings offered with the Office of Court Management and the Staff Attorney or other county departments, trainings and seminars with the Texas Justice Court Training Center, Texas Justice Court Judges Association, or other approved judicial education providers, and State or local bar activities. To maintain any level of consistency amongst the sixteen Justice Courts, regular meetings of the judges and clerks are also essential.	\$5,174						

Department-Estimated Totals	\$1,106,000	12.5	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.

322-JUSTICE OF THE PEACE, 2-2

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

3.5%

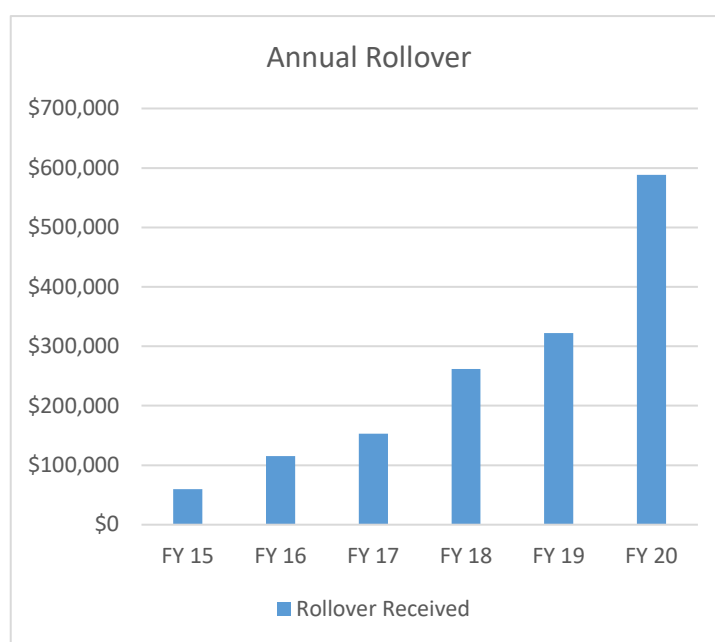
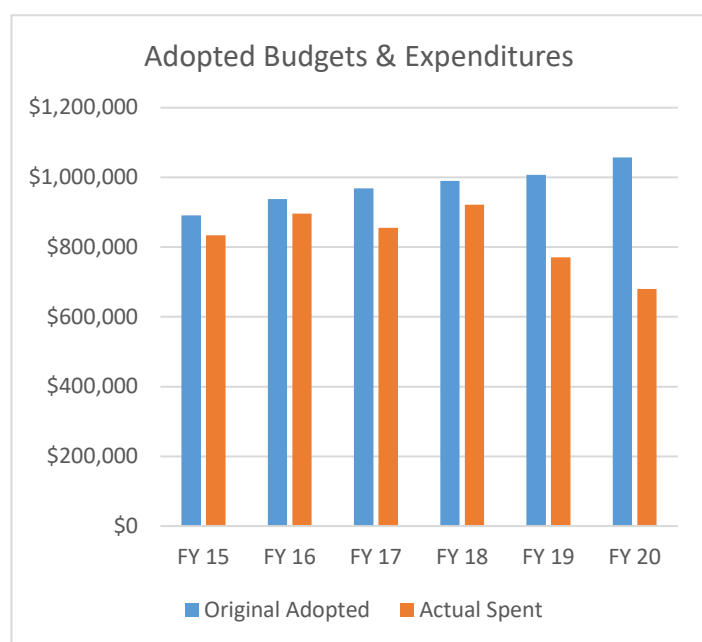
FY 20 Adopted Budget Per Capita (Harris County):

\$0.22

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$891,000	\$938,000	\$969,000	\$990,000	\$1,007,000	\$1,057,000
Final Adjusted	\$952,783	\$1,053,177	\$1,121,810	\$1,252,002	\$1,329,247	\$1,645,089
Rollover Received	\$59,660	\$115,177	\$152,810	\$262,002	\$322,247	\$588,089
Rollover % of Adopted	7%	12%	16%	26%	32%	56%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$766,580	\$868,076	\$833,737	\$904,265	\$753,568	\$604,386
Non-Labor/Transfers	\$66,876	\$28,520	\$21,880	\$17,797	\$17,590	\$75,246
Actual Spent	\$833,456	\$896,596	\$855,618	\$922,061	\$771,158	\$679,632



FY20 Rollover as a % of FY20 Adopted Budget: 55.6%

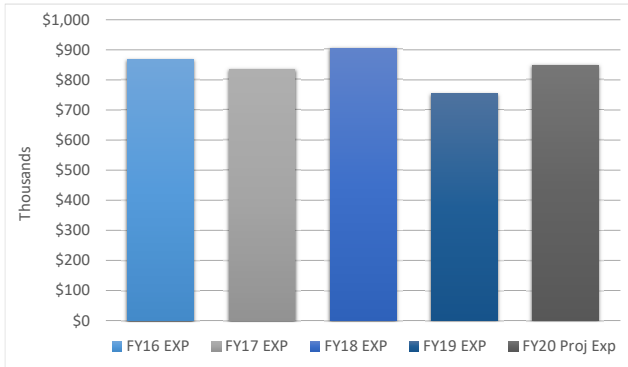
Other Department Resources

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

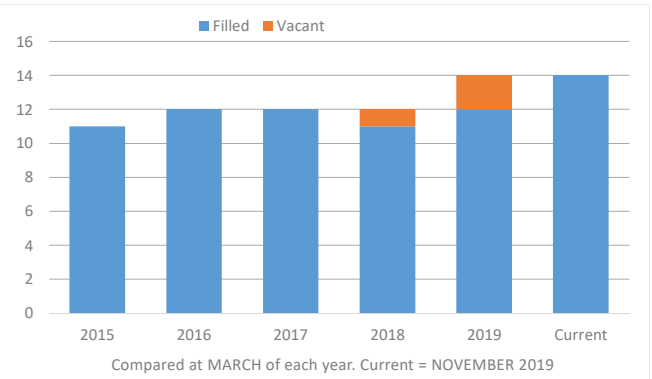
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 2-2

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

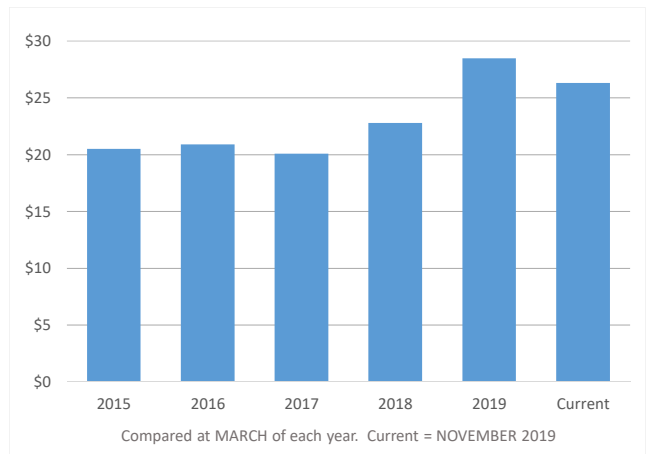


Avg. Salary Increases For Existing Full-Time Employees

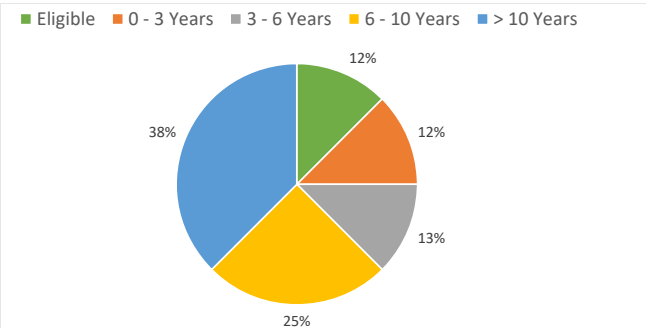
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	5	7.3%	7.3%
Sept 2017	4	13.7%	6.6%
Sept 2016	3	15.5%	4.9%
Sept 2015	4	14.7%	3.5%
Sept 2014	3	21.3%	3.9%

	Filled	Vacant	Total
R32+	10	0	10
Part	2	0	2
Temp	2	2	4

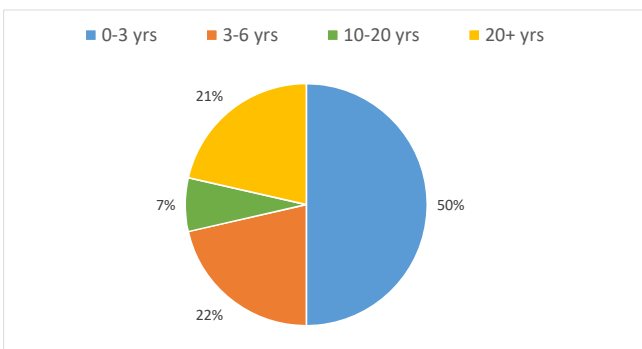
Dept. Average Hourly Base Pay Rate



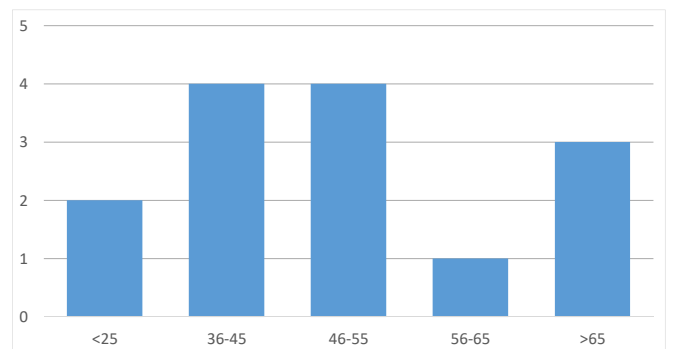
Retirement Eligibility



Employee Tenure



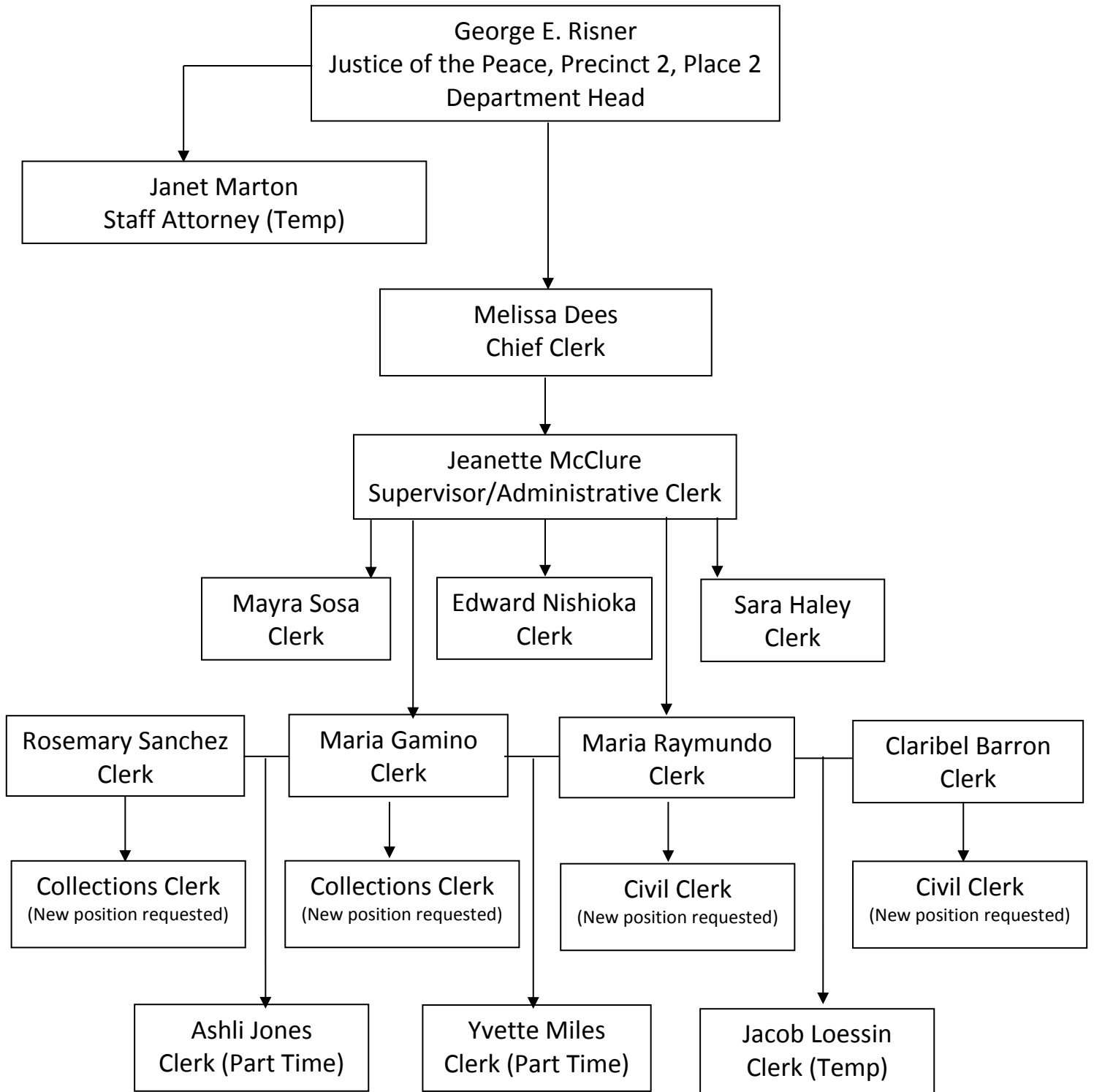
Number of Employees by Age





Department-Provided Information

FY2020-21 Department 322 Organizational Chart



Form #1: Department Mission and Metrics

Justice of the Peace 2.2 - 322

A) Department Purpose/Mission

The Justice of the Peace Precinct 2 Place 2 presides over the Justice Court, with jurisdiction in civil matters in which the amount in controversy does not exceed \$10,000 (\$20,000 as of 09/01/2020), and in criminal matters punishable by fine only; and presides over the Truancy Court, with jurisdiction in matters involving truant conduct. The Justice of the Peace also has a variety of administrative and magisterial duties, and performs marriage ceremonies.

Justice Court Precinct 2 Place 2:

- will provide fair notice and a meaningful opportunity to be heard in criminal proceedings;
- will ensure the fair, expeditious, and inexpensive resolution of civil cases;
- will conduct all proceedings without unnecessary expense or delay, with appropriate dignity, undue formalism, and the adherence to rules with sufficient flexibility to serve the ends of justice.

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

During FY19-20, Justice Court Precinct 2, Place 2 has accomplished the following:

- Completed required CJIS training for all personnel;
- Completed required training for bailiffs;
- Provided monthly continuing education for clerks;
- Transitioned to e-filing of new civil cases and criminal and civil case filings;
- Completed scanning of active criminal and post-judgment civil cases from February 2016 to present date;
- Transitioned to the Odyssey Case Management System's 2017 software update;
- Revised various civil and criminal case processing procedures to enhance efficiency;
- Installed and enhanced audio and visual equipment in the Courtroom to display court information and procedures as well as evidence presented in hearings and trials;
- Eliminated manual shredding of documents by contracting with a Harris

Form #1: Department Mission and Metrics

County vendor for shredding service; and

- Upgraded the Court's website to include links to legal and procedural information for both litigants represented by attorneys and those who are acting *pro se* and redesigned and posted frequently used Court forms.

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

The Justice Courts continue to rely on the Odyssey Case Management System ("Odyssey") with the hope that this System will provide the Courts with the most current technology available for case processing, management, and storage, however hope is waning!

Odyssey, as it functions today, is a less efficient and a slower case management system than the Courts' prior system. Because there have been no significant enhancement to Odyssey, both civil and criminal case processing continue to be cumbersome, inefficient, time consuming, and more costly.

- (i) Odyssey lacks batch processing capability to expedite work flow.

Batch processing would allow the Courts to perform such case processing activities as the initiation of "failure to appear" cases, the setting of bail, the issuance of warrants, and generation of required Court notices, in bulk, rather than by repeating the process for each case. During the case management system acquisition process, Universal Services promised that the Justice Courts would have a project manager whose duties would include creating reports or or another process to identify cases for a specific action, and apply the functionality to process these cases in batches, rather than one by one.

While a Project Manager recently has been hired to design and create these productivity enhancements, none have been provided to the Courts.

Justice Court Precinct 2 Place 2 has undertaken to modify various forms in an effort to minimize editing, and to expedite repetitive case processing activities. The Court has also reconfigured workflow to eliminate time consuming search and accumulation of cases for a specific task.

Form #1: Department Mission and Metrics

(ii) System generated documents require substantial editing.

Documents in Odyssey are controlled by a business process analyst. Forms to accommodate Court-specific orders and procedures are forbidden in Odyssey.

The development of new forms and changes to existing forms requires a lengthy permission process before inclusion in Odyssey. Recently, this process has all but been abandoned. Justice Court Precinct 2 Place 2 has dedicated clerks to prepare Court specific forms in Word to minimize the time required for a case by case search for a generic form in Odyssey and apply the necessary edits. This has somewhat minimized the time required for preparation of Orders as cases are concluded in Court.

The Justice Courts require personnel who are available to create and maintain documents in accordance with the Rules and applicable laws, but have no one dedicated to this task. Repeated editing of documents adds substantial time to case processing.

Documents are stored in various formats and the editing feature in Odyssey is unreliable and inconsistent which prevents the redaction of sensitive information and prohibits the public access to such documents.

(iii) Unreliable network.

Network unreliability affects the speed at which the Odyssey system responds, including loading time for documents and waiting time for printing. There are unresolved technical difficulties in Odyssey's compatibility with law enforcement's Superior citation system, with the Transaction Express remote payment processing, and with the State's E-Filing system, have increased overall case processing time.

Looking forward, the Courts were promised continuous improvement of the Odyssey suite. In addition, it is intended that the Justice Courts' website will be revamped to provide litigants easier access to Court information and forms, and enhanced functionality to allow criminal defendants the ability to make partial payments and to request the suspension of sentence and deferral of disposition procedures online. Also proposed is the integrated use of kiosks and computers in the courtroom to increase efficiency, and the implementation of online dispute resolution capability for small claims cases.

Form #1: Department Mission and Metrics

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

The last session of the Legislature reformed criminal fines and fees and made additions and increases to court costs to become effective January 1, 2020. These changes to the fines, fees, and court costs, will require additional hearings to determine a defendant's ability to pay, and to make appropriate orders for the satisfaction of judgments imposed in criminal cases.

Because the County's collection effort has not been decided, there is no vendor to continue the Justice Courts' program to enforce the appearance of defendants who have failed to appear in Court as required and to collect delinquent judgments. The prior program undertaken by a third-party vendor was highly successful and cost effective, resulting in the collection of millions of dollars and the clearance of thousands of cases over the life of the program.

The Legislature also increased the Justice Courts' civil jurisdiction to \$20,000.00 to become effective September 1, 2020, the effect of which will be to significantly increase the Court's civil caseload.

Because Court-specific documents are forbidden in Odyssey, the Justice Court Precinct 2 Place 2 has the responsibility to revise existing documents to create new documents for specific case processing activities which are managed outside of the Odyssey case management system.

Justice Court Precinct 2 Place 2 accepts electronic filing of new civil cases and criminal and civil case filings through "efile.txcourts.gov" and is now responsible for managing the accurate filing of appeal records and time-sensitive motions on a 24 hour, 7 day a week basis, regardless of the Court's office hours. Justice Court Precinct 2 Place 2 must ensure that all filings transmit to Odyssey exactly as filed and that payments are processed timely. Justice Court Precinct 2 Place 2 troubleshoots errors through a queue and assists filers to resolve issues affecting the completion of the e-filing process.

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

Form #1: Department Mission and Metrics

There are no costs incurred that will not be the same or increased for the next year. Expenses are anticipated to escalate significantly as a result of the increase in jurisdictional limits effective September 1, 2020, the additional hearings required in criminal cases, and the continuing limitations on case processing and document production in Odyssey.

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.

Once again, the Odyssey case management system as it functions today is a less efficient and a slower case management system which directly effects internal performance at Justice Court Precinct 2 Place 2. Odyssey does generate certain activity reports which Justice Court Precinct 2 Place 2 uses to track filings of various case types and to evaluate overall caseload, and clerk activity.

Despite the burdens of an inefficient Case Management System, the Justice Court Precinct 2 Place 2 tracks and evaluates internal performance through various methods. Supervisors meet weekly with personnel to discuss work output. The Court uses weekly status reports to determine clerk workload and productivity and makes adjustments as needed.

A supervisor reviews daily clerk activity reports detailing filings to ensure records are accurately processed. Senior Clerk Mentors assist to train newer employees and to develop their skills. Yearly self-evaluation allows personnel to discuss job components, achievements and professional development and Mentors weigh-in on performance. Annual evaluation includes attitude, quality of work, productivity and more, resulting in recommendations for future development.

The National Center for State Courts Justice Courts Staff Workload Study 2018 Final Report documented to Commissioners Court a serious lack of staff resources (a deficit of 5 full time positions) in Justice Court Precinct 2 Place 2. This Study updated the case weights for Court personnel providing a uniform and comparable measure of workload to help determine the number of court staff needed to provide effective case processing and case management. Justice Court Precinct 2 Place 2 has asked for four (4) additional full-time employees to meet the intended increase in case filings, to help alleviate the inefficiencies in the Odyssey system, and to enhance collection procedures.

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.

The Justice Courts are developing a user survey to provide feedback for improving services, enhancing safety, and insuring fairness and accessibility to the Courts, and efficiency, as well as clerk courtesy and attentiveness. The survey will also document Court participants expectations and understanding of the Court system and procedures before and after conducting Court business.

The Justice Courts met with the Center for Court Innovation to review and improve the main website, Court signage, and forms and are taking action to implement appropriate changes.

Justice Court Precinct 2 Place 2 welcomes feedback from the public and strives to achieve 100% satisfaction with each customer. The Court reviews citizens' comments and concerns at monthly meetings, provides customer service training, and allows clerks to participate in skill enhancements offered by Harris County Human Resources.

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:

322 - Justice of the Peace 2.2

FY19/20 General Fund Adopted Budget:	\$1,057,000
Rollover Budget Received in FY19/20:	\$588,089

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	(SEE ATTACHED)	\$1,173,456	10	4	\$355,000	30.3%	1	Yes
2								
3								
4								
5								
6								
7								
8								
9								
10								
Department-Estimated Totals		\$1,173,456	10	4	\$355,000	30.3%		

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

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

ATTACHMENT

List and Describe the Functions/Services Provided By Your Department (General Fund Only)

The functions of the Justice Courts are not broken down and allocated a specific cost. The following functions and services of the Justice Court Precinct 2 Place 2 are covered *in toto* by the Court's budget allocation.

Justices of the Peace preside over the Justice Court and the Truancy Court.

Justice Courts have jurisdiction of civil matters in which the amount in controversy is not more than \$10,000.00, eviction cases, foreclosure of mortgages and enforcement of liens on personal property, expunctions related to fine only offenses, and suits relating to enforcement of certain deed restrictions.

Effective September 1, 2020, the jurisdiction of the Justice Courts in civil matters increases to \$20,000.00. At this jurisdictional level, it is anticipated that the Court's civil filings will increase significantly, particularly in the case types involving property damage, personal injury, and subrogation.

Civil cases are governed by the Rules of Practice in Justice Courts, Part V of the Texas Rules of Civil Procedure. These Rules generally place the burden of notifications in civil cases on the Court, impose various procedural deadlines as well as other time restrictions, and require certain findings and content requirement of court orders.

Justices of the Peace also have jurisdiction in criminal cases of offenses punishable by fine only, generally described as violations of traffic laws, other penal offenses, and county ordinance violations.

Justices of the Peace preside in Truancy Court in matters involving children who have unexcused absences. Truancy Court is governed by statutory procedures requiring personal delivery of notice of the proceedings to parents and children, the right to a jury trial, and the imposition of allowable orders against children and parents.

Justices of the Peace are fee officers, responsible for monies collected and the satisfaction of the criminal judgments imposed.

In addition, Justices of the Peace handle the matters:

- to prevent offenses, commonly known as peace bond hearings;
- determinations of probable cause, issuance of arrest warrants, statutory warnings, and examinations for bail for arrested persons;
- review for sufficiency and issuance of search warrants;
- review of applications for emergency detention and issuance of mental health and chemical dependency warrants;
- hearings to determine disposition of stolen property;
- driver's license suspension hearings;
- petitions for occupational drivers' licenses;
- hearings to determine whether there is a reasonable probability of a judgment being rendered against a person as a result of an accident while operating a motor vehicle without insurance;
- handgun license denial hearings;
- hearings relative to probable cause for authorizing a tow;
- review for sufficiency and issuance of warrants to seize cruelly treated animals;
- hearings to determine disposition of animals;
- hearing on petition to determine reasonable cost and damages for maintaining estrays; and
- proceedings relative to dogs that kill or inflict serious bodily injury; conduct proceedings relative to dangerous dogs.

In the performance of the duties of office, Justices of the Peace also:

- perform marriage ceremonies;
- register births and deaths;
- handle and collect fees, fines, and court costs;
- make bank deposits;
- prepare reports for the county auditor and treasurer;
- prepare a departmental budget;
- supervise employees, handle payroll; and
- correspond with defendants and parties to litigation as required by statute.

The cost to perform all of the above functions comprise the budget of Justice Court Precinct 2 Place 2, and there is no cost allocation to any one function.

Personnel Considerations and Salaries. As a result of the breadth of the duties of a Justice of the Peace, clerks who serve the Justice Court must be extensively trained. Justice Court Precinct 2 Place 2 has made an effort to cross-train clerks to perform duties in all areas, and to make available to the clerks the training for court clerk certifications. Justice Court Precinct 2 Place 2 understands the value of competent clerks, the cost to the Court in training, and the need to retain highly trained clerks as a part of its court staff.

Justice Court Precinct 2 Place 2 believes it is appropriate and important to recognize its excellent staff by an increase in salary, and requests funds sufficient to accomplish this goal. Many businesses in the private sector and for instance, the City of Houston, are working toward increasing the minimum wage to \$15 per hour. An increase in the minimum wage necessarily requires raises to the salaries of those current employees serving the Court, to make proportional increases and preserve morale.

Further, the County's benefits cost did increase last year, but the cost of that increase was not included in the salary funding. Justice Court Precinct 2 Place 2 hopes that additional funds would be provided to cover the increased cost of benefits.

Currently, Justice Court Precinct 2 Place 2 employs 10 full-time employees, 2 part-time employees, and 2 temporary employees. Justice Court Precinct 2 Place 2 is requesting four (4) additional full-time employees, together with funding for reasonable salary increases for existing employees.

Estimated Annual Cost FY 2019-20
\$1,173,456.00

Labor:
Salaries, Benefits and Incentives for existing filled positions: \$1,056,256.00

Non Labor:
Office Supplies/Services/Rentals/Copier Lease/Telephone/Education/Mileage/Transportation & Travel: \$117,200.00

Form #3: Budget Expansion Justification Sheet

Department: Harris County Justice of the Peace, Precinct 2, Place 2

Functional Area: Court

Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	50,000
Cost of Positions (Recurring)		300,000
Other Recurring Costs		5,000
Total Request	\$	355,000

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

1. Problem and Challenge – Increase in civil filings and case processing time. Justice Court Precinct 2 Place 2 has had an increase in the number of civil case filings in 2019. The Court is anticipating an even greater increase in civil case filings beginning September 1, 2020, when the increase in the Court's jurisdictional limits goes into effect. It is the increase in civil cases involving property damage, personal injuries, subrogation, and delinquent debts that is of concern to the Court. Typically, these specific case types will require a more detailed review by clerks, and will involve more disputed issues, more discovery, more requests for jury trials, more pre-trial motions, hearings, and orders, and more time in trial. In other words, there will be a significant increase in case processing time for negligence related and debt claim cases. A minimum of two (2) additional full-time clerks will be needed to handle this workload, together with work space, workstations, computers, printers, scanners, and office supplies.
2. Problem and Challenge – Rules Deadlines and E-Filing. Because the e-filing system was not originally designed for Justice Courts and the naming of documents does not necessarily include identification of appropriate documents necessary to meet these deadlines, Justice Court Precinct 2 Place 2 must allocate personnel to manage e-filings as if each document filed meets a deadline and requires immediate attention. Constant monitoring of the e-file queue pulls a clerk from other duties and puts an additional strain on the clerks' workload. Additional staff would alleviate this burden due to the need constantly to monitor the e-filing queue.
3. Problem and Challenge – Lack of Batch Processing Capability in Odyssey. Because the Odyssey Case Management System does not allow for batch processing, (applying an action to many cases at once, rather than applying that action repeated to each case) case processing in general is more time consuming and inefficient. Additional Court staff would alleviate the burden on the clerks' workload due to the lack of batch processing; and, additionally, requiring the Odyssey project manager or HelpDesk personnel to create reports and batch processing functionality would minimize this issue.
4. Problem and Challenge – Document Production in Odyssey. At the time the Odyssey Case Management System was implemented, it was decided that only documents common to all Courts would be maintained in the System. This restriction failed to take into account Court specific procedures, forms, and types of orders used by an individual judge, and prohibits Justice Court Precinct 2 Place 2 from using the System's capabilities to accommodate the case activities specific to this Court. Justice Court Precinct 2 Place 2 must dedicate clerk time to preparing specific forms as Word documents, and then editing the documents for each case. This significantly adds to case processing time. Additional staff would alleviate the burden caused by the restrictions on document production in Odyssey; and, additionally, requiring the Odyssey project manager or HelpDesk personnel to create and modify documents timely would minimize this issue.
5. Problem and Challenge – Failure to Appear Enforcement and Collection of Delinquent Judgments. For many years, the County had contracted with a vendor to secure the appearance of defendants who failed to appear in court as required, and to collect delinquent fines and fees. Data transfer was made by a file transfer protocol which incorporated a defendant's data into court designed correspondence and telephone messaging. Correspondence was generated within 24 hours of file transfer of data, and calls were answered immediately by the vendor's agents. Defendants were referred to the Court to pay or otherwise take care of their delinquent matters, and the Courts experienced a significant case clearance rate. The vendor absorbed the cost of postage and supplies and offered skip-locate services. There have been no consistent collection activities since the vendor's contract has expired and is being extended in short intervals.

***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>Justice Court Precinct 2 Place 2 has assumed the of the legally required enforcement and collection functions, with no additional personnel or monies provided to accomplish these required tasks, or for postage and other supplies. Additional personnel would alleviate the burden of these duties, or alternatively, the County's approval of a vendor to assume these enforcement and collection activities would minimize this issue. <u>A minimum of two (2) additional full-time clerks will be needed</u> to handle this workload, together with work space, workstations, computers, printers, scanners, and office supplies.</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>Justice Court Precinct 2 Place 2 is requesting a total of four (4) new full-time positions to meet the above listed needs of this Court. Money will be needed to fund the start-up costs (one-time) for remodeling of existing court space to accommodate four new employees which would take 4-6 weeks, and to provide furniture, furnishing, and additional supplies. Money is needed to fund the Cost of the four (4) new full-time positions (recurring), to cover salaries, benefits, and incentives/allowances. Money is also needed to provide funds for additional supplies and postage (recurring) for statutorily required enforcement and collection activities.</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>Civil filings have already increased approximately 100 cases per month and are expected to double with the jurisdictional increase to \$20,000.00, effective 9-1-2020.</p> <p>The privatizing of enforcement and collection efforts for the Justice Courts is unknown at this time, and Justice Court Precinct 2 Place 2 must undertake these efforts to complete these required tasks. Lack of batch processing makes this a time consuming and cumbersome process.</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 addition of four (4) full time clerk positions will allow Justice Court Precinct 2 Place 2 timely to process the increased civil case load, maintain and edit filed documents and continue to manage the e-filing system. The goal of Justice Court Precinct 2 Place 2 is efficiently to process all cases and update and maintain the Courts records updated promptly and accurately. The addition of four (4) full time clerk positions will also allow Justice Court Precinct 2 Place 2 timely to enforce failure to appear procedures and the collection of delinquent judgments.</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 National Center for State Courts Justice Courts Workload Study, made at the direction of Commissioners Court, has been delivered to Commissioners Court together with updated statistics since the conclusion of the original study. The Justice Courts provide monthly statistical information covering case filings and dispositions and revenue collected to the Budget Office and Commissioners Court.</p>
<p>F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.</p> <p>Four (4) full time salary positions are requested, at a base salary of \$50,000.00 plus benefits for 26 pay periods per year, indefinitely.</p>
<p>G) Is additional office space needed or will existing space need to be built-out for requested new positions?</p> <p>Justice Court Precinct 2 Place 2 is limited to the use of existing space for housing new personnel.</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.

331-JUSTICE OF THE PEACE, 3-1

Data as of: 11/11/2019

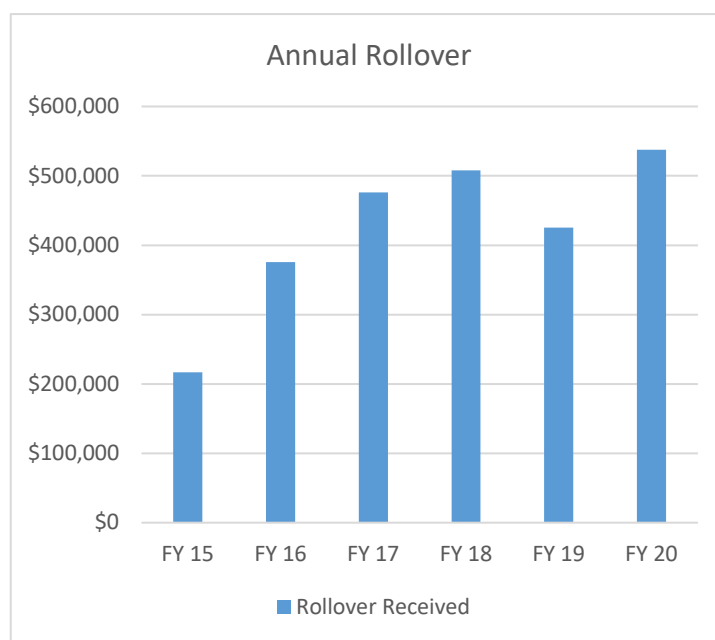
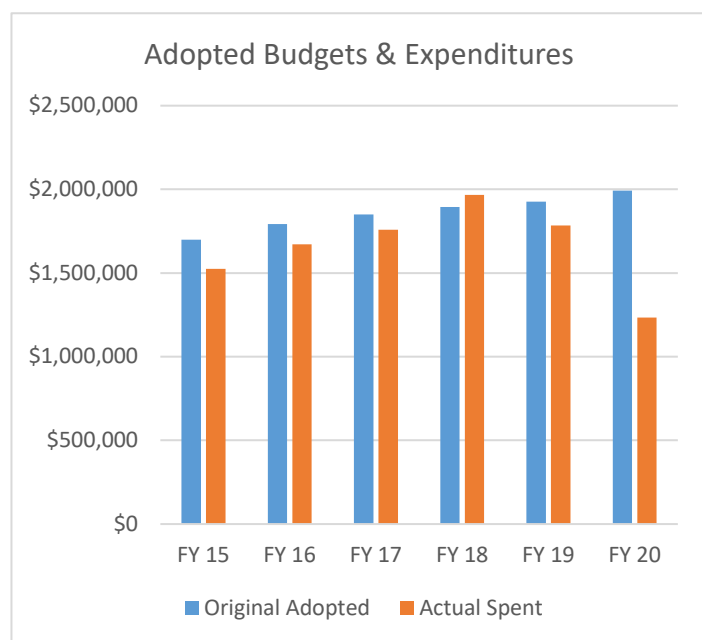
Avg. Annual Budget Increase Last 5 Years: 3.2%

FY 20 Adopted Budget Per Capita (Harris County): \$0.42

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$1,700,000	\$1,792,000	\$1,851,000	\$1,895,000	\$1,926,000	\$1,993,000
Final Adjusted	\$1,920,954	\$2,167,533	\$2,327,208	\$2,403,083	\$2,351,349	\$2,530,792
Rollover Received	\$216,889	\$375,533	\$476,208	\$508,083	\$425,349	\$537,792
Rollover % of Adopted	13%	21%	26%	27%	22%	27%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$1,478,407	\$1,595,933	\$1,694,410	\$1,648,287	\$1,601,736	\$1,192,556
Non-Labor/Transfers	\$46,430	\$76,209	\$64,552	\$317,966	\$181,765	\$42,425
Actual Spent	\$1,524,836	\$1,672,141	\$1,758,962	\$1,966,253	\$1,783,501	\$1,234,981



FY20 Rollover as a % of FY20 Adopted Budget: 27.0%

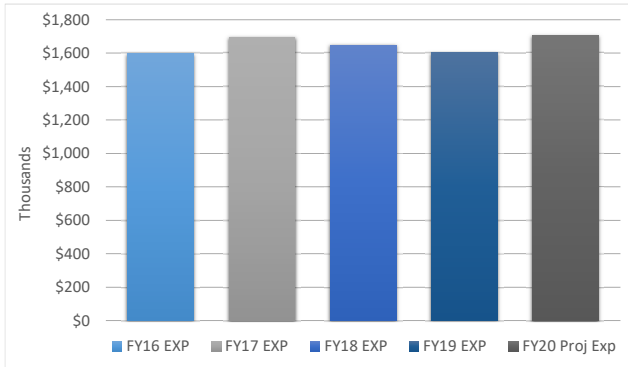
Other Department Resources

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

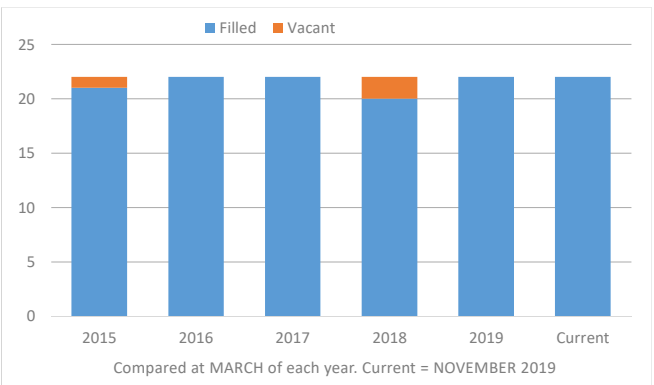
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 3-1

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

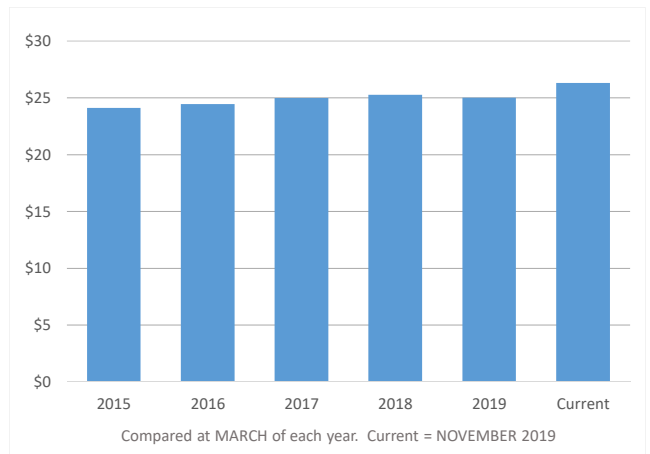


Avg. Salary Increases For Existing Full-Time Employees

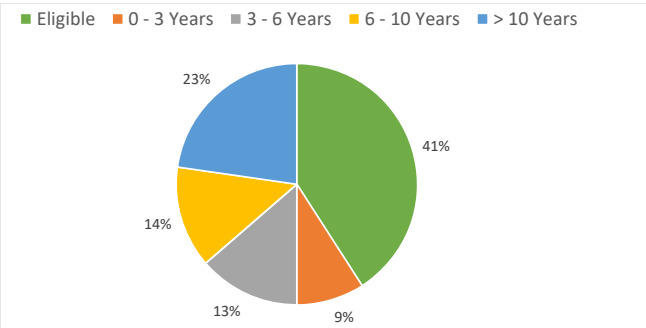
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	19	5.9%	5.9%
Sept 2017	19	7.3%	3.6%
Sept 2016	17	6.8%	2.2%
Sept 2015	16	8.7%	2.1%
Sept 2014	15	11.9%	2.3%

	Filled	Vacant	Total
R32+	21	0	21
Part	1	0	1
Temp	0	0	0

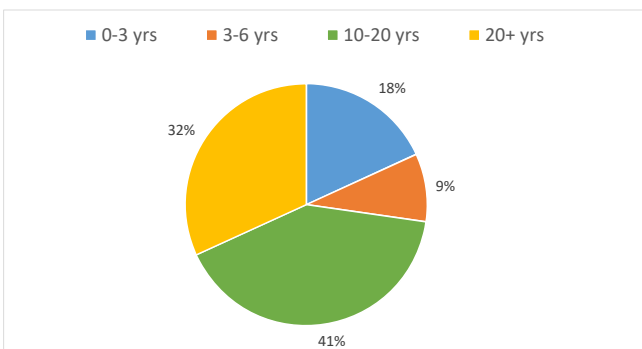
Dept. Average Hourly Base Pay Rate



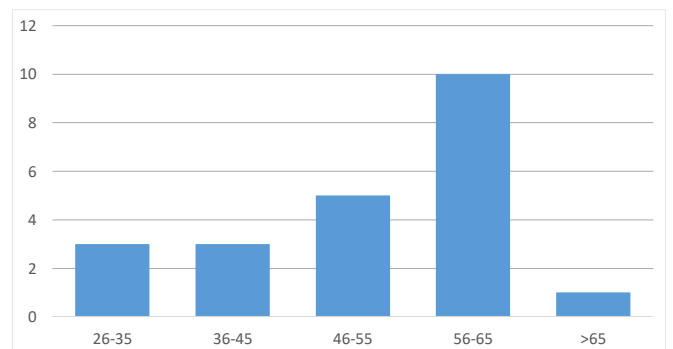
Retirement Eligibility



Employee Tenure

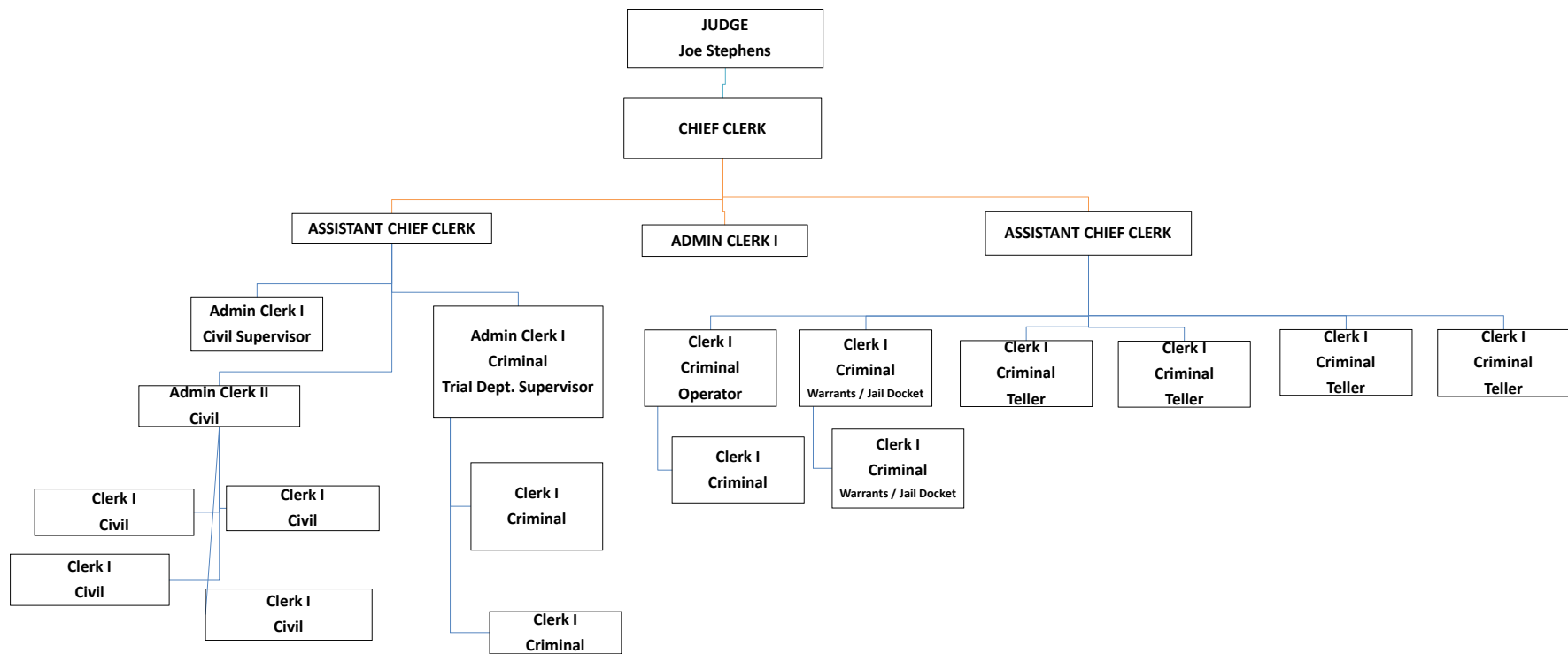


Number of Employees by Age





Department-Provided Information



Form #1: Department Mission and Metrics

Justice of the Peace 3.1 - 331

A) Department Purpose/Mission

Justice of the Peace 3/1 is a division of Harris County serving the public in Precinct 3 providing the following services. 1) Filing & Processing Traffic Citations including Remote Payments, 2) Filing & Processing issuance of bad check cases, 3) Filing & Processing Class C Criminal Misdemeanor Cases, 4) Filing and Processing Small Claims including Texas Efile Cases, 5) Conduct SR and Driver's License Hearings, 6) Conduct Seizure Hearings, 7) Conduct mediation hearings between parties involved in civil and eviction cases, 8) Interacting with schools, community and local law enforcement, 9) To fulfill requirements mandated by the Constitution of the State of Texas

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

JP 3-1 has had an overall increase in case load of 39% on cases filed January 1, 2019 thru October 31, 2019. Criminal cases filed 27,582, 49% increase from previous year. Civil cases filed 3,784, 16% increase from previous year, Eviction cases filed 3,919, 12% increase from previous year.

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

We have cross-trained our clerks to work in different departments. We offer dispute resolution to parties to help with resolving cases. Mediation helps the parties reach an agreement quickly and efficiently without hearings or trials. We use all available resources through Odyssey to move cases through quickly.

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

Additional case load as described above.

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

JP 3-1 uses all available reports to us to track and evaluate our criminal and civil

Form #1: Department Mission and Metrics

caseload such as computer generated calls to remind parties of upcoming court dates. We use reports to track cases such as cases filed, cases without future hearings set, warrant status comparison in Odyssey to JWEB, outstanding bond status.

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.

N/A

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: **331 - Justice of the Peace 3.1**

FY19/20 General Fund Adopted Budget:	\$1,993,000
Rollover Budget Received in FY19/20:	\$537,792

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	Criminal / Traffic Citations: Receive criminal/traffic citations, enter and prepare for arraignment dockets, work in courtroom during and update cases after arraignments dockets. Answer correspondence from defendants, plaintiffs and attorneys via mail, e-file and in person. Issue warrants	\$523,482	7	0	\$0	0.0%		No
2	Trial Department: Receive request from defendants and attorneys requesting trials via mail, efile and in person. Enter trial dates, mail out trial notices for defendants, attorneys and officers. Prepare cases for trials dockets by obtaining all necessary paperwork including accident reports. Work in courtroom during trial dockets with the Assistant District Attorney, updates cases from trial dockets.	\$201,504	2	0	\$0	0.0%		No
3	Window/Payment Clerks: Process payments from customers for criminal/traffic cases. Answer phones, process mail payments, and cases for insurance, defensive driving and deferred dispositions	\$224,210	3	0	\$0	0.0%		No
4	Civil Department: Receive civil filings including small claims, civil suits, debt claims, evictions via mail, e-file and in person. Enter and prepare cases for trials. Handle all correspondence and trial notices for plaintiffs, defendants, attorneys and dispute resolution services. Work in courtroom during civil cae trials, hearings and motions.	\$482,445	6	0	\$0	0.0%		No
5	Administrative: Handle all documents and correspondence for Human Resources, Payroll, Financial data for office. Supervise all employees. Maintain court calendar including ordering Assistant District Attorneys and Jury Panels. Prepare correspondence for meetings, travel arrangements, conferences and agenda item. Prepare annual budget. Provide technical support assisting staff with computer issues. Process purchasing needs for office and pay all bills. Review and correct data generated by the court and correct entries when needed. Supervise criminal and civil departments and back up those departments as needed. Prepare and maintain judge's work schedule, meetings and training courses. Prepare and maintain the courts docket schedule. Liason between Judge and public. Provide secretarial support to judge.	\$343,535	3	0	\$0	0.0%		No
6	Justice of the Peace: Responsible for hearing cases from criminal, traffic & civil departments	\$197,024	1	0	\$0	0.0%		No
7	Part Time Position: Community Liason for Judge. Prepare and attend meetings representing JP 3-1 Court and the Judge. Organize meetings and court seminars for the public to inform defendents and plaintiffs of their rights and procedures of the court.	\$20,800		0	\$0	0.0%	0	No
Department-Estimated Totals		\$1,993,000	22	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.

332-JUSTICE OF THE PEACE, 3-2

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

3.4%

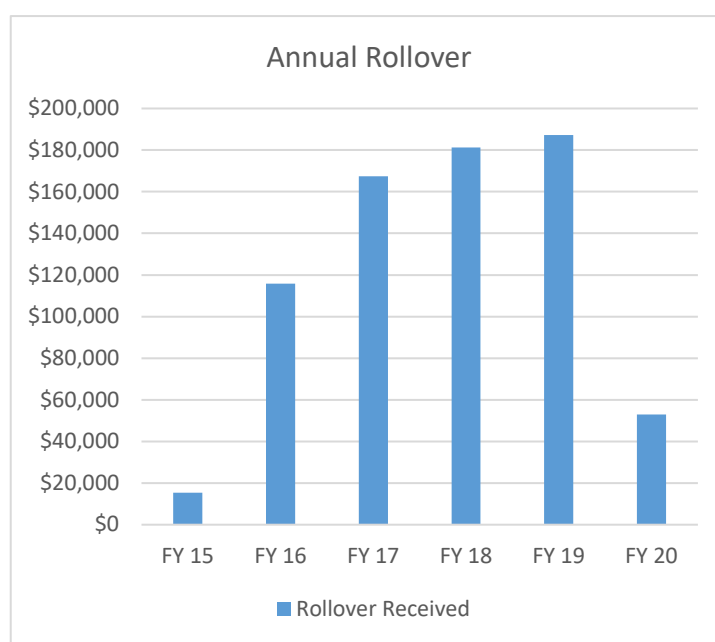
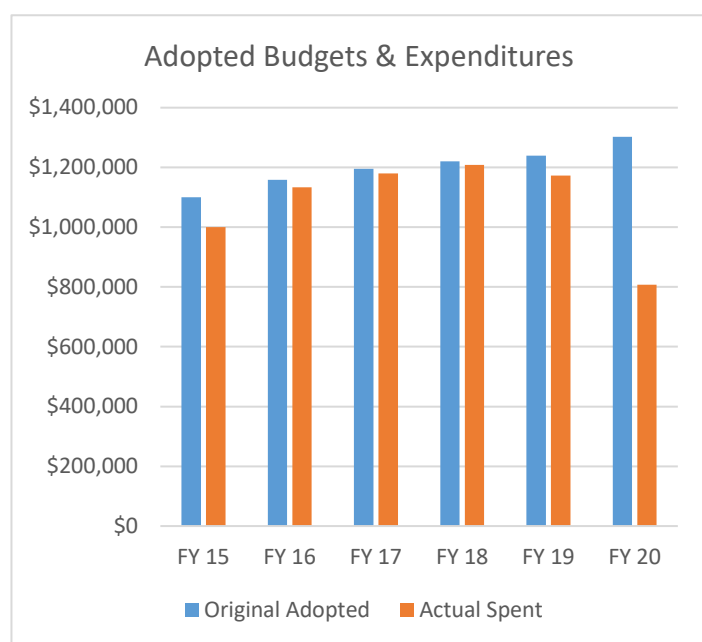
FY 20 Adopted Budget Per Capita (Harris County):

\$0.28

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$1,100,000	\$1,158,000	\$1,195,000	\$1,220,000	\$1,240,000	\$1,302,000
Final Adjusted	\$1,117,926	\$1,302,026	\$1,362,397	\$1,398,889	\$1,235,721	\$1,354,987
Rollover Received	\$15,294	\$115,817	\$167,397	\$181,218	\$187,272	\$52,987
Rollover % of Adopted	1%	10%	14%	15%	15%	4%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$929,756	\$1,012,602	\$1,039,645	\$1,053,709	\$1,138,960	\$782,823
Non-Labor/Transfers	\$70,470	\$121,356	\$140,016	\$154,660	\$33,474	\$25,210
Actual Spent	\$1,000,227	\$1,133,958	\$1,179,661	\$1,208,369	\$1,172,433	\$808,033



FY20 Rollover as a % of FY20 Adopted Budget: 4.1%

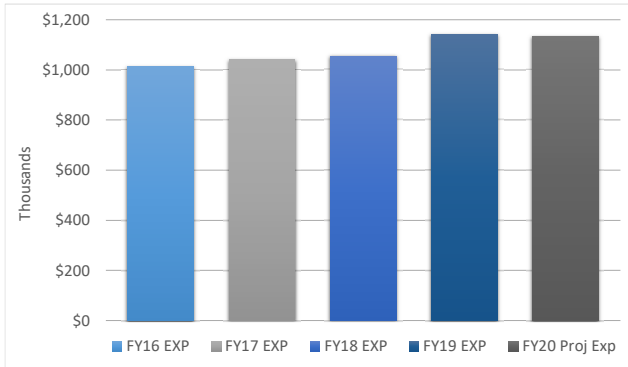
Other Department Resources

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

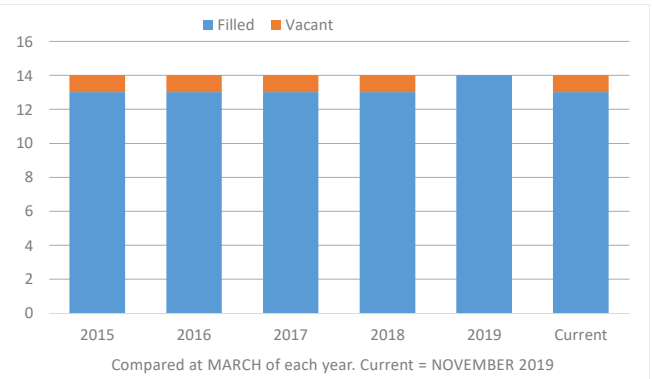
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 3-2

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

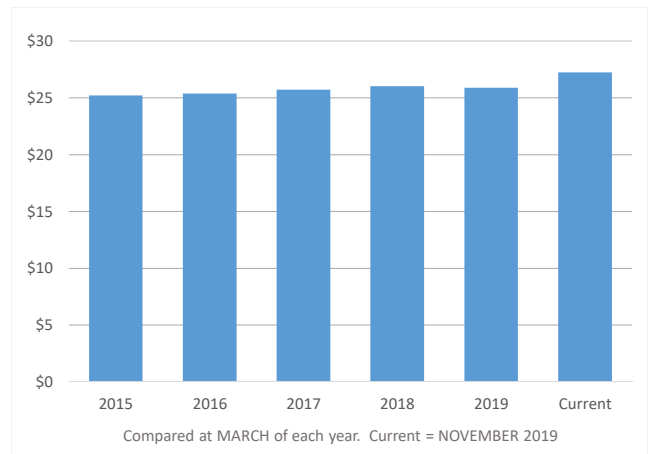


Avg. Salary Increases For Existing Full-Time Employees

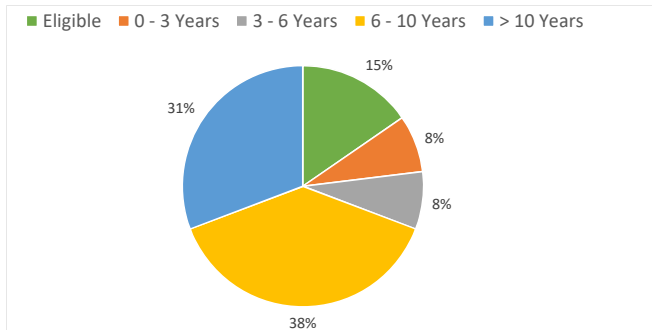
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	5	10.5%	10.5%
Sept 2017	5	14.2%	6.9%
Sept 2016	5	16.2%	5.1%
Sept 2015	5	16.2%	3.8%
Sept 2014	4	21.4%	4.0%

	Filled	Vacant	Total
R32+	13	1	14
Part	0	0	0
Temp	0	0	0

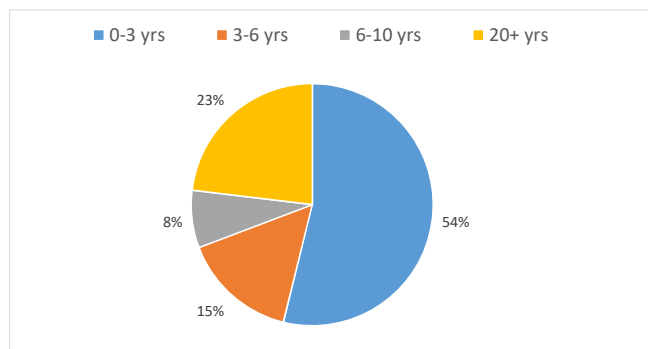
Dept. Average Hourly Base Pay Rate



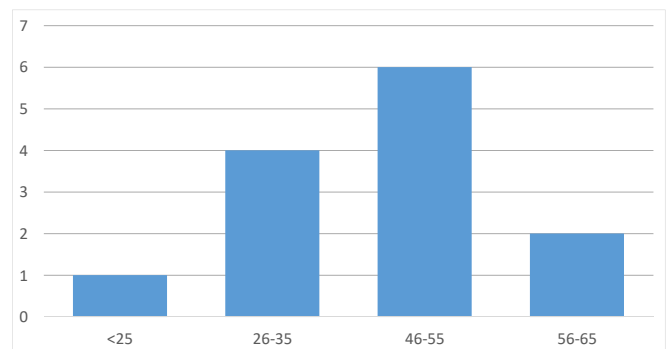
Retirement Eligibility



Employee Tenure



Number of Employees by Age

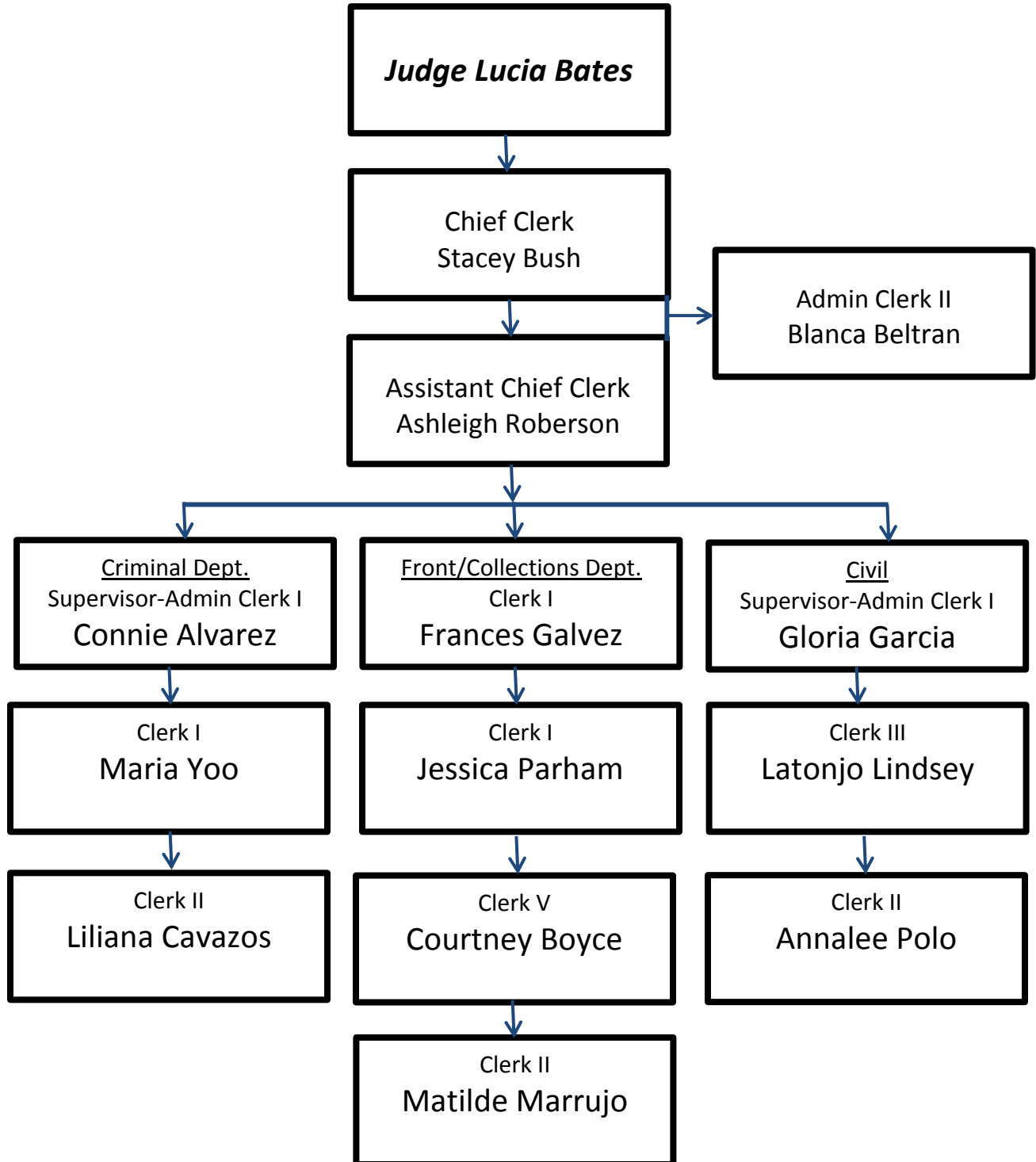




Department-Provided Information

Harris County Justice of the Peace 3-2

Organizational Chart



Form #1: Department Mission and Metrics

Justice of the Peace 3.2 - 332

A) Department Purpose/Mission

A. The Justice Court has jurisdiction over a wide variety of issues, including civil matters in which the amount in controversy does not exceed \$10,000 (note that this will increase to \$20,000 effective September 1, 2020), eviction matters, criminal cases punishable by fine only, and various administrative type cases (including but not limited to dangerous dog determinations, tow hearings to determine probable cause, and petitions for an occupational driver's license). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. The Justice of the Peace also performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights, and setting peace bonds.

The purpose of the Justice Court is to do justice - and justice delayed is justice denied. Thus, the Court strives to ensure the expeditious resolution of civil and criminal matters before the Court, all while providing fair notice and meaningful opportunities to be heard and being accessible to both the community and persons appearing before the Court. Handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures, all while ensuring that litigants leave the Court feeling they were treated fairly and with respect.

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

B.

-

	March 2018 – February 2019	March 2019 – September 2019*
Evictions	1,393	796
Small Claims and Debt Claims**	789	1,489
Other Civil	3,054	1,197
TOTAL CIVIL FILINGS	5,236	3,482
TOTAL CIVIL JUDGMENTS	1,472	2,583

Form #1: Department Mission and Metrics

Criminal (adult and juvenile)	13,109	2,389
Truancy***	37	41
TOTAL CRIMINAL FILINGS	13,146	2,430
TOTAL CRIMINAL DISPOSITIONS	11,324	5,251

*Filing and disposition (court activity) statistics are due to the Texas Office of Court Administration, to which monthly court activity reporting is mandated, by the 20th of the month following the end of the reporting period. Thus, October 2019 statistics are not yet compiled, and current fiscal year statistics only include March through end of September 2019.

**With the justice courts' civil amount in controversy jurisdiction increasing from \$10,000 to \$20,000 effective September 1, 2020, it is anticipated that any observed increase in case filings in this justice courts will be seen in the small claims and debt claims category.

***Along with truancy reform laws, which took effect September 1, 2015, truancy cases were re-classified from criminal to civil proceedings. However, the Texas Office of Court Administration, to which reporting of monthly court activity is mandated, has not yet implemented the reporting of truancy cases as civil matters. Thus, for our purposes, truancy cases are counted in criminal filings and dispositions.

Currently there are 5 certified clerks with 4 of them studying for Master Certification and 1 for Civil Certification. They will be testing November 15th, 2019.

- Goal is to have the majority of the staff certified clerks.

There are two of our clerks certified licensed interpreters.

- Updated over 300 discharged bonds that were backlogged.
- 10,000 old cases from 1990 – 2017 were scanned and shredded
- Completed events logged that were not completed with new Odyssey system from 2016 – Current.
- Issued Warrants from 2016-2019 that were not issued in the previous years.

Form #1: Department Mission and Metrics

Cases where only the Plaintiff appears, those cases are handled by the Clerks and judgements are given and mailed out on the same day increasing efficiency.

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

C. The Justice Courts continue to see an increased reliance on technology. The Office of Court Management worked with Universal Services and the Justice Courts to upgrade to Odyssey 2017, Clerk Edition 2017, and Judge Edition 2018 (all part of the County's contract with Tyler Technologies for a case management system for the Justice Courts). This successful upgrade was key to enabling participation in the most current technology available and ensured that all the Justice Courts would be participants in all future iterations of continuous improvement of the Odyssey suite.

A/V systems installed in the courtrooms and hallways: public message boards with court related information and announcements, ability to quickly display evidence at trial

Looking forward, the Justice Courts will be revamping our website to provide constituents easier access to information and user forms, integrating the use of additional kiosks and computers into the courtroom to increase efficiency, and implementing online dispute resolution capability for certain small claims cases. The latter improvement will be necessary as the Justice Courts will undoubtedly face an increase in the number of civil case filings when the amount in controversy jurisdiction increases effective September 1, 2020. The Justice Courts website will also provide functionality to allow criminal defendants to make partial payments and payments toward deferred dispositions online, rather than having to visit the courthouse and stand in line to make a payment.

Discuss any efforts to cross train clerks, any improvements to the building layout that benefit constituents, success in scanning all old case files to purge paper records}

10,000 old cases from 1990 – 2017 were scanned and shredded

- Completed events logged that were not completed with new Odyssey system from 2016 – Current.
- Conduct Webinars in our courtroom on Fridays when no court was scheduled, to educate new and current employees on new legislative procedures.

With a new staff and administration as of January, 1, 2019, we were able to accomplish the following to drive efficiency and productivity.

Form #1: Department Mission and Metrics

Reviewed dockets before court to expedite the process in court

- Conduct Webinars in our courtroom on Fridays when no court was scheduled, to educate new and current employees on new legislative procedures.
- Sent cases to pre-and post-judgement referrals on thousands of cases where defendants failed to appear.
- On evictions, small claims, default hearings, driver's license suspensions, all parties are now checked-in prior to court which drives efficiency and increases productivity.
- On Drivers License Suspension Dockets, the State reviews the cases with the Judge and once it has been determined that it would be a negative finding,
 - those cases are given the findings when they sign in and don't have to wait for court driving efficiency.
- Cases that are needing to provide a letter from their Doctor as required by the Medical Advisory Board are rescheduled upon check-in, if the letter is not provided.
- If it is provided we also reschedule 45 days in order to get release from Austin instead of waiting for the Judge.
- Conducted a Truancy workshop and invited all the school districts to attend. It was facilitated by the Assistant County Attorney – Joanna Craft.
 - The schools are now all on the same page for Truancy filings.
 - Conducted an Eviction Workshop at the Courthouse and invited the apartment complex owners and Owners of Rental Property to attend.
 - This streamlines the process for filing because the attendees now know what is required for eviction filings. This workshop was coordinated
 - with Howard Bookstaff of the Houston Apartment Association.

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

- D.

In July of 2018, the Justice Courts began accepting electronic filings through the efiletexas.gov service. This has resulted in the Court having to restructure clerk responsibilities to timely process and respond to these filings.

With the 86th Legislature in session, the Courts were busy tracking relevant

Form #1: Department Mission and Metrics

legislation and are working to implement the array of changes that are coming our way in 2020. Further reform efforts in the area of criminal fines and fees will result in additional hearings set in criminal cases to review defendants' ability to pay, and massive changes to court costs – how they are assessed and the amounts – take effect January 1, 2020. On the civil side, the increased amount in controversy jurisdictional increase from \$10,000 value in civil cases to \$20,000 value will undoubtedly bring more filings to the justice courts along with more complex cases. This will result in more processing for clerks, more cases on the docket, potentially more time in court, more communications between the court and litigants (meaning more postage and copy expenses), and possibly the need for more clerks to continue to provide expeditious resolution of civil cases.

The County is currently in discussions regarding the future of the Justice Courts' collections contract, which provides the Court a third party vendor to assist with efforts to enforce compliance with orders to appear in criminal cases for defendants who have failed to appear and collections of delinquent judgments for defendants who have failed to pay. Depending on the outcome of those discussions, the Court may need to begin at least minimal in-house collection efforts. How that would be structured or what resources would be necessary is still being determined.

Open Court was added to allow defendants to come in to resolve current cases

- Failure to Appear cases are being issued on cases where defendant failed to appear in court, not done previously.
- Game Wardens have begun to file in our court where they refused to in the past.
- Increased the Number of Occupational Drivers License being issued. During the Drivers License Hearings, if defendants qualify it is recommended that they apply.
 - For eviction and small claim, default dockets and drivers license suspensions, understanding that most Attorneys have to travel long distances for Court in Baytown,
 - we do hear those cases first if both parties appear.
 - Electronic Filings for Civil Cases have increased 50 percent since 2018.

Form #1: Department Mission and Metrics

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

E.

- Costs will only increase in terms of needed staff and postage/supply budgets as case volume will increase and the necessary communications between the court and litigants has and will continue to increase.
- Complete Audio /Visual replaced in the Courtroom.
- Judge Furniture was purchased.

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. See caseload volumes in section B above.

The Court uses all available reports within our Odyssey Case Management System to track and evaluate our caseload.

{Discuss use of status reports, self-evaluations and/or supervisor reviews, daily reviews and spot check processes}

The Odyssey system is used to pull daily financial reports which include: 195's, E-files, Receipt Journals, Receipts and Tills and Transaction Express.

Monthly reports are pulled and uploaded to the JP SharePoint Website which includes the Grand Recap and Civil and Criminal reports from the Receipt Journals. There are 17 auditor required reports pulled monthly due by the 5th of each month.

OCA - Office of Court Administration is uploaded monthly to the State and Sharepoint Website.

{Discuss use of status reports, self-evaluations and/or supervisor reviews, daily reviews and spot check processes}

Status reports are discussed with the staff on a monthly basis. Self-evaluations will be done on a yearly basis. Daily, we review and spot check processes for financial allocations.

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.

G. The Court is currently developing an anonymous user survey that can be used by the Justice Courts to help us improve our services; these surveys will inquire about perceived safety and fairness, accessibility of the court, time required at court, court staff attentiveness and courtesy, and court participants' expectations and understanding of the process both before and after conducting business at the Court. The Courts met with representatives from the Center for Court Innovation in November 2018 to review and improve our website, signage, and forms to be more user-friendly – and that project continues.

With the initiatives taken to drive efficiency and productivity in our department, we are already seeing a decrease in backlog, we are current on our warrants and caseloads and are sensitive and responsive to the needs of our diverse community.

- We have made it convenient to access our online portal for local and out of state defendants to resolve open cases.
- Have a professional approach in dealing with users of the Court, and treat them with respect and dignity.
- Use strategic planning to develop and maintain the highest possible level of services to the public and to responsibly seek, use and account for public resources. For example, we provide selected defendants with information as needed.

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: **332 - Justice of the Peace 3.2**

FY19/20 General Fund Adopted Budget:	\$1,302,000
Rollover Budget Received in FY19/20:	\$52,987

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	Justice of the Peace (Judge Lucia Bates)	\$178,005	1					
2	Administration (Chief & Assist. Chief Clerk)	\$208,779	2		\$900	0.4%	3	Yes
3	Collections/Front Department	\$278,805	4		\$3,599	1.3%	2	Yes
4	Civil Department	\$291,095	4	1	\$71,372	24.5%	1	Yes
5	Criminal Department	\$222,514	3					
6	Office Supplies	\$25,000						
7	Furniture	\$10,000						
8	Equipment Repair & Maint	\$6,000						
9	Fees and Services	\$4,000						
10	Seminar/Conferences/Training	\$7,000						
11	Rentals/Leases	\$10,000						
12	Copier Rental	\$1,300						
13	Interpreter's Fees	\$1,500						
14	Telephone	\$6,000						
15	Travel Expense	\$10,000						
16	Mileage	\$2,000						
Department-Estimated Totals		\$1,261,998	14	1	\$75,871	6.0%		

* 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: **332- JUSTICE OF THE PEACE 3-2**

Functional Area: ADMINISTRATION (CHIEF & ASST CHIEF CLERK

Dept. Funding Priority #: 3

Funding Request*:

Start-Up Costs (One-time)	\$	900
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	900

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
INCENTIVE FOR THE ASST. CHIEF CLERK DUE TO EDUCATION INCENTIVE
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.
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?
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.)?
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
ADMINISTRATION ASST. CHIEF CLERK FOR MASTER CERTIFICATION 26 PAY PERIODS
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space is 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: 332- JUSTICE OF THE PEACE 3-2

Functional Area: COLLECTIONS/FRONT DEPT

Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	3,599
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	3,599

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
We would like a position change from Admin 2 to Admin 1 for that 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.
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?
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.)?
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Admin Clerk 1 Position for the Collections/Front Department 26 pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space is 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: 332- JUSTICE OF THE PEACE 3-2

Functional Area: CIVIL DEPARTMENT

Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	71,372
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	71,372

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event. \$ 69,572 Will cover an additional employee due to the jurisdictional amount will increase from \$10K to \$20K. \$1,800 will cover the educational incentive as we certify two additional Clerks.
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.
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?
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.)?
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested. Clerk 1 Position for the Civil Department. 26 pay periods.
G) Is additional office space needed or will existing space need to be built-out for requested new positions? No additional office space is 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.

341-JUSTICE OF THE PEACE, 4-1

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

4.1%

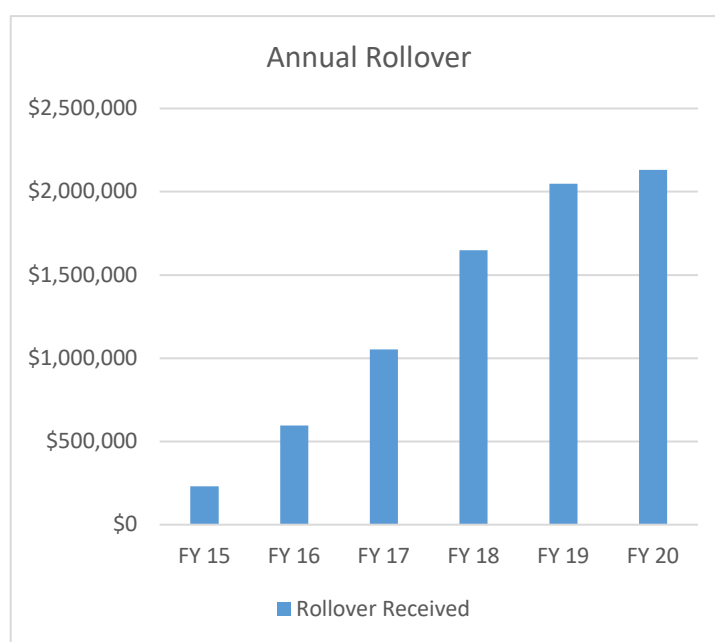
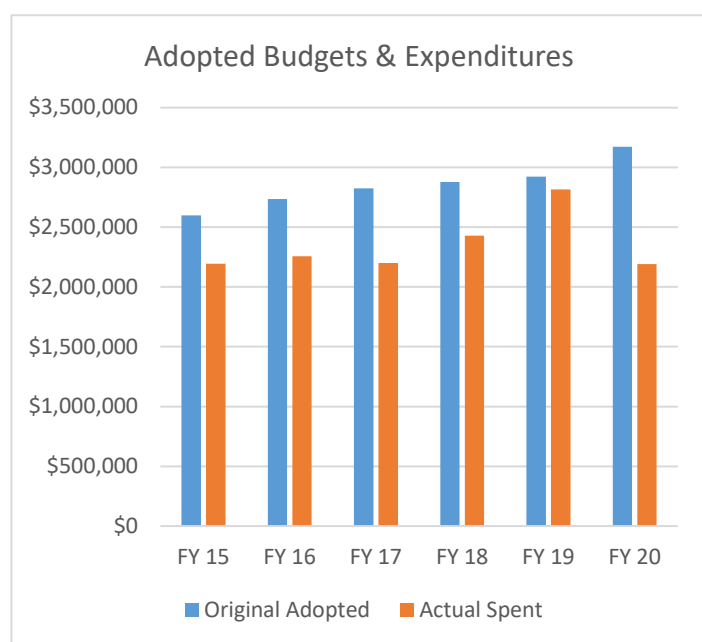
FY 20 Adopted Budget Per Capita (Harris County):

\$0.68

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$2,600,000	\$2,736,000	\$2,824,000	\$2,880,000	\$2,924,000	\$3,173,000
Final Adjusted	\$2,829,395	\$3,330,900	\$3,875,835	\$4,527,923	\$4,968,401	\$5,337,788
Rollover Received	\$231,221	\$594,900	\$1,051,835	\$1,647,923	\$2,048,039	\$2,131,433
Rollover % of Adopted	9%	22%	37%	57%	70%	67%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$2,082,090	\$2,093,428	\$2,081,475	\$2,247,117	\$2,597,585	\$2,071,668
Non-Labor/Transfers	\$112,332	\$163,770	\$118,304	\$181,460	\$217,208	\$118,829
Actual Spent	\$2,194,423	\$2,257,198	\$2,199,779	\$2,428,578	\$2,814,793	\$2,190,497



FY20 Rollover as a % of FY20 Adopted Budget: 67.2%

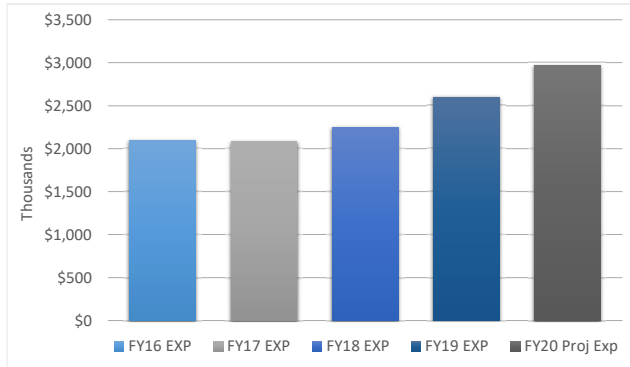
Other Department Resources

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

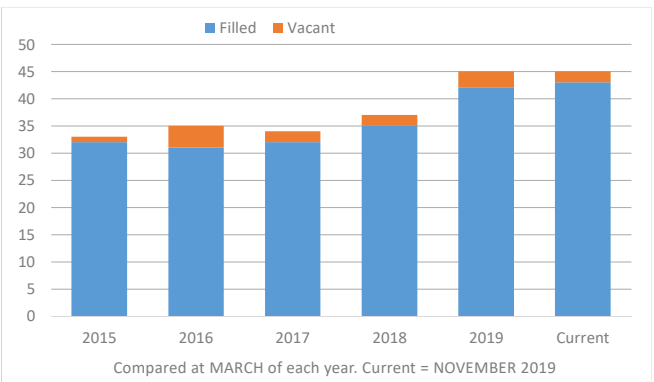
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 4-1

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

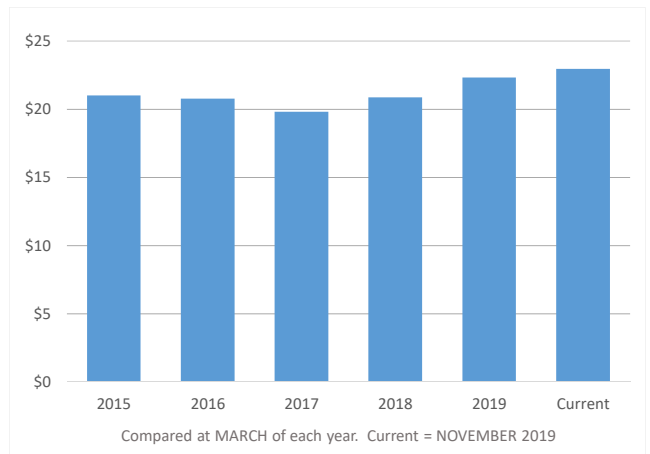


Avg. Salary Increases For Existing Full-Time Employees

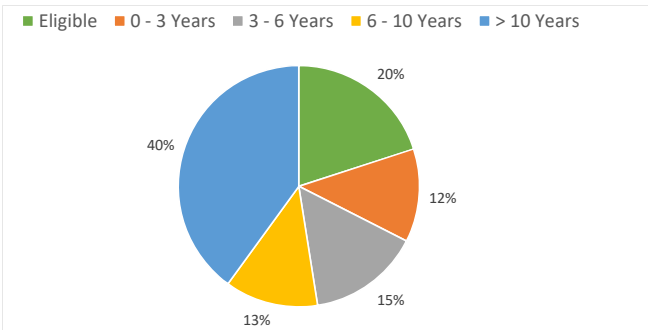
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	33	9.6%	9.6%
Sept 2017	23	10.6%	5.2%
Sept 2016	19	19.2%	6.0%
Sept 2015	17	16.9%	4.0%
Sept 2014	17	18.1%	3.4%

	Filled	Vacant	Total
R32+	41	2	43
Temp	2	0	2
	0	0	0

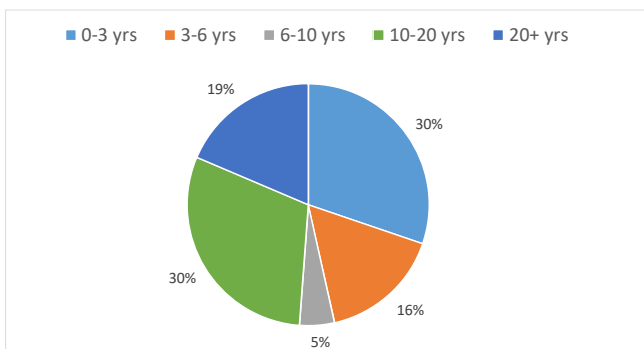
Dept. Average Hourly Base Pay Rate



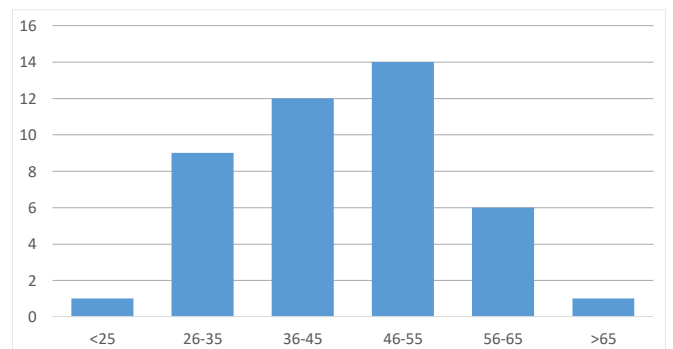
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information

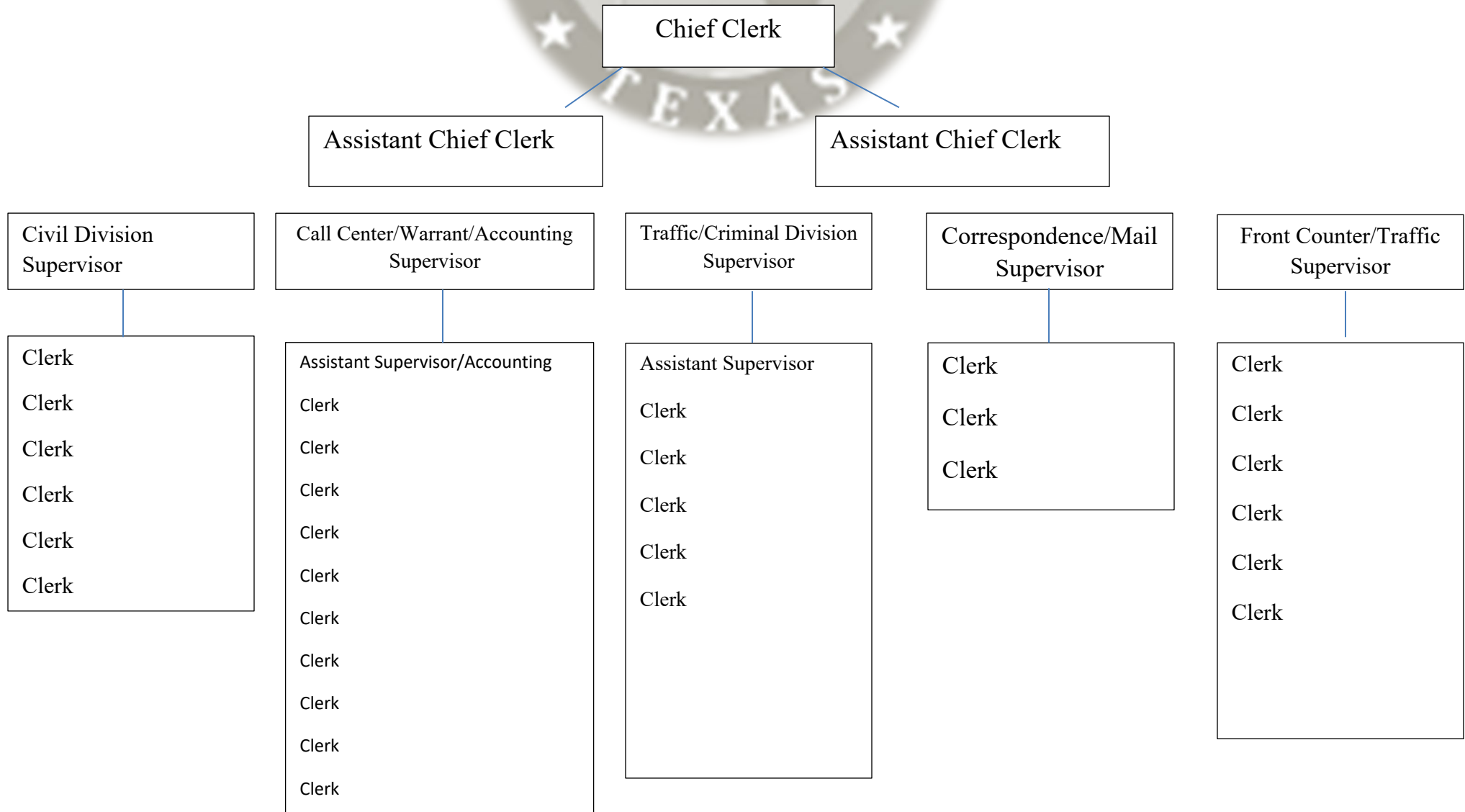
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graph TD; CC[Chief Clerk] --> C[Clerk]; CC --> AC[Assistant Clerk];
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Judge Lincoln Goodwin
Precinct 4, Place 1
Organizational Chart

Chief Clerk

Clerk

Assistant Clerk



Form #1: Department Mission and Metrics

Justice of the Peace 4.1 - 341

A) Department Purpose/Mission

The Justice Court has jurisdiction over a wide variety of issues, including civil matters in which the amount in controversy does not exceed \$10,000 (note that this will increase to \$20,000 effective September 1, 2020), eviction matters, criminal cases punishable by fine only, and various administrative type cases (including, but not limited to dangerous dog determinations, tow hearings to determine probable cause, and petitions for an occupational driver's license). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. The Justice of the Peace also performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights, and setting peace bonds.

The purpose of the Justice Court is to do justice - and justice delayed is justice denied. Thus, the Court strives to ensure the expeditious resolution of civil and criminal matters before the Court, all while providing fair notice and meaningful opportunities to be heard and being accessible to both the community and persons appearing before the Court. Handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures, all while ensuring that litigants leave the Court feeling they were treated fairly and with respect.

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

We resume one of the largest court operations in the nation with close to 140,000 cases filed a year with the breakdown of 118,000 criminal cases including traffic, non-traffic and truancy cases along with 20,000 in civil filings including evictions, small claims, debt claims etc.

After Hurricane Harvey displacement, we made a significant reduction in our cases pending for Jury Trials, Show cause and Pre-Trials once we were able to move back into full operation on July 2018. One of the biggest issues that our court encountered over 20 plus years was limited occupancy space for the public. Unfortunately, this issue led to waiting in long lines that wrapped around the exterior of our building, often in inclement weather. With the repurposed layout of the building we were able to accommodate our customers with a pleasant waiting experience inside our building.

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

The Justice Courts continue to see an increased reliance on technology. The Office of Court Management worked with Universal Services and the Justice Courts to upgrade to Odyssey 2017, Clerk Edition 2017, and Judge Edition 2018 (all part of the County's contract with Tyler Technologies for a case management system for the Justice Courts). This successful upgrade was key to enabling participation in the

Form #1: Department Mission and Metrics

most current technology available and ensured that all the Justice Courts would be participants in all future iterations of continuous improvement of the Odyssey suite.

The dual monitors have tremendously expanded the opportunity for our staff to process cases in an efficient and productive manner. The court has implemented TV monitors inside the courtroom and hallways displaying public message boards with court related information, announcements and ability to quickly display evidence at trial. Acquiring additional printers have improved productivity within our court's operation and case management. At one point we had six clerks sharing 1 printer, we are now down to 3 clerks per printer which allows us to process workload consistently without having to wait for a printer to be available.

Our daily cross training has helped our staff assist other departments when needed during high volume times. We've also created an on call system for officers and witnesses so that they may continue their patrol duties while the cases are being resolved and only called in when cases are going before a Jury/Judge. Our court also provides voluntary mediators for our civil pro se docket to help resolve multiple cases at once.

Our department successfully completed scanning roughly about 42,000 old case files to purge paper records.

Looking forward, the Justice Courts will be revamping our website to provide constituents easier access to information and user forms, integrating the use of additional kiosks and computers into the courtroom to increase efficiency, and implementing online dispute resolution capability for certain small claims cases. The latter improvement will be necessary as the Justice Courts will undoubtedly face an increase in the number of civil case filings when the amount in controversy jurisdiction increases effective September 1, 2020. The Justice Court's website will also provide functionality to allow criminal defendants to make partial payments and payments toward deferred dispositions online, rather than having to visit the courthouse and stand in line to make a payment.

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

In July of 2018, the Justice Courts began accepting electronic filings through the efiletexas.gov service. This has resulted in the Court having to restructure clerk responsibilities to timely process and respond to these filings.

With the 86th Legislature in session, the Courts were busy tracking relevant legislation and are working to implement the array of changes that are coming our

Form #1: Department Mission and Metrics

way in 2020. Further reform efforts in the area of criminal fines and fees will result in additional hearings set in criminal cases to review defendants' ability to pay, and massive changes to court costs – how they are assessed and the amounts – take effect January 1, 2020. On the civil side, the increased amount in controversy jurisdictional increase from \$10,000 value in civil cases to \$20,000 value will undoubtedly bring more filings to the justice courts along with more complex cases. This will result in more processing for clerks, more cases on the docket, potentially more time in court, more communications between the court and litigants (meaning more postage and copy expenses), and possibly the need for more clerks to continue to provide expeditious resolution of civil cases.

The County is currently in discussions regarding the future of the Justice Courts' collections contract, which provides the Court a third party vendor to assist with efforts to enforce compliance with orders to appear in criminal cases for defendants who have failed to appear and collections of delinquent judgments for defendants who have failed to pay. Depending on the outcome of those discussions, the Court may need to begin at least minimal in-house collection efforts. How that would be structured or what resources would be necessary is still being determined.

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

One of the biggest costs our department incurred this past year was the replacement of all permanent office supplies and furniture lost in the flood.

Costs will only increase in terms of needed staff and postage/supply budgets as case volume will increase and the necessary communications between the court and litigants has and will continue to 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.

The Court uses all available reports within our Odyssey Case Management System to track and evaluate our caseload.

Yearly evaluations are used within the organization measuring overall performance including the following key metrics: (1) Job Knowledge and Work Product, (2) Initiative, (3) Attendance and Dependability, (4) Teamwork and Professionalism and (5) Customer Service. We consistently track internal performance by setting

Form #1: Department Mission and Metrics

ambitious, but attainable goals per job tasks including our warrant division, front counter clerks, data entry and our phone clerks. These work log/charts help us enforce accountability and promote a friendly office competition.

Our court's core principles we strive for on a daily basis are to value people, build trust, and continually improve. We encourage our staff to advance their skills and become certified court clerks as well as read leadership books that promote a healthy and efficient organization with opportunities to grow personally and professionally.

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 Court is currently developing an anonymous user survey that can be used by the Justice Courts to help us improve our services; these surveys will inquire about perceived safety and fairness, accessibility of the court, time required at court, court staff attentiveness and courtesy, and court participant's expectations and understanding of the process both before and after conducting business at the Court. The Courts met with representatives from the Center for Court Innovation in November 2018 to review and improve our website, signage, and forms to be more user-friendly – and that project continues.

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:

341 - Justice of the Peace 4.1

FY19/20 General Fund Adopted Budget:	\$3,173,000
Rollover Budget Received in FY19/20:	\$2,131,433

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	Judicial/Administrative Services	\$667,258	4					
2	Civil Case Processing	\$605,931	7					
3	Criminal Case Processing	\$651,102	7	5	\$300,000		1	Yes
4	Front Counter/Criminal Division	\$588,242	7					
5	Mail Correspondence Division	\$382,680	4					
6	Call Center/Warrant/Accounting	\$953,379	12					
7	Travel and Educational Expenses	\$19,000						
8	Fees and Services	\$15,000			\$10,000		2	Yes
9								
10								
Department-Estimated Totals		\$3,882,592	41	5	\$310,000	8.0%		

* 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: Justice of the Peace 4-1

Functional Area: Criminal Case Processing

Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		300,000
Other Recurring Costs		
Total Request	\$	300,000

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 biggest challenge our department faces is a high volume of case filings and not enough personnel to adequately handle those cases. The funding is needed to relieve some of the heavy workload on one person that can lead to an unhealthy organization and possible change in turnover rate.
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 main goal is to provide adequate levels of work to retain our staff and continue to maintain a successful operation for Harris County.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Recent workload study shows a deficiency of manpower in our office. The study showed the court needed an additional 20 employees to operate accordingly.
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 continue to hire people with the right skillsets for our busy operation and maintain high expectations. Yearly evaluations help us determine our staff's performance, set attainable goals, and enforce accountability through work log charts and frequent interaction including spot check processes.
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.)?
We can commit to updating Commissioners Court on our progress providing work log charts and annual reports of caseload processing through our Odyssey Case Management system. We extend an invitation to Commissioners Court to visit our courts daily processing of cases in or out of court.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Need an additional five Clerk I positions with the base salary amount of \$60,000/ea. for all 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 is needed for new positions requested. After Hurricane Harvey, the layout of the department was repurposed with better use of space allowing additional workstations to take in place.

**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: Justice of the Peace 4-1

Functional Area: Fees and Services

Dept. Funding Priority #: 2

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.
Two of the biggest opportunities needed in our court are improvement of security and technology resources.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will fund be used for?) and expected outcomes. Provide a timeline.
The placement of additional security measures will be to ensure a safe and welcoming environment for the Judge, court staff, and the citizens conducting business at the courthouse. We currently have a significant open gap in our front counters that give easy access to the public to reach or climb over into our office space and cause unfortunate events. The development of technological resources will help streamline the efficient intake and processing of cases in the court, as well as promote security of county property with additional HID readers. Funds are needed to secure and protect county property along with the safety of our 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.
We currently have county property including hardware and contract service equipment exposed to the public for easy access.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
With obvious reasons, we have evaluated the risks our office encounters with exposed areas to the public.
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.)?
After the integration of security measures within our court, we can provide pictures of secured areas to support results.
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.*

342-JUSTICE OF THE PEACE, 4-2

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

3.7%

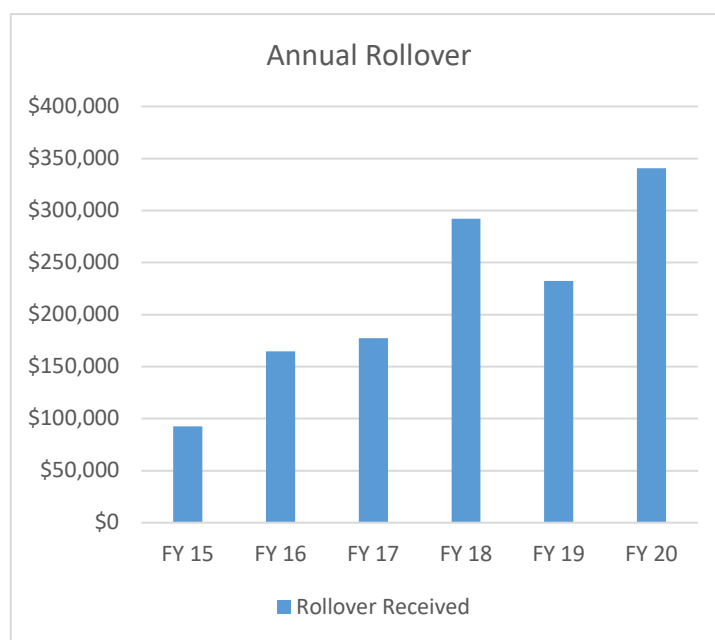
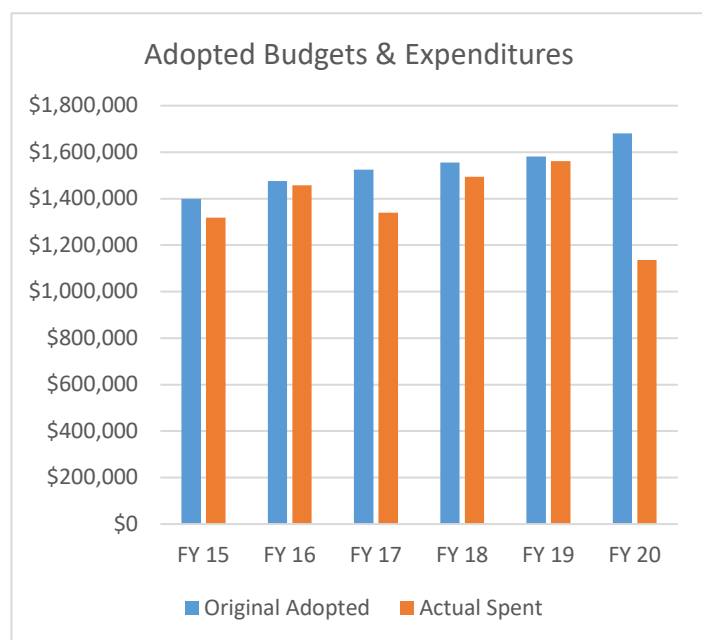
FY 20 Adopted Budget Per Capita (Harris County):

\$0.36

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$1,400,000	\$1,476,000	\$1,525,000	\$1,555,000	\$1,581,000	\$1,680,000
Final Adjusted	\$1,496,030	\$1,640,816	\$1,702,393	\$1,745,650	\$1,912,039	\$2,020,486
Rollover Received	\$92,520	\$164,816	\$177,393	\$292,099	\$232,488	\$340,486
Rollover % of Adopted	7%	11%	12%	19%	15%	20%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$1,258,135	\$1,345,972	\$1,288,958	\$1,385,698	\$1,485,792	\$1,073,956
Non-Labor/Transfers	\$59,409	\$110,797	\$50,888	\$108,324	\$75,405	\$61,569
Actual Spent	\$1,317,544	\$1,456,769	\$1,339,846	\$1,494,022	\$1,561,198	\$1,135,525



FY20 Rollover as a % of FY20 Adopted Budget: 20.3%

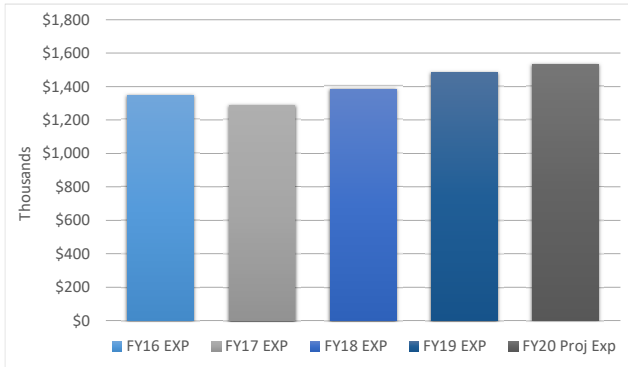
Other Department Resources

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

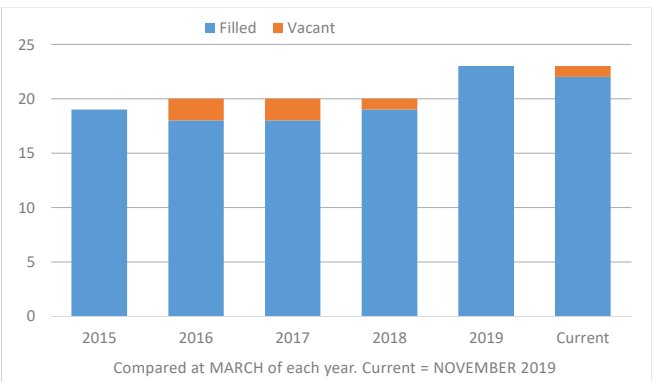
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 4-2

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

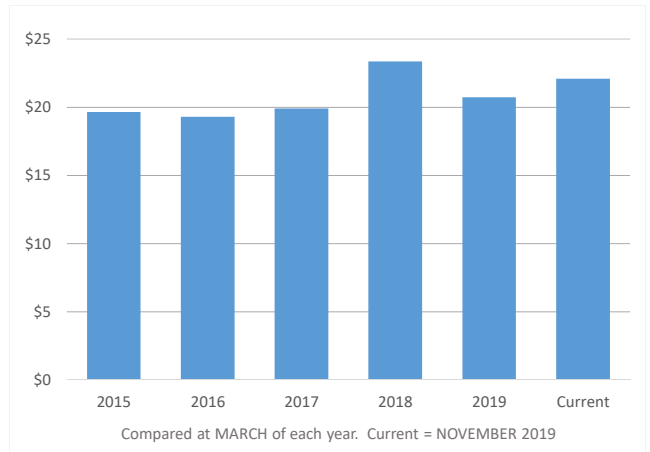


Avg. Salary Increases For Existing Full-Time Employees

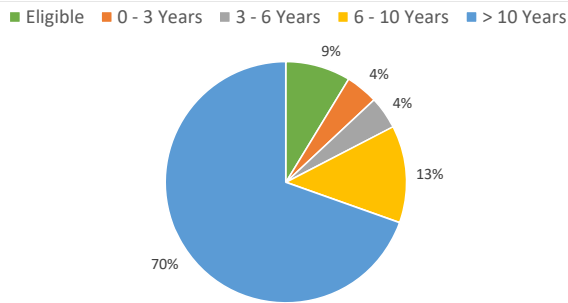
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	11	10.2%	10.2%
Sept 2017	7	15.4%	7.4%
Sept 2016	5	27.3%	8.4%
Sept 2015	3	14.6%	3.5%
Sept 2014	3	18.9%	3.5%

	Filled	Vacant	Total
R32+	22	1	23
Part	0	0	0
Temp	0	0	0

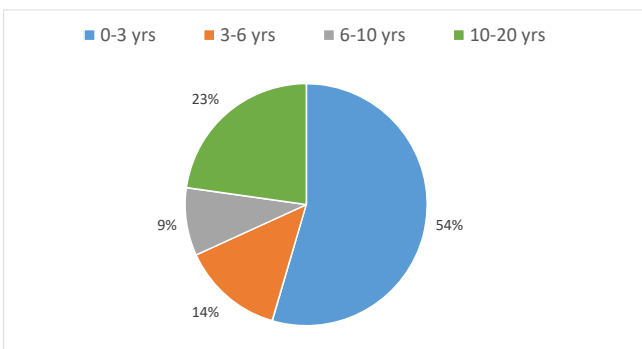
Dept. Average Hourly Base Pay Rate



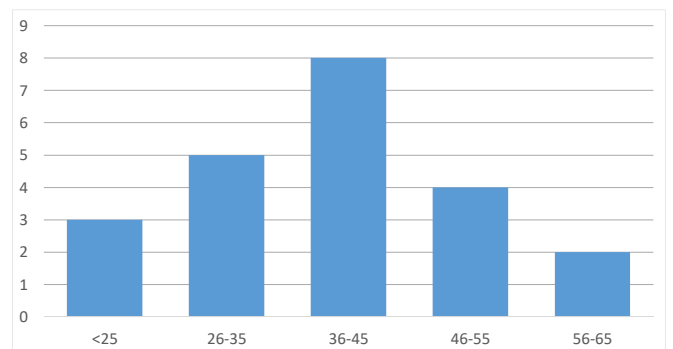
Retirement Eligibility



Employee Tenure



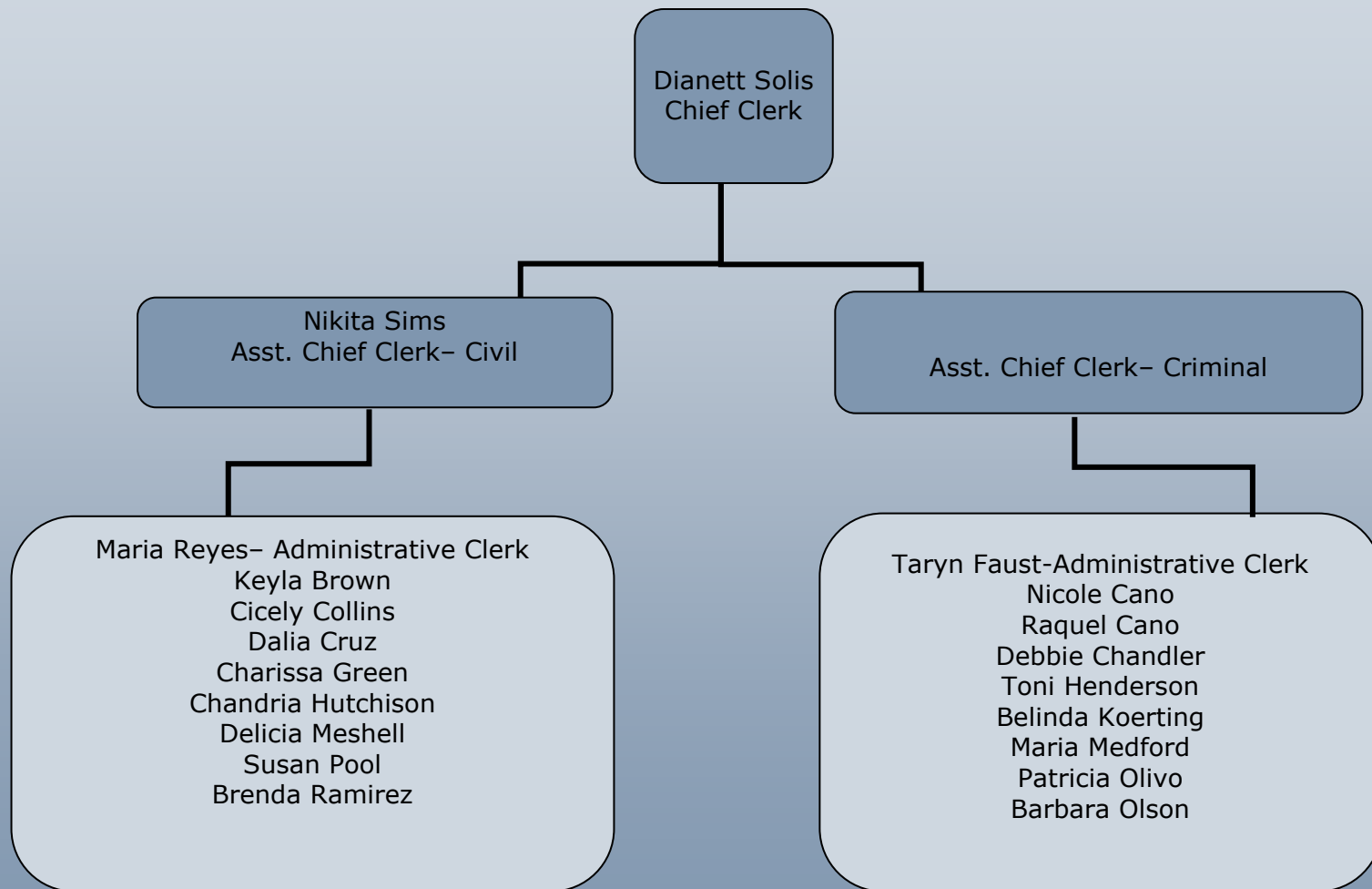
Number of Employees by Age





Department-Provided Information

Judge Laryssa Korduba
Justice of the Peace Precinct 4 Place 2
Harris County, TX



Form #1: Department Mission and Metrics

Justice of the Peace 4.2 - 342

A) Department Purpose/Mission

The Justice Court has jurisdiction over a wide variety of issues, including civil matters in which the amount in controversy does not exceed \$10,000 (note that this will increase to \$20,000 effective September 1, 2020), eviction matters, criminal cases punishable by fine only, and various administrative type cases (including but not limited to dangerous dog determinations, tow hearings to determine probable cause, and petitions for an occupational driver's license). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. The Justice of the Peace also performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights, and setting peace bonds.

The purpose of the Justice Court is to do justice - and justice delayed is justice denied. Thus, the Court strives to ensure the expeditious resolution of civil and criminal matters before the Court, all while providing fair notice and meaningful opportunities to be heard and being accessible to both the community and persons appearing before the Court. Handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures, all while ensuring that litigants leave the Court feeling they were treated fairly and with respect.

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

1. Our court has expanded helpful technological operations by adding additional PC monitors to each workstation allowing for simultaneous use and viewing of all necessary computer programs.
2. We have updated and relocated workstations occupied by office supervisors, strategically placing them where they are readily available to staff at all times.
3. Total number of cases filed: 44,485 from March 2018 through February 2019 (breakdown: 29,592 adult criminal, 298 Truancy, 14,893 civil)
4. Total number of cases filed: 20,423 from March 2019 through September 2019 (breakdown: 14,290 adult criminal, 89 Truancy, 6,044 civil)
5. Many of our staff attended educational events and trainings, mostly by attending Texas Justice Court Training Center Events. Last year, one clerk became certified and one is now certified with Leadership Lake Houston. This year we are looking forward

Form #1: Department Mission and Metrics

to having a few more clerks become Certified Court Clerks.

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

The Justice Courts continue to see an increased reliance on technology. The Office of Court Management worked with Universal Services and the Justice Courts to upgrade to Odyssey 2017, Clerk Edition 2017, and Judge Edition 2018 (all part of the County's contract with Tyler Technologies for a case management system for the Justice Courts). This successful upgrade was key to enabling participation in the most current technology available and ensured that all the Justice Courts would be participants in all future iterations of continuous improvement of the Odyssey suite.

1. Use strategic planning to develop and maintain the highest possible level of services to the public and to responsibly seek, use and account for public resources.
2. To attract, develop, and retain qualified court personnel through financial incentives and access to professional and educational advancement opportunities.

We plan to add two additional full time staff members and increase our education and training budget.

Looking forward, the Justice Courts will be revamping our website to provide constituents easier access to information and user forms, integrating the use of additional kiosks and computers into the courtroom to increase efficiency, and implementing online dispute resolution capability for certain small claims cases. The latter improvement will be necessary as the Justice Courts will undoubtedly face an increase in the number of civil case filings when the amount in controversy jurisdiction increases effective September 1, 2020. The Justice Courts website will also provide functionality to allow criminal defendants to make partial payments and payments toward deferred dispositions online, rather than having to visit the courthouse and stand in line to make a payment.

3. Semi Annual rotation of clerical duties enables staff to maintain a balance of knowledge and up to date skills in all areas aspects and procedures of our office functions.

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

With the 86th Legislature in session, the Courts were busy tracking relevant legislation and are working to implement the array of changes that are coming our way in 2020. Further reform efforts in the area of criminal fines and fees will result in additional hearings set in criminal cases to review defendants' ability to pay, and massive changes to court costs – how they are assessed and the amounts – take

Form #1: Department Mission and Metrics

effect January 1, 2020.

1. Jurisdiction increase increases in civil cases from \$10,000 to \$20,000 effective 09/01/2020.
2. E-filing will increase as requirements within the criminal jurisdiction expand in regards to Attorney letters of representation, and motions.
3. Criminal/Civil caseload is approximately 40,000+ cases per year; and this number continues to increase. New offenses and changing/adding local rules will add to our caseload as well as the newly implemented electronic citation filing system.
4. Increased jurisdiction will result in more processing for clerks more complex cases filed with more Attorneys, more cases on the docket, potentially more time in court, more communications between the court and litigants (meaning more postage and copy expenses), and possibly the need for more clerks to continue to provide expeditious resolution of civil cases.

The County is currently in discussions regarding the future of the Justice Courts' collections contract, which provides the Court a third party vendor to assist with efforts to enforce compliance with orders to appear in criminal cases for defendants who have failed to appear and collections of delinquent judgments for defendants who have failed to pay. Depending on the outcome of those discussions, the Court may need to begin at least minimal in-house collection efforts. How that would be structured or what resources would be necessary is still being determined.

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

Our costs will only increase in terms of needed staff and also postage/supply budgets as case volumes increase and the necessary communications between the court and litigants has and will continue to grow.

1. We have Allocated office space for juvenile staff, case worker, law enforcement officer and school officials.
2. We have Updated and relocated workstations occupied by office supervisors.

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. Additional reports through Odyssey case Management System are now available

Form #1: Department Mission and Metrics

that allow administrative staff to review and monitor each of the above.

2. Administrative staff has formulated instructional binders and guidelines always readily available to clerks on any and every court procedure in order to further maintain quality control.

3. Utilizing electronic imaging reduces and eliminates the constant prior problem of misfiled and lost cases. Also, electronic imaging allows for much faster and more complete access to each case in its entirety. Administrative documents are now being stored electronically allowing for quick and easy access. This format allows for more complete and secure access to these documents.

4. Internal yearly employee evaluations are conducted, allowing employees to evaluate themselves compared to a supervisor's evaluation. Weekly department Administration and Clerical meetings allow for constant review of procedures, and for streamlining every process and procedure. Clerical input is sought and always valued.

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 Court is currently developing an anonymous user survey that can be used by the Justice Courts to help us improve our services; these surveys will inquire about perceived safety and fairness, accessibility of the court, time required at court, court staff attentiveness and courtesy, and court participants' expectations and understanding of the process both before and after conducting business at the Court. The Courts met with representatives from the Center for Court Innovation in November 2018 to review and improve our website, signage, and forms to be more user-friendly – and that project continues.

1. External E-File reports.
2. Process case filings to a legal conclusion as efficiently and timely as possible.
3. Visiting organizations used, and keeping good relationships.

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: **342 - Justice of the Peace 4.2**

FY19/20 General Fund Adopted Budget:	\$1,680,000
Rollover Budget Received in FY19/20:	\$340,486

		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?*
List and Describe the Functions/Services Provided By Your Department (General Fund Only)								
1	An Administrative Officer will act as the point of contact for all employees, providing administrative support and managing all office details Duties include managing office stock, preparing regular reports, acting as a liaison to Harris County as well as State agencies and departments. In addition, administrative officers act as coordinators of the activities of the court and the judge.	\$475,407	4					
2	Civil-accept filings in debt claims, eviction, small claims, and other type of suits in Jursdiction of Justice courts and process these suits to a legal conclusion.	\$475,407	8	2	\$163,164	34.3%	1	Yes
3	Criminal/ Traffic-Accept filing from law enforment officers and other agency's as well to indiviluas and business and process these to a legal conclusion	\$539,197	8.7					
4	Financial	\$70,844	1					
5	Consult-Special Projects	\$19,000	0.4					
6	Truancy case Processing-Truancy cases are handled under Chapter 65 of the Family Code as civil matters alleging a child has engaged in truant conduct. Processing these cases involves communication and transfer of documents between the school districts and District Attorney's Office, monitoring time deadlines for compliance, answering inquiries from the schools, families, and TRIAD workers, preparing citations and monitoring service, preparing files for court dockets, monitoring compliance with remedial orders, preparing show cause notices for contempt hearings, and similar activities done in the courtroom on docket days	\$22,000	0.3					
7	Non-Labor							
8	Administration	\$27,461						
9	Civil	\$21,020						
10	Criminal/ Traffic	\$26,671						
11	Financial	\$2,803						
12	Consult-Special Projects	\$190						
Department-Estimated Totals		\$1,680,000	22.4	2	\$163,164	9.7%		

* 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: 342

Functional Area: Civil
Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	52,388
Cost of Positions (Recurring)		104,776
Other Recurring Costs		6,000
Total Request	\$	163,164

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Jurisdictional change due to HB1380 Justice courts civil suits will increase from \$10,000 to \$20,000 effective September 1, 2020.
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 impact of HB1380 on the caseload of JP4-2 cannot be fully determined at this point, however we anticipate and increase in case filings and an increase in the number of civil suits filed by Attorneys and Plaintiffs. We estimate that two additional staff positions will be needed to handle this increase.
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 Civil caseload is approximately 15,000+ cases per year and is expected to grow significantly due to projected increases in jurisdictional limits.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Develop and implement a plan concerning of the workload and for it to be distributed accordingly. Train new employees in order to handle the large volume and wide variety of cases and procedures.
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 result will be communicated to Commissioners Court during FY 2021-2022 budget process in a form of an annual report.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
13 Pay Periods in FY 2020 x 80 hour per pay period x \$15.00 Per hour x 2 positions beginning September 2020.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
JP 4-2 has existing working space available. Therefore no additional office workspaces will be 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.*

351-JUSTICE OF THE PEACE, 5-1

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

3.8%

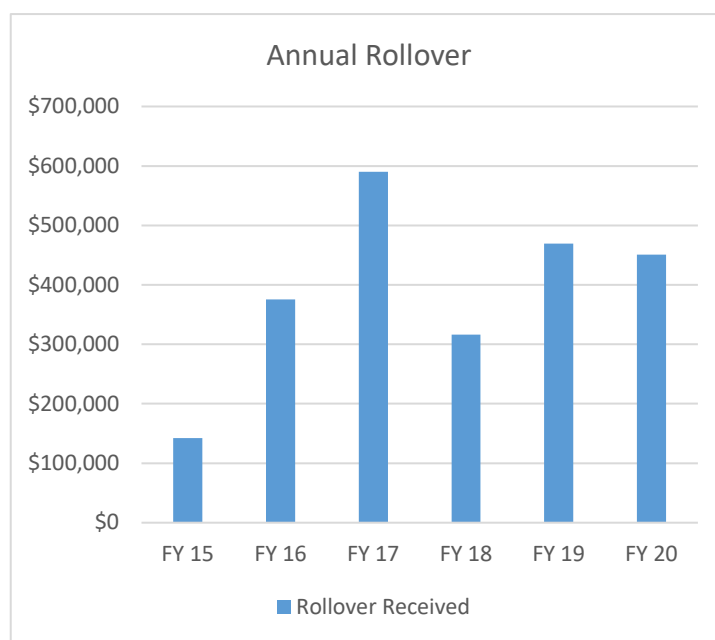
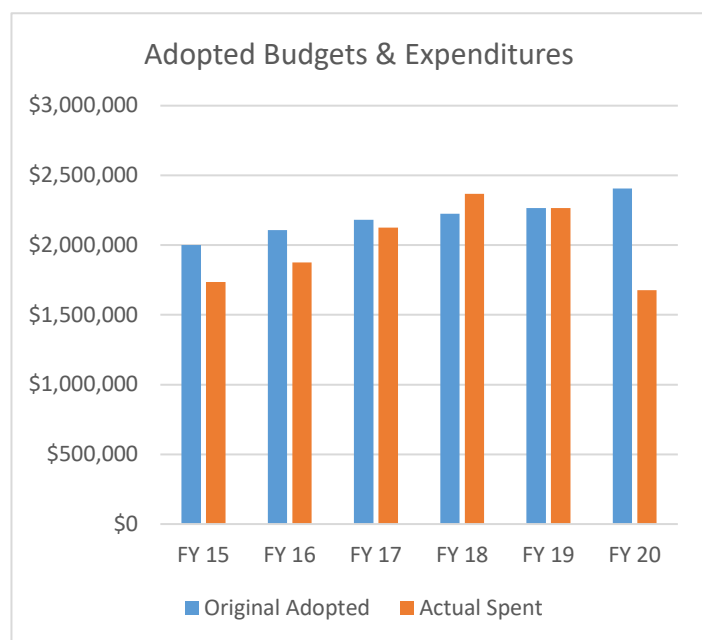
FY 20 Adopted Budget Per Capita (Harris County):

\$0.51

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$2,000,000	\$2,109,000	\$2,181,000	\$2,225,000	\$2,265,000	\$2,407,000
Final Adjusted	\$2,146,342	\$2,484,712	\$2,771,136	\$2,853,610	\$2,734,451	\$2,858,031
Rollover Received	\$141,999	\$375,712	\$590,136	\$316,305	\$469,451	\$451,031
Rollover % of Adopted	7%	18%	27%	14%	21%	19%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$1,682,832	\$1,817,785	\$1,911,730	\$2,063,690	\$2,101,182	\$1,621,101
Non-Labor/Transfers	\$52,919	\$58,335	\$214,901	\$303,547	\$164,050	\$57,169
Actual Spent	\$1,735,750	\$1,876,119	\$2,126,631	\$2,367,238	\$2,265,232	\$1,678,269



FY20 Rollover as a % of FY20 Adopted Budget: 18.7%

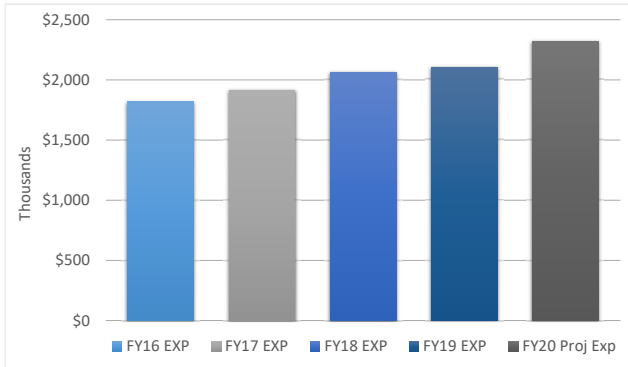
Other Department Resources

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

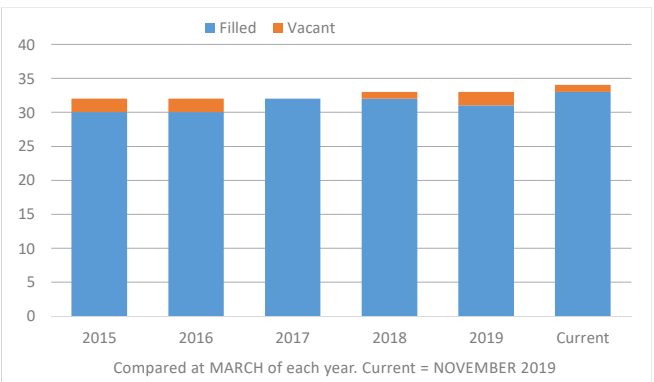
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 5-1

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

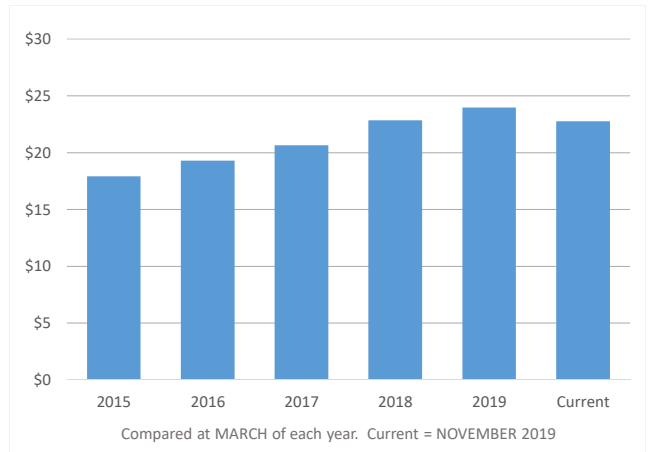


Avg. Salary Increases For Existing Full-Time Employees

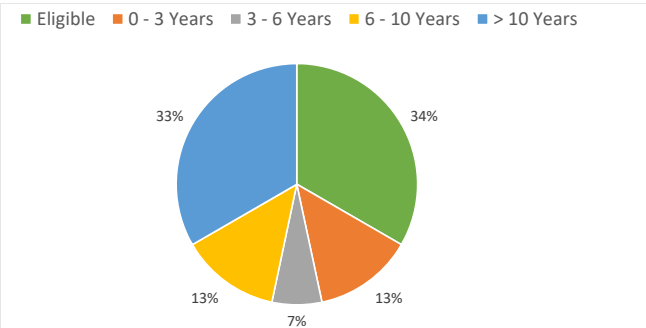
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	26	8.5%	8.5%
Sept 2017	22	9.9%	4.8%
Sept 2016	20	18.9%	5.9%
Sept 2015	20	18.9%	4.4%
Sept 2014	19	29.3%	5.3%

	Filled	Vacant	Total
R32+	31	1	32
Temp	2	0	2
	0	0	0

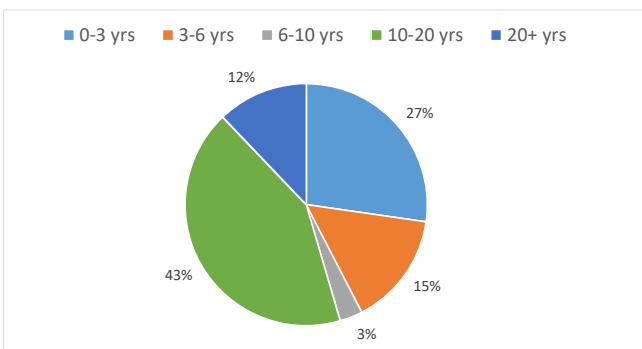
Dept. Average Hourly Base Pay Rate



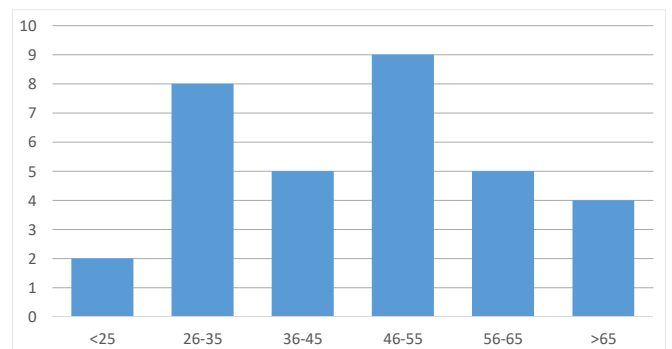
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information

FY 2020-21 ORGANIZATION CHART FOR JUSTICE OF THE PEACE, PRECINCT 5, PLACE ONE

Honorable Russ Ridgway
Justice of the Peace

Chief Clerk

Assistant Chief Clerk
Criminal Department

Administrative Clerk I
Office Manager, Payroll Clerk

In Court Support
Administrative Clerk II (1)

Assistant Chief Clerk
Civil Department

Criminal Window Clerks
Clerk I (2)
Clerk II (1)
Clerk III (1)

Criminal Back Office Support
Clerk I (2)
Clerk II (1)
Clerk III (2)
Clerk V (1)
Clerk V (Part-Time) (.5)

In Court Support
Clerk I (1)
Clerk V (Part-Time) (.5)

Phone Staff
Clerk I (1)

Truancy Case Processing
Administrative Clerk I (1)
Clerk I (1)

Financial Clerk
Clerk I (1)

**Criminal Back Office
Support / Docket Clerk**
Clerk I (1)

**Civil Window / Back Office
Support Clerks**

Clerk I (3)
Clerk II (2)
Clerk III (1)
Clerk IV (1)

Phone Staff
Administrative Clerk I (1)
Clerk I (1)

Form #1: Department Mission and Metrics

Justice of the Peace 5.1 - 351

A) Department Purpose/Mission

Our purpose is to serve the public concerning civil and criminal matters that promote justice in a timely and efficient manner.

The purpose of the Justice Court is to do justice - and justice delayed is justice denied. Thus, the Court strives to ensure the expeditious resolution of civil and criminal matters before the Court, all while providing fair notice and meaningful opportunities to be heard and being accessible to both the community and persons appearing before the Court. Handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures, all while ensuring that litigants leave the Court feeling they were treated fairly and with respect.

The Justice Court has jurisdiction over a wide variety of issues, including civil matters in which the amount in controversy does not exceed \$10,000 (note that this will increase to \$20,000 effective September 1, 2020), eviction matters, criminal cases punishable by fine only, and various administrative type cases (including but not limited to dangerous dog determinations and petitions for an occupational driver's license). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. The Justice of the Peace also performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights, and setting peace bonds.

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

Our department implemented e-filing for civil cases in July 2018 and have moved from 33% to 67% of all filings by September 2019. Our court is the largest civil court in the state in part due to the speed with which we move cases from filing to disposition. Our court continues to respond to increased caseloads while being understaffed. In late 2018 we were allowed to get budget approval for changing one position from part time to full time despite asking for more. Our court currently employs 2 licensed court interpreters.

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

As with all courts our productivity is measured in the ability to timely respond to

Form #1: Department Mission and Metrics

whatever types of filings, motions, show cause hearings, setting Judge and jury trials. We have shifted more and more personnel to civil activities and continue to cross-check all documents for the judge's signature. We commenced a project in March 2019 to digitize (eg. scanning) all judgments that pre-dated e-filing as well as reviewing dormant and dead judgments that currently are utilizing warehouse space. Thus far we have purged or scanned approximately 3 years of dead judgments between 1999 – 2002.

Significant office layouts with increased number of windows, public hallway patterns have vastly improved. These improvements were made in 2016 and 2017.

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

Our court is the leader in dealing with evictions, debt collection and small claims filings both in Harris County and the State of Texas. We process substantial numbers of Occupational Driver's licenses and the aforementioned dormant and dead judgment cases. We have also reviewed and disposed of a large number of aged criminal cases, both on a systematic basis and with new analytical tools to identify suspect data in cases.

With the 86th Legislature in session, the Courts were busy tracking relevant legislation and are working to implement the array of changes that are coming our way in 2020. Further reform efforts in the area of criminal fines and fees will result in additional hearings set in criminal cases to review defendants' ability to pay, and massive changes to court costs – how they are assessed and the amounts – take effect January 1, 2020.

On the civil side, the increased amount in controversy jurisdictional increase from \$10,000 value in civil cases to \$20,000 value will undoubtedly bring more filings to the justice courts along with more complex cases. This will result in more processing for clerks, more cases on the docket or longer lead times to put cases on dockets, potentially more time in court, more communications between the court and litigants (meaning more postage and copy expenses), and the need for more clerks to continue to provide expeditious resolution of civil cases.

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

None, however, courthouse security measures need to be restored to prior levels, if not enhanced. Our one bailiff attempts to use camera technology, however, systems appear unstable and unreliable. With the break-in that caused the ATM to disappear, current measures appear inadequate thus the ATM has not been

Form #1: Department Mission and Metrics

replaced. One bailiff is not enough for our annex with over 130,000 people accessing our courts in person per year. The Texas Constitution requires any bailiff to be certified by law enforcement.

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.

We examine filings versus disposition of cases on a monthly basis, we carefully review auditable transactions and financial balances which result in almost perfect auditing findings (virtually none). This is a result of daily financial closing practices. We review and issue many warrants and carefully review ones that require recall due to new actions taken by involved parties. We strive to balance filings and dispositions so that the court does not build any case backlog.

We have fallen behind on balancing civil dispositions due to staffing shortfalls. The 2018 Commissioners Court NSCS staffing study supports the need for additional personnel, which we will reiterate in this budget cycle for 2020. Our caseload has increased on civil cases and temporarily declined on criminal cases (due to less citations being issued because of technical impediments beyond our control).

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 a contributor to several state-wide organizations and currently serving on a task force to Texas Supreme Court, we are developing reports to examine potential improvements in e-filings. My initial report will be delivered to the JCIT committee in December 2019. In general, Harris County Justice Courts, have set the standard for the largest volumes and related revenues transacted compared to the rest of the state and the country.

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: **351 - Justice of the Peace 5.1**

FY19/20 General Fund Adopted Budget:	\$2,407,000
Rollover Budget Received in FY19/20:	\$451,031

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	JUDICIAL/ADMINISTRATIVE SERVICES – While the Justice of the Peace performs judicial duties, the Chief and/or Assistant Chief positions generally perform managerial or supervisory work (such as dealing with personnel/HR or budget issues, answering general questions from and providing troubleshooting support to subordinates), reviewing quality assurance on data and docket entry, calendaring hearings/dockets/court sessions, scheduling assistant district attorneys/mediators/interpreters/bailiffs, compiling and submitting required reports (such as the OCA monthly report, DPS conviction reports, referral reports, and the like), and monitoring financial transactions (i.e. balancing and reconciling daily receipts and tills, making deposits, running financial reports, responding to auditor/treasurer inquiries, and the like).					\$804,026	8					
2	CIVIL CASE PROCESSING – Civil cases include small claims cases filed under the Rules of Civil Procedure, debt claim actions filed under Rule 508 of the Rules of Civil Procedure, eviction actions filed under Chapter 24 of the Property Code and Rule 510 of the Rules of Civil Procedure, repair and remedy actions filed under Chapter 92 of the Property Code and Rule 509 of the Rules of Civil Procedure, and all other civil or administrative actions, which include the following case types: hearings to determine whether animals have been cruelly treated (Chapter 821 of the Health and Safety Code), hearings to determine whether a dog is dangerous or has caused serious bodily injury or death (Chapter 822 of the Health and Safety Code), driver’s license suspension and occupational driver’s license hearings (Chapter 521 of the Transportation Code), handgun license hearings (Chapter 411 of the Government Code), hearings to grant possession of stolen or seized property (Chapter 47 of the Code of Criminal Procedure), hearings to determine probable cause for a vehicle tow (Chapter 2308 of the Occupations Code), writs of property retrieval (Chapter 24A of the Property Code), and writs of re-entry and restoration of utility services (Chapter 92 of the Property Code). Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: entering new cases, preparing civil citations for service, receipting payments for filing fees/jury request fees/appeal bonds/and payments into the registry of the court, scheduling cases for hearing, preparing instruments and notices of setting, filing submitted motions/orders, updating case records, monitoring case status and compliance, closing out cases, working the windows and responding to inquires about specific cases, preparing cases for appeal, processing requests for pre or post-judgment writs, assisting the judge in preparing for dockets (preparing hearing notices, docket sheets, orders/judgments, etc.), and all similar activities done in the courtroom on docket days.					\$619,044	9	4	\$174,844	28.2%	1	Yes

Department: 351 - Justice of the Peace 5.1

FY19/20 General Fund Adopted Budget:	\$2,407,000
Rollover Budget Received in FY19/20:	\$451,031

3	CRIMINAL CASE PROCESSING – Criminal cases included traffic offenses and all other penal offenses filed against adult or juvenile defendants either by issuance of a citation or the filing of a sworn complaint. Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: entering new cases either manually or confirming electronically filed citations, scheduling cases for dockets, preparing notices and complaints, filing submitted motions, updating case records, monitoring case status and compliance (specifically for cases on deferred disposition or driving safety course orders or payment plans or due dates), closing out cases, working the windows and responding to inquiries about specific cases, preparing cases for appeal, receipting payments for fines and costs or appearance or appeal bonds, assisting the judge in preparing for dockets (preparing hearing notices, docket sheets, case worksheets, orders/judgments, etc.), all similar activities done in the courtroom on docket days.	\$802,057	13					
4	TRUANCY CASE PROCESSING – Truancy cases are handled under Chapter 65 of the Family Code as civil matters alleging a child has engaged in truant conduct. Processing these cases involves communication and transfer of documents between the school districts and District Attorney's Office, monitoring time deadlines for compliance, answering inquiries from the schools, families, and TRIAD workers, preparing citations and monitoring service, preparing files for court dockets, monitoring compliance with remedial orders, preparing show cause notices for contempt hearings, and similar activities done in the courtroom on docket days.	\$141,094	2					
5	TRAVEL AND EDUCATIONAL EXPENSES – The Canons on Judicial Conduct require a judge to “be faithful to the law and ... maintain professional competence in it.” Training is invaluable, and it is imperative that both the Judge and his/her clerks are fluent in the laws governing proceedings in justice court and stay up to date on legislative changes and legal reforms in order to dispense justice and accomplish our stated mission/purpose. Trainings may include in house trainings offered with the Office of Court Management and the Staff Attorney or other county departments, trainings and seminars with the Texas Justice Court Training Center, Texas Justice Court Judges Association, or other approved judicial education providers, and State or local bar activities. To maintain any level of consistency amongst the sixteen Justice Courts, regular meetings of the judges and clerks are also essential.	\$3,300						
6	Our non-labor item consists of several categories: <ul style="list-style-type: none"> • Postage - the large amount of required (statutory) mailings of office requires increased expenditures of \$60,000 (assuming first class envelope rate of .50) • Office supplies – these items consists of many repetitive materials necessary for the office to function normally. These materials include paper for copiers and printers, custom envelopes, pre-printed forms and non-reusable items (pens, paperclips, staples and chair mats). Other office supplies include document shredding services, employee service awards, employee headsets, business cards and legal books. We estimate our expenditures will be \$40,000 • Rentals and Leases – Our office has 3 copiers, 1 postage machine and 2 water coolers. The expected cost for these machines is \$13,560 • Equipment Repair and Maintenance – this includes repairs and maintenance to 2 Lektrievers, folding machine and time stamp machines. We estimate our expenditures will be \$12,300 • Telephones – The utility expenditures for our office telephones is estimated to be \$2,100 • Interpreter Fees – This includes the renewal for 2 notary publics and fingerprints for our employees and is estimated to be \$355 	\$128,315						

Department-Estimated Totals	\$2,497,835	32	4	\$174,844	7.0%
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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

Justice of the Peace, Precinct 5 Place 1

Department:

Functional Area: CIVIL CASE PROCESSING
Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	0
Cost of Positions (Recurring)		174,844
Other Recurring Costs		0
Total Request	\$	174,844

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

We see one major challenge and one problem which will require additional staffing.

The first challenge is to be prepared for the statutory increase in the jurisdictional limit from \$10,000 to \$20,000 effective 9/1/2020. When our jurisdictional increase went from \$5,000 to \$10,000 we experienced a 27% increase from September 2007 to September 2008. With our current number of civil case processing employees we believe that we need to hire 3 new employees and train them starting no later than February 2020. We also anticipate that some of this increase will be from cases that previously could have been filed in County Civil Courts of Law. Other anticipated increases in filings will be from more challenging subject areas such as medical malpractice. We may also see increases from homeowner's association delinquent collection programs.

The current problem is timely dismissing civil cases for want of prosecution due to lack of adequate staffing. This has become pronounced in the last 2 years for which approximately 5,000 + cases that should be dismissed have not been accomplished. This effort requires court docket space, planning and execution. We believe that we can make significant headway with one additional employee.

The sum of these requests is 4 new positions (The recent Commissioner Court staffing study indicated a need for over 10 additional employees). Please note that the staffing request does not include any increased responsibilities for collections for criminal delinquent judgments.

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 believe the challenge of meeting significantly increased civil filings that requires hiring additional qualified personnel needs to occur as early in 2020 as possible. We believe that significant training in civil procedures and computer models (Odyssey) will consume at least 1.5 years or more to become fully proficient with virtually no quality issues. All funding is to support salary and benefits for these employees.

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

Our court has significant recent experience with changes in technology. For example, our court began instantly receiving civil cases through e-file starting July 2018. From July 2018 through September 2019 our e-filing rate has climbed from 33% to 67% in just over a year. We believe that the use of e-filing may increase for new filings. Increased complexity occurs because of ancillary filings for many of these cases (these include writ's of execution, garnishment, possession and ancillary motions such as discovery, special exceptions, motions to transfer, challenges to the jurisdiction, alternate service, continuances among many others). E-filings and ancillary documents filed have significantly increased the velocity of cases from filing to disposition.

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

We utilize two measurements to determine effectiveness. The first is looking at the total filings minus total dispositions by case type. In using this approach we are able to evaluate whether we are incurring any increased/decreased backlog over a multi-year period. The second metric we use is to look at the time period required from first event after filing until disposition using the Case Load Detail Enterprise Custom Report available in Odyssey. Note, this data is not user friendly and requires significant manpower to develop each time.

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.)?

Previous reporting has been done through summary reports consolidated by Court Managers Office. Since each court is an independent fee officer we are unaware of what evaluation and metrics reports are used by other courts. Our prior reporting has not used the metrics that we use to be an efficient court.

Our court will be happy to develop reporting metrics to Commissioners Court with adequate resources to analyze and prepare such periodic reporting.

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

We are requesting two Clerk I positions and two Clerk II positions. The base annual salary for Clerk I position is \$45,822.40 (\$22.03 an hour) and the base salary for Clerk II position is \$41,600 (\$20.00 an hour). For the fiscal year 2020-21 we are seeking funding for all 26 pay periods. Additionally, we are seeking funding for 2 pay periods in the current fiscal year. We are uncertain how easy the effort to fill these positions with reasonable qualified candidates in a low unemployment environment. We believe these positions can be funded within our department's rollover funds.

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

We anticipate no additional office space and minimal modification of existing workspace.

Justice of the Peace, Precinct 5 Place 1 Harris County - Case Load Summary (Truancy Court included in Civil from 2014 and beyond)

Summary	2016*	2017	2018**	2019 thru Sept.	6/2003 - 9/30/19
Total Filed	67,853	76,744	74,858	49,659	1,036,326
Total Disposed	47,670	62,254	66,667	49,551	1,074,475
Total Warrants	6,033	2,766	5,993	7,610	258,467
% Handed (Disposed/Filed)	70.25%	81.12%	89.06%	99.78%	103.68%
% Handed (Disposed/Filed INCL A/W)	79.15%	84.72%	97.06%	115.11%	128.62%
Civil Filed	11,806	16,912	21,557	17,743	188,200
Civil Disposed	10,409	15,160	18,669	14,251	182,337
Civil Net	-1,397	-1,752	-2,888	-3,492	-5,863
Criminal Filed	56,047	59,832	53,301	31,916	850,071
Criminal Disposed	37,261	47,094	47,998	35,300	892,138
Criminal Net	-18,786	-12,738	-5,303	3,384	42,067
	Odyssey		E-filing		
	began 6/1/16		began 7/1/18		

Justice of the Peace, Precinct 5 Place 1 Harris County - Civil Cases Filed / E-filed Summary

	Total Filed	Total Efiled	Paper Filed	% Efiled
Jun-18	2048	0	2048	0.0%
Jul-18	1768	599	1169	33.9%
Aug-18	1824	817	1007	44.8%
Sep-18	1601	606	995	37.9%
Oct-18	1936	787	1149	40.7%
Nov-18	1680	751	929	44.7%
Dec-18	1745	829	916	47.5%
	10554	4389	6165	41.6%
Jan-19	2023	1048	975	51.8%
Feb-19	1643	794	849	48.3%
Mar-19	1599	829	770	51.8%
Apr-19	1863	1118	745	60.0%
May-19	2047	1269	778	62.0%
Jun-19	1858	1189	669	64.0%
Jul-19	2168	1455	713	67.1%
Aug-19	2302	1457	845	63.3%
Sep-19	2240	1516	724	67.7%
	17743	10675	7068	60.2%

352-JUSTICE OF THE PEACE, 5-2

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

3.2%

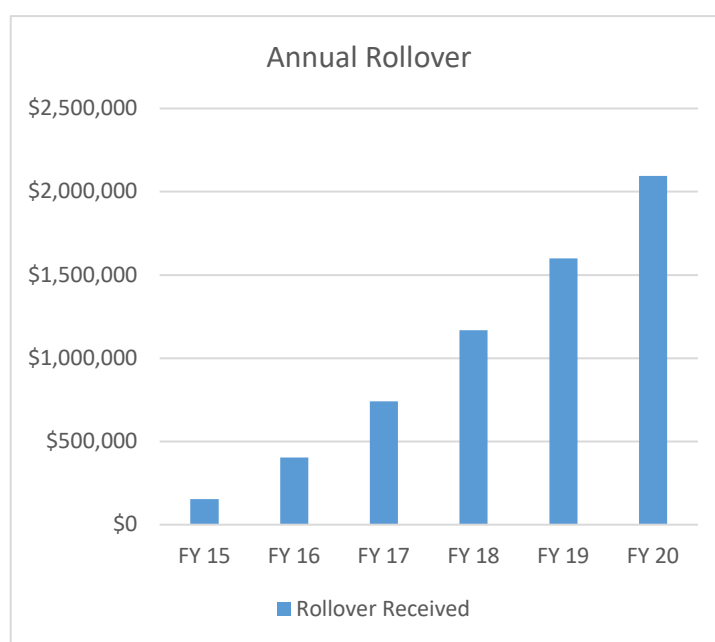
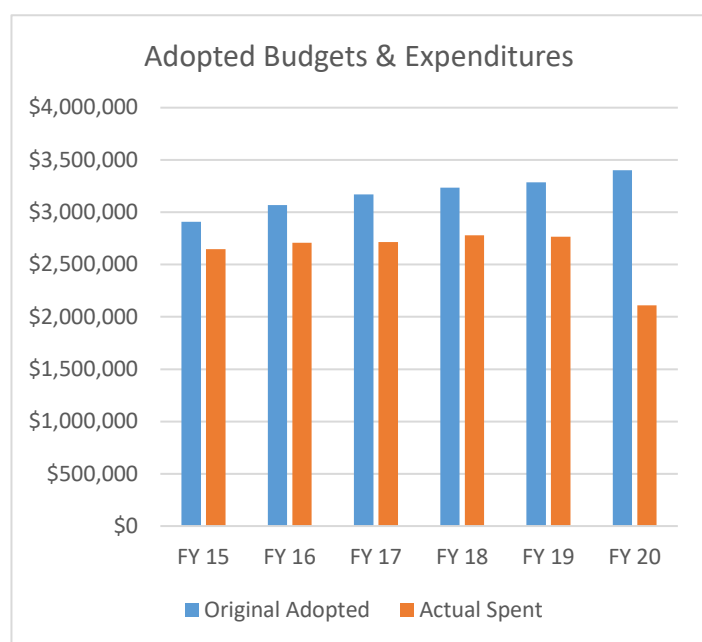
FY 20 Adopted Budget Per Capita (Harris County):

\$0.72

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$2,910,000	\$3,069,000	\$3,172,000	\$3,235,000	\$3,288,000	\$3,403,000
Final Adjusted	\$3,070,341	\$3,515,135	\$3,913,574	\$4,400,510	\$4,887,972	\$5,498,264
Rollover Received	\$153,488	\$403,482	\$741,574	\$1,167,023	\$1,599,972	\$2,095,264
Rollover % of Adopted	5%	13%	23%	36%	49%	62%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$2,559,825	\$2,572,117	\$2,590,775	\$2,632,490	\$2,628,198	\$1,986,053
Non-Labor/Transfers	\$86,035	\$136,809	\$125,711	\$146,713	\$138,967	\$124,307
Actual Spent	\$2,645,860	\$2,708,927	\$2,716,485	\$2,779,203	\$2,767,165	\$2,110,359



FY20 Rollover as a % of FY20 Adopted Budget: 61.6%

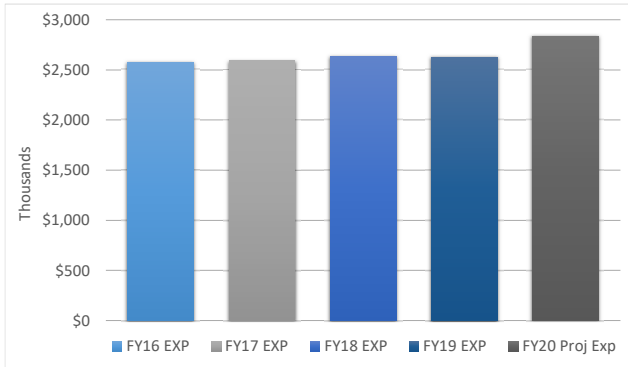
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$0	\$1,385
2370-DONATION FUND	0	\$0	\$1,385

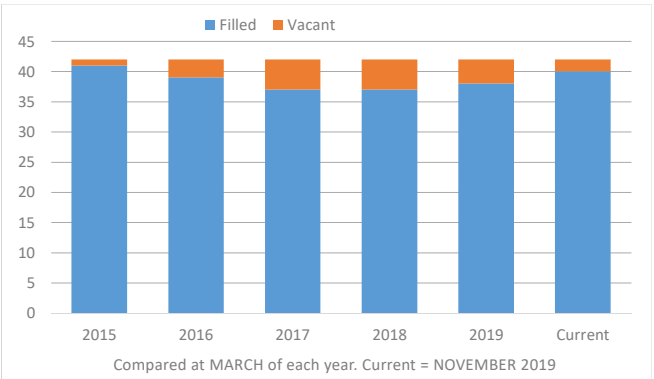
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 5-2

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

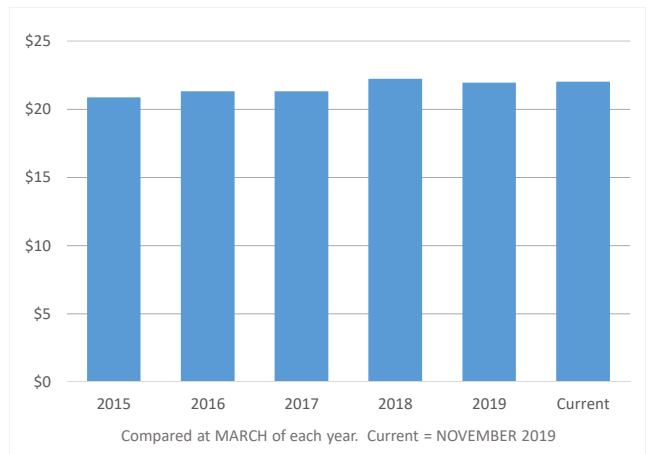


Avg. Salary Increases For Existing Full-Time Employees

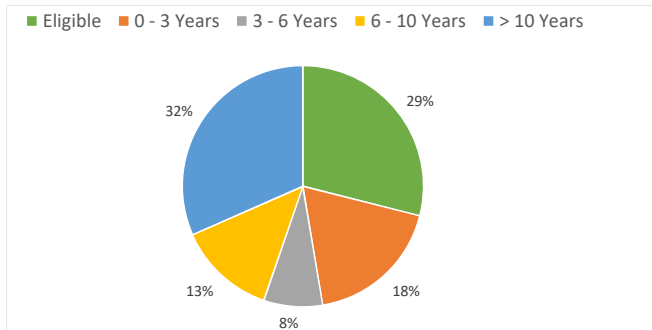
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	28	11.8%	11.8%
Sept 2017	25	12.1%	5.9%
Sept 2016	23	16.9%	5.3%
Sept 2015	22	19.2%	4.5%
Sept 2014	21	23.6%	4.3%

	Filled	Vacant	Total
R32+	40	2	42
Part	0	0	0
Temp	0	0	0

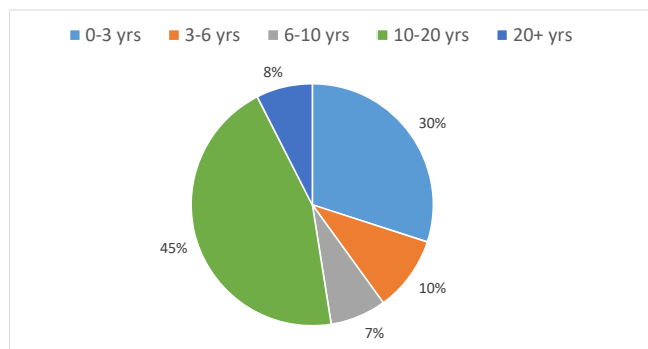
Dept. Average Hourly Base Pay Rate



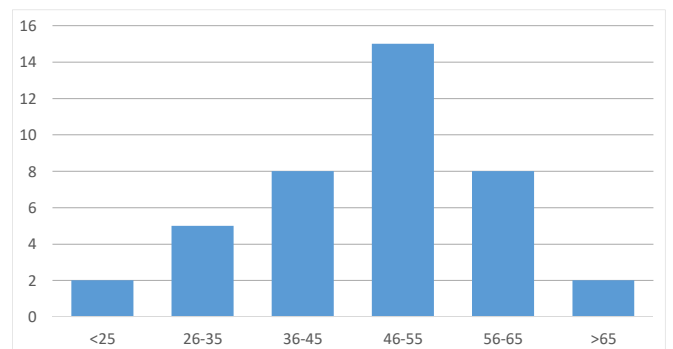
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information

COURT ORGANIZATION CHART (2020-2021 BUDGET YEAR)

Jeffrey S. Williams

Justice of the Peace 5-2

Jeffrey S. Williams	Justice of the Peace 5/2	3521053001
Carolyn Short	Chief Clerk	3526060001
Sonya Jensen	Assistant Chief Clerk	3526041001
Magdalena Olloque	Administrative Clerk I	3526022001
Jessica Hicks	Administrative Clerk I	3526022002
Manuela Rivera	Administrative Clerk I	3526022003
Yanin Franco-Magallon	Administrative Clerk I	3526022004
Janet Kemp	Administrative Clerk I	3526022005
Luisa Paz	Clerk I	3526063001
Veronica Rodriguez	Clerk I	3526063002
	Clerk I	3526063003
	Clerk I	3526063004
Esperanza Osborn	Clerk I	3526063005
Sheryl Cole	Clerk I	3526063006
Delia Arriaga	Clerk I	3526063007
Cathy Nguyen	Clerk I	3526063008
Karen Raggio	Clerk I	3526063009
Cynthia Mata	Clerk I	3526063010
Sabrina Lott		3526063011
Patricia Aubin	Clerk I	3526063012
Donald Brown	Clerk I	3526063013
Veronica Lopez	Clerk II	3526063014
Nancy Hinojosa	Clerk II	3526063015
Angela Davis	Clerk I	3526063016
Lori Valdes	Clerk I	3526063017
Elsa Contreras	Clerk I	3526063018
Ileane Martinez	Clerk IV	3526063019
Ludivina Reyes	Clerk I	3526063020
Rosie Rodriguez	Clerk I	3526063021
Alia Riggs	Clerk II	3526063022
Xenia Danielsen	Clerk II	3526063023
Guadalupe Garcia	Clerk I	3526063024
Deibi Sanchez-Ocejo	Clerk III	3526063025
Ruth Lopez	Clerk III	3526063026
Amy Jordan	Clerk II	3526063027
Maryann Danielsen	Clerk II	3526063028
Alejandra Tenorio	Clerk III	3526063029
Ana Gallo	Clerk IV	3526063030
Gabe Martindale	Clerk IV	3526063031
Jennefer Morales	Clerk IV	3526063032
Jorge Munoz	Clerk IV	3526063033
Acsa Medina	Clerk IV	3526063034

Form #1: Department Mission and Metrics

Justice of the Peace 5.2 - 352

A) Department Purpose/Mission

The purpose of this department is to adjudicate civil, criminal and administrative matters filed in this court.

The Justice Court has jurisdiction over a wide variety of issues, including civil matters, in which the amount in controversy does not exceed \$10,000, eviction matters, criminal cases punishable by fine only, and various administrative type cases. The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters.

The mission of the Justice Court is to do Justice. And justice delayed is justice denied. Thus the Court strives to provide fair notice, meaningful opportunities to be heard, and the expeditious resolution of civil and criminal matters before the Court. Handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures, all while ensuring that litigants leave the Court feeling that they were treated fairly and with respect.

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

Total number of cases filed: 78,365.. (breakdown: 60,015 Adult and Juvenile Criminal, 0 Truancy, 19,350 Civil)

Total revenue: \$5,321,057

Number of staff positions filled: 41

Number of staff positions vacant: 2

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

Our department recently purchased monitors to streamline public flow. We filled more positions to help with the workload and public assistance. We have restructured our dockets to facilitate a larger amount of cases. We gave raises to improve employee performance and longevity. We have staff trainings to increase morale and a better understanding of the laws in a civil and criminal capacity. We are installing Security fencing for employee safety; we ordered a walkway built for employee entry to avoid tripping hazards and we began a pure water delivery service for employee health. We continue developing technological resources to streamline the efficient intake and processing of cases in court. We also make it a

Form #1: Department Mission and Metrics

point to attract, develop, and retain additional and existing qualified court clerks through increased wages and other financial incentives as well as to provide access to professional and educational advancement opportunities.

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

Pursuant to the 86th Legislative session, our department had to assume several new responsibilities that were introduced and passed into law. For example, we have accrued more dockets, mailings and hearings, and all manner of new procedures and record keeping requirements.

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

New legislative directives will increase our cost.

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.

Employee work performance logs are maintained by immediate supervisors measuring and monitoring work performances, output and quality. Based on these logs supervisors address the issues and take measures to make sure employees stay on track. Supervisor meetings are held to determine what has changed within their respective departments such as court procedures, moving employees, etc. Supervisors and court administrators collectively come up with ideas and procedures to address these changes and follow up with a meeting to evaluate the result.

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 not any significant external measurements. Generally the public only comes to court because they have to, not because they want to. Even when performing our purpose optimally, the public often is upset and external polling would not be relevant or helpful.

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:

352 - Justice of the Peace 5.2

FY19/20 General Fund Adopted Budget:	\$3,403,000
Rollover Budget Received in FY19/20:	\$2,095,264

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	Judicial/Administrative Services	\$450,000	3					
2	Civil Case Processing	\$800,000	10					
3	Criminal Case Processing	\$2,500,000	30					
4	Travel & Education Express	\$80,000						
5	General Office Supply (Criminal & Civil)	\$80,000						
6	Postage	\$50,000						
7	Services & Others	\$73,000						
8	Telephone	\$20,000						
9								
10								
Department-Estimated Totals		\$4,053,000	43	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.

361-JUSTICE OF THE PEACE, 6-1

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

3.5%

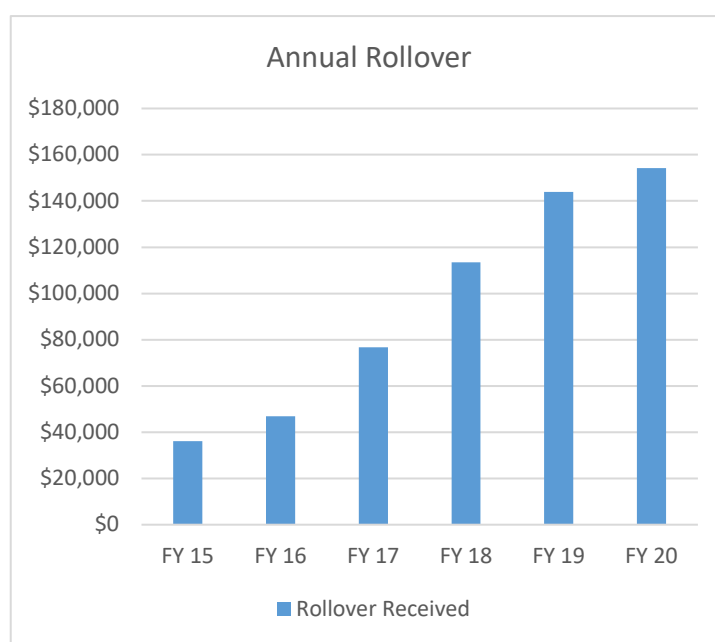
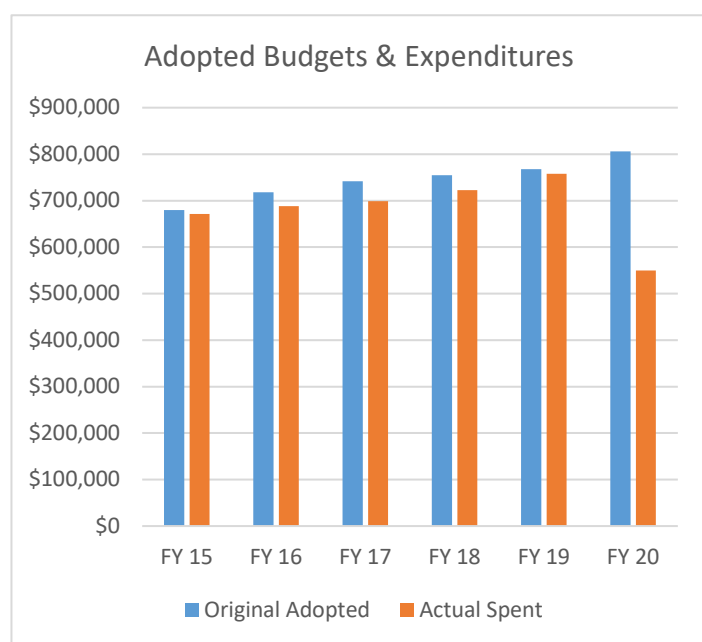
FY 20 Adopted Budget Per Capita (Harris County):

\$0.17

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$680,000	\$718,000	\$742,000	\$755,000	\$768,000	\$806,000
Final Adjusted	\$718,052	\$764,868	\$818,674	\$868,464	\$911,851	\$960,239
Rollover Received	\$36,182	\$46,868	\$76,674	\$113,464	\$143,851	\$154,239
Rollover % of Adopted	5%	7%	10%	15%	19%	19%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$654,728	\$672,283	\$682,331	\$705,200	\$740,319	\$539,075
Non-Labor/Transfers	\$16,457	\$15,911	\$16,835	\$17,317	\$17,292	\$10,336
Actual Spent	\$671,184	\$688,194	\$699,165	\$722,517	\$757,612	\$549,411



FY20 Rollover as a % of FY20 Adopted Budget: 19.1%

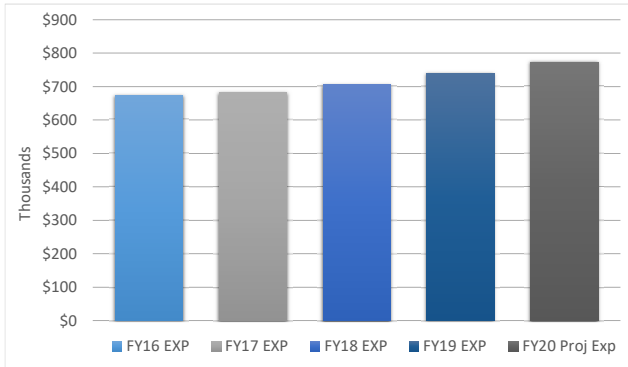
Other Department Resources

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

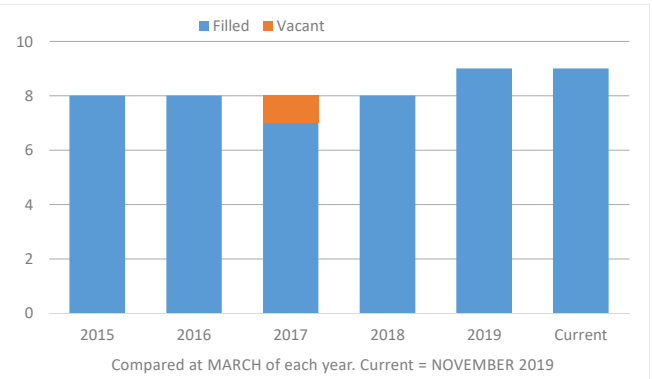
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 6-1

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

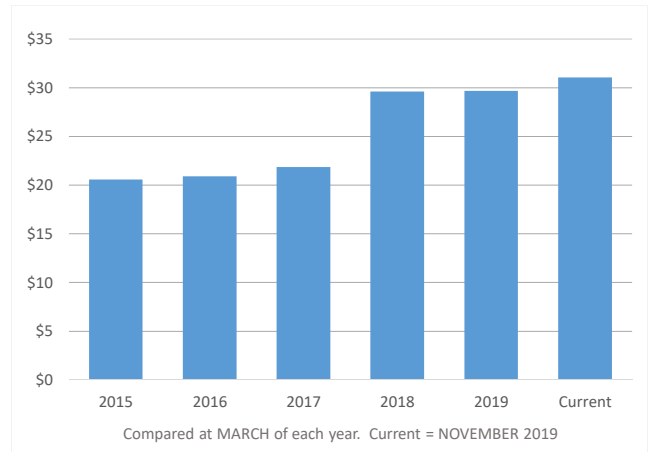


Avg. Salary Increases For Existing Full-Time Employees

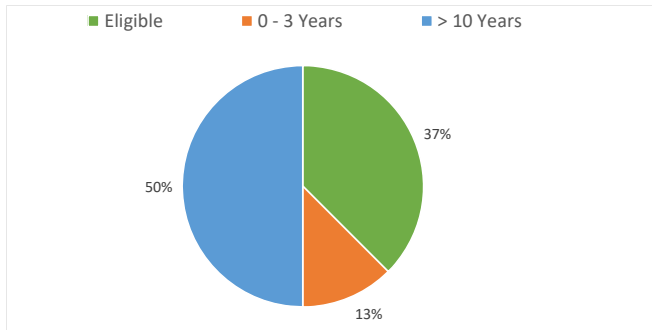
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	7	6.8%	6.8%
Sept 2017	6	8.1%	4.0%
Sept 2016	5	20.1%	6.3%
Sept 2015	4	26.2%	6.0%
Sept 2014	4	31.2%	5.6%

	Filled	Vacant	Total
R32+	8	0	8
Temp	1	0	1
	0	0	0

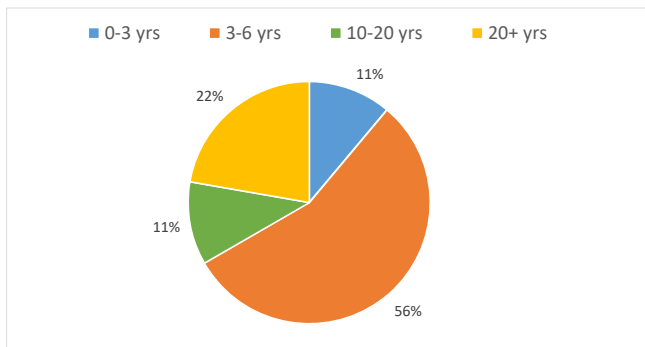
Dept. Average Hourly Base Pay Rate



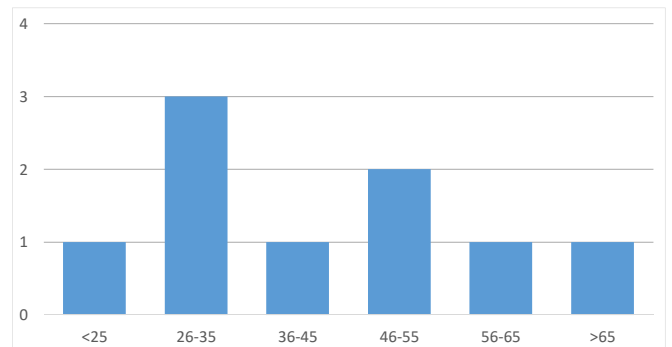
Retirement Eligibility



Employee Tenure



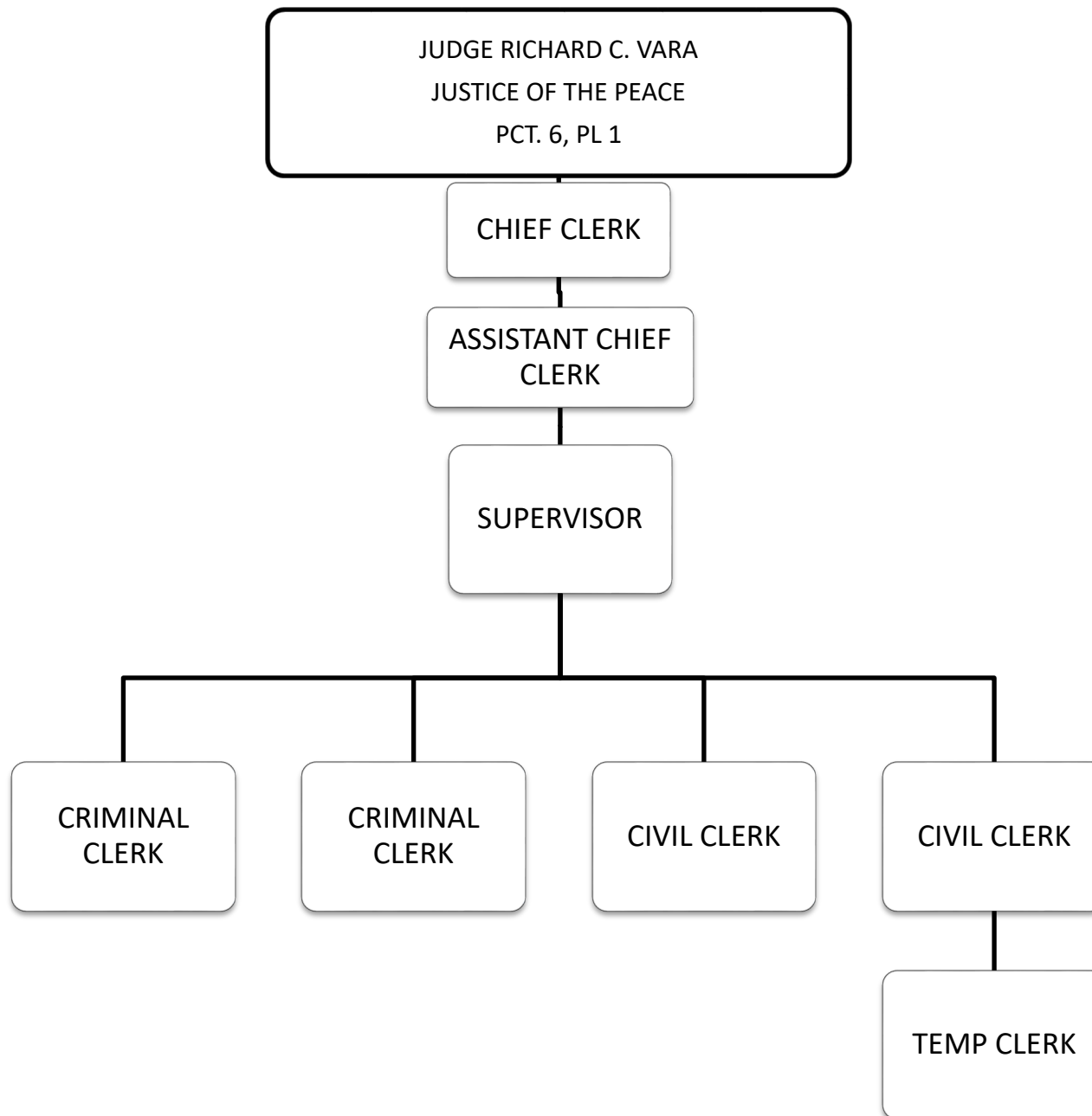
Number of Employees by Age





Department-Provided Information

FY 2020-21 ORGANIZATION CHART FOR **JUDGE RICHARD C. VARA, JUSTICE OF THE PEACE, PRECINCT 6 PLACE 1**



Form #1: Department Mission and Metrics

Justice of the Peace 6.1 - 361

A) Department Purpose/Mission

The Justice Court has jurisdiction over a wide variety of issues, including civil matters in which the amount in controversy does not exceed \$10,000 (note that this will increase to \$20,000 effective September 1, 2020), eviction matters, criminal cases punishable by fine only, and various administrative type cases (including but not limited to dangerous dog determinations, tow hearings to determine probable cause, and petitions for an occupational driver's license). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. The Justice of the Peace also performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights, and setting peace bonds.

The purpose of the Justice Court is to do justice - and justice delayed is justice denied. Thus, the Court strives to ensure the expeditious resolution of civil and criminal matters before the Court, all while providing fair notice and meaningful opportunities to be heard and being accessible to both the community and persons appearing before the Court. Handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures, all while ensuring that litigants leave the Court feeling they were treated fairly and with respect.

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

Caseload Filings are - # of criminal (juvenile + adult) are 4,347, civil (evictions + small claims + other) and truancy are 4,797.

Total Criminal Dispositions 4,267 Total Civil Judgments 2,863

Schedule more dockets to hear and dispose of more cases. Use of reports to manage cases and help manage case processing timeframes.

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

The Justice Courts continue to see an increased reliance on technology. The Office of Court Management worked with Universal Services and the Justice Courts to upgrade to Odyssey 2017, Clerk Edition 2017, and Judge Edition 2018 (all part of the County's contract with Tyler Technologies for a case management system for the Justice Courts). This successful upgrade was key to enabling participation in the most current technology available and ensured that all the Justice Courts would be

Form #1: Department Mission and Metrics

participants in all future iterations of continuous improvement of the Odyssey suite.

Our office has sample forms in English and Spanish to help constituents fill out forms to reduce time required to process cases

Looking forward, the Justice Courts will be revamping our website to provide constituents easier access to information and user forms, integrating the use of additional kiosks and computers into the courtroom to increase efficiency, and implementing online dispute resolution capability for certain small claims cases. The latter improvement will be necessary as the Justice Courts will undoubtedly face an increase in the number of civil case filings when the amount in controversy jurisdiction increases effective September 1, 2020. The Justice Courts website will also provide functionality to allow criminal defendants to make partial payments and payments toward deferred dispositions online, rather than having to visit the courthouse and stand in line to make a payment.

We have a small office so our clerks are cross trained in both departments. We are scanning all old case files to purge paper records. Our building has had some remodeling done to have a waiting area for jurors who are called for jury duty.

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

In July of 2018, the Justice Courts began accepting electronic filings through the efiletexas.gov service. This has resulted in the Court having to restructure clerk responsibilities to timely process and respond to these filings.

With the 86th Legislature in session, the Courts were busy tracking relevant legislation and are working to implement the array of changes that are coming our way in 2020. Further reform efforts in the area of criminal fines and fees will result in additional hearings set in criminal cases to review defendants' ability to pay, and massive changes to court costs – how they are assessed and the amounts – take effect January 1, 2020. On the civil side, the increased amount in controversy jurisdictional increase from \$10,000 value in civil cases to \$20,000 value will undoubtedly bring more filings to the justice courts along with more complex cases. This will result in more processing for clerks, more cases on the docket, potentially more time in court, more communications between the court and litigants (meaning more postage and copy expenses), and possibly the need for more clerks to continue to provide expeditious resolution of civil cases.

The County is currently in discussions regarding the future of the Justice Courts'

Form #1: Department Mission and Metrics

collections contract, which provides the Court a third party vendor to assist with efforts to enforce compliance with orders to appear in criminal cases for defendants who have failed to appear and collections of delinquent judgments for defendants who have failed to pay. Depending on the outcome of those discussions, the Court may need to begin at least minimal in-house collection efforts. How that would be structured or what resources would be necessary is still being determined.

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

Costs will only increase in terms of needed staff and postage/supply budgets as case volume will increase and the necessary communications between the court and litigants has and will continue to 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.

See caseload volumes in section B above.

Filing and disposition (court activity) statistics are due to the Texas Office of Court Administration, to which monthly court activity reporting is mandated, by the 20th of the month following the end of the reporting period. Thus, October 2019 statistics are not yet compiled, and current fiscal year statistics only include March through end of September 2019

The Court uses all available reports within our Odyssey Case Management System to track and evaluate our caseload.

With the justice courts' civil amount in controversy jurisdiction increasing from \$10,000 to \$20,000 effective September 1, 2020, it is anticipated that any observed increase in case filings in this justice courts will be seen in the small claims and debt claims category.

Our court uses reports for caseload and workload distribution and use of technology as a process for accomplishing goals. Supervisor reviews reports to make sure clerks are closing out dockets and setting cases in a timely manner. We have daily deposits that are balanced at the end of each day. Attendance is monitored because that is key for operational efficiency since we are such a small court.

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.

The Court is currently developing an anonymous user survey that can be used by the Justice Courts to help us improve our services; these surveys will inquire about perceived safety and fairness, accessibility of the court, time required at court, court staff attentiveness and courtesy, and court participants' expectations and understanding of the process both before and after conducting business at the Court. The Courts met with representatives from the Center for Court Innovation in November 2018 to review and improve our website, signage, and forms to be more user-friendly – and that project continues.

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: **361 - Justice of the Peace 6.1**

FY19/20 General Fund Adopted Budget:	\$806,000
Rollover Budget Received in FY19/20:	\$154,239

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	% Change	Funding Request Priority	Justification Sheet Required?*
1	JUSTICE OF THE PEACE 6-1 - Judicial Duties, Tow Hearings, Mental Health Hearings, Civil Trials, Criminal Trials, Commercial Vehicle Cases, Truancy Hearings, Evictions, Magistrate Duties.	\$182,249	1					
2	ADMINISTRATION - Chief/Assistant Clerk- Chief and/or Assistant Chief positions generally perform managerial or supervisory work (such as dealing with personnel/HR or budget issues, answering general questions from and providing troubleshooting support to subordinates), reviewing quality assurance on data and docket entry, calendaring hearings/dockets/court sessions, scheduling assistant district attorneys/mediators/interpreters/bailiffs, compiling and submitting required reports (such as the OCA monthly report, DPS conviction reports, referral reports, and auditor reports), and monitoring financial transactions (i.e. balancing and reconciling daily receipts and tills, making deposits, running financial reports, responding to auditor/treasurer inquiries).	\$224,250	2					
3	CRIMINAL CLERKS - cases included traffic offenses and all other penal offenses filed against adult or juvenile defendants either by issuance of a citation or the filing of a sworn complaint. Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: entering new cases either manually or confirming electronically filed citations, scheduling cases for dockets, preparing notices and complaints, filing submitted motions, updating case records, monitoring case status and compliance (specifically for cases on deferred disposition or driving safety course orders or payment plans or due dates), closing out cases, working the windows and responding to inquires about specific cases, preparing cases for appeal, receipting payments for fines and costs or appearance or appeal bonds, assisting the judge in preparing for dockets (preparing hearing notices, docket sheets, case worksheets, orders/judgments, etc.), all similar activities done in the courtroom on docket days. Truancy cases are handled under Chapter 65 of the Family Code as civil matters alleging a child has engaged in truant conduct. Processing these cases involves communication and transfer of documents between the school districts and District Attorney's Office, monitoring time deadlines for compliance, answering inquiries from the schools, families, and TRIAD workers, preparing citations and monitoring service, preparing files for court dockets, monitoring compliance with remedial orders, preparing show cause notices for contempt hearings, and similar activities done in the courtroom on docket days. Resolving pending cases by making contact with defendant on how to resolve case. 1) clerk makes calls or email or mail to make contact with defendant on how to resolve cases pending. 2) Skip-Tracing - and locating the defendant thru new data; New phone number a new address or an email. Collections - notifying the defendant of how to resolve the pending judgment. Satisfying judgment thru a payment plan or community service. If defendant has a hardship the judge will determine if fine and cost will be waived.	\$138,767	2					

Department: 361 - Justice of the Peace 6.1

FY19/20 General Fund Adopted Budget:	\$806,000
Rollover Budget Received in FY19/20:	\$154,239

4	CIVIL CLERKS - Civil cases include small claims cases filed under the Rules of Civil Procedure, debt claim actions filed under Rule 508 of the Rules of Civil Procedure, eviction actions filed under Chapter 24 of the Property Code and Rule 510 of the Rules of Civil Procedure, repair and remedy actions filed under Chapter 92 of the Property Code and Rule 509 of the Rules of Civil Procedure, and all other civil or administrative actions, which include the following case types: hearings to determine whether animals have been cruelly treated (Chapter 821 of the Health and Safety Code), hearings to determine whether a dog is dangerous or has caused serious bodily injury or death (Chapter 822 of the Health and Safety Code), driver’s license suspension and occupational driver’s license hearings (Chapter 521 of the Transportation Code), handgun license hearings (Chapter 411 of the Government Code), hearings to grant possession of stolen or seized property (Chapter 47 of the Code of Criminal Procedure), hearings to determine probable cause for a vehicle tow (Chapter 2308 of the Occupations Code), writs of property retrieval (Chapter 24A of the Property Code), and writs of re-entry and restoration of utility services (Chapter 92 of the Property Code). Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: entering new cases, preparing civil citations for service, receipting payments for filing fees/jury request fees/appeal bonds/and payments into the registry of the court, scheduling cases for hearing, preparing instruments and notices of setting, filing submitted motions/orders, updating case records, monitoring case status and compliance, closing out cases, working the windows and responding to inquires about specific cases, preparing cases for appeal, processing requests for pre or post-judgment writs, assisting the judge in preparing for dockets (preparing hearing notices, docket sheets, orders/judgments, etc.), and all similar activities done in the courtroom on docket days.	\$239,006	3.5					
5	MATERIAL AND SUPPLIES - Office paper, office supplies so clerks will have all the supplies to complete their tasks. Postage for court hearings and other related office supplies.	\$9,128						
6	RENTALS/LEASES & SERVICES - Lease for postage machine for mailing court documents. Copier/scanner for scanning and making copies on court documents and attaching to cases. Brinks Service to pickup deposits from our office and take to the bank.	\$7,100						
7	UTILITIES - Digital telephone for court staff.	\$2,500						
8	TRANSPORTATION AND TRAVEL - The Canons on Judicial Conduct require a judge to “be faithful to the law and ... maintain professional competence in it.” Training is invaluable, and it is imperative that both the Judge and his/her clerks are fluent in the laws governing proceedings in justice court and stay up to date on legislative changes and legal reforms in order to dispense justice and accomplish our stated mission/purpose. Trainings may include in house trainings offered with the Office of Court Management and the Staff Attorney or other county departments, trainings and seminars with the Texas Justice Court Training Center, Texas Justice Court Judges Association, or other approved judicial education providers, and State or local bar activities. To maintain any level of consistency amongst the sixteen Justice Courts, regular meetings of the judges and clerks are also essential.	\$3,000						
Department-Estimated Totals		\$806,000	8.5	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.

362-JUSTICE OF THE PEACE, 6-2

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

3.0%

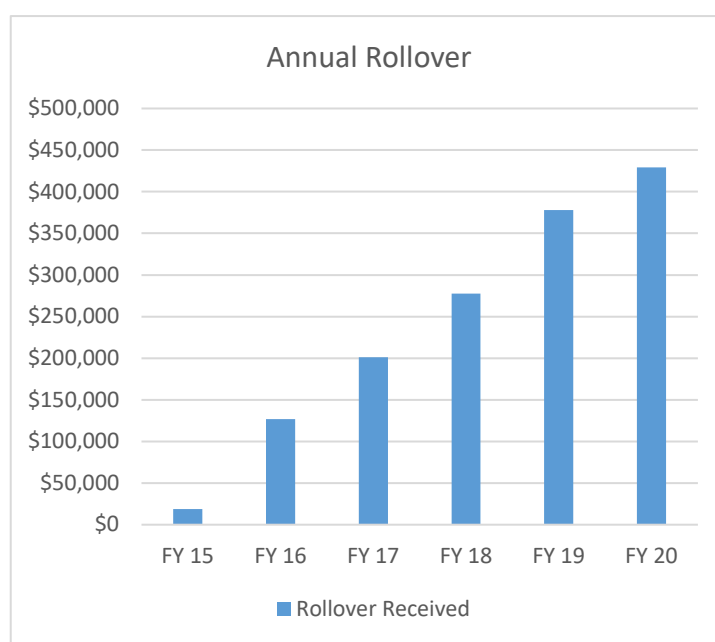
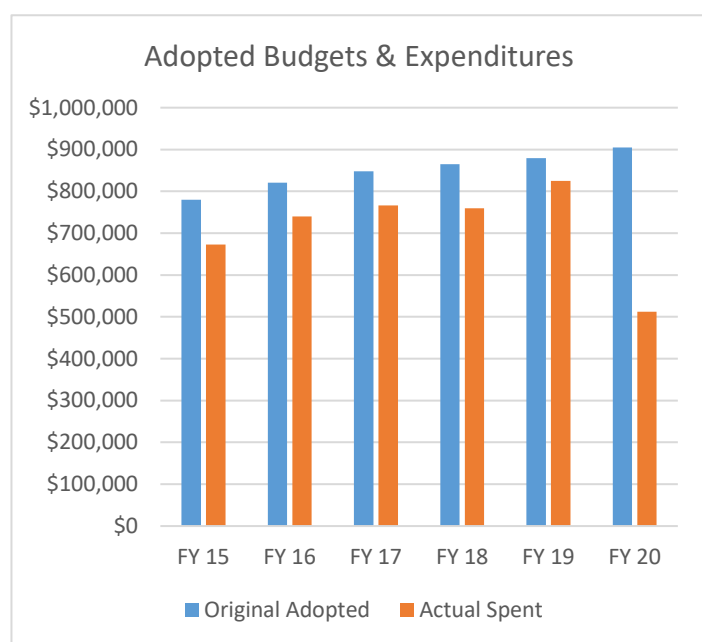
FY 20 Adopted Budget Per Capita (Harris County):

\$0.19

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$780,000	\$821,000	\$848,000	\$865,000	\$879,000	\$905,000
Final Adjusted	\$800,651	\$948,030	\$1,049,167	\$1,142,406	\$1,257,062	\$1,334,099
Rollover Received	\$18,794	\$127,030	\$201,167	\$277,406	\$378,062	\$429,099
Rollover % of Adopted	2%	15%	24%	32%	43%	47%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$655,186	\$714,836	\$756,184	\$747,621	\$797,430	\$504,755
Non-Labor/Transfers	\$17,403	\$24,817	\$10,560	\$11,998	\$27,174	\$7,678
Actual Spent	\$672,588	\$739,653	\$766,744	\$759,619	\$824,604	\$512,433



FY20 Rollover as a % of FY20 Adopted Budget: 47.4%

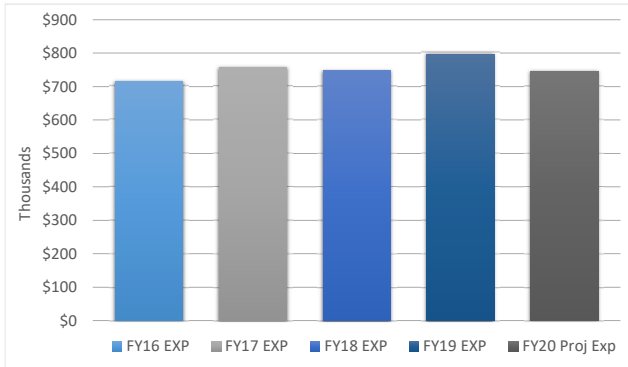
Other Department Resources

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

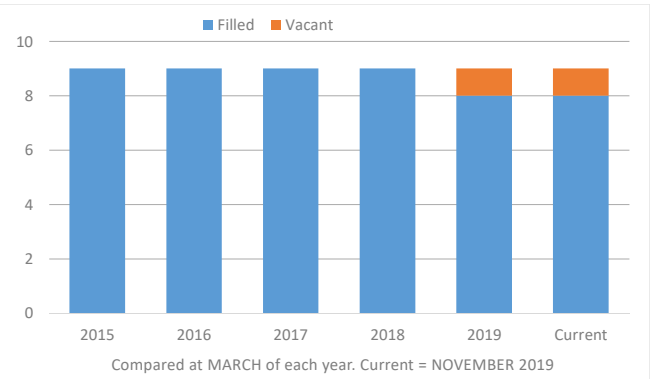
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 6-2

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

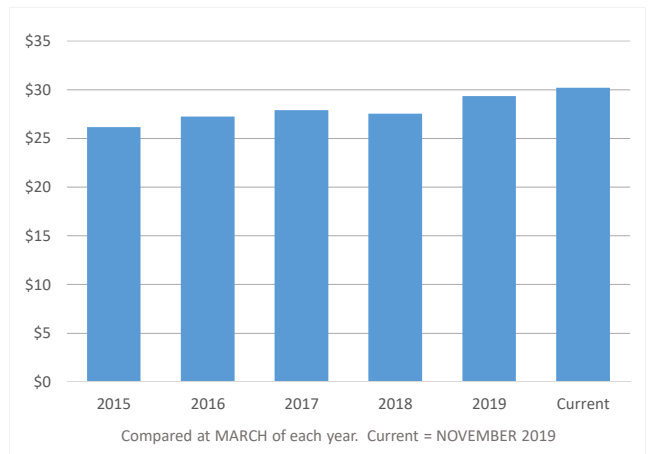


Avg. Salary Increases For Existing Full-Time Employees

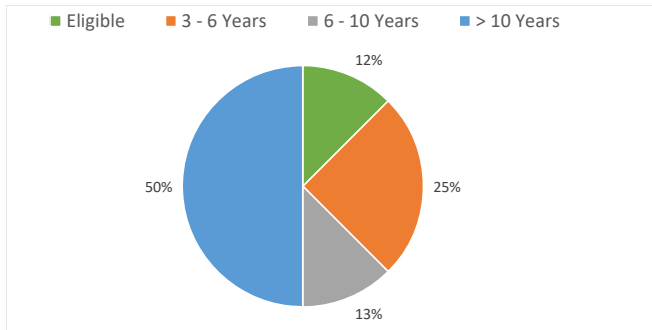
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	6	13.9%	13.9%
Sept 2017	6	20.4%	9.7%
Sept 2016	4	24.0%	7.4%
Sept 2015	4	37.5%	8.3%
Sept 2014	4	38.9%	6.8%

	Filled	Vacant	Total
R32+	8	1	9
Part	0	0	0
Temp	0	0	0

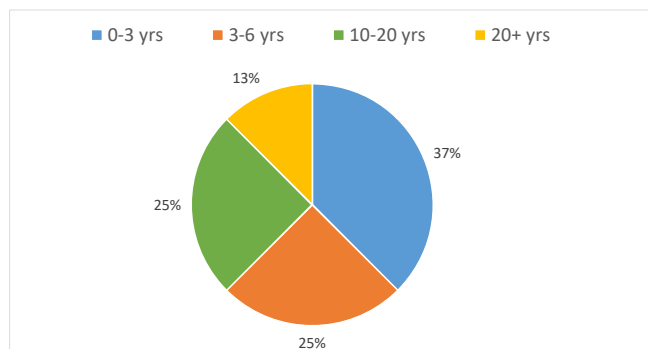
Dept. Average Hourly Base Pay Rate



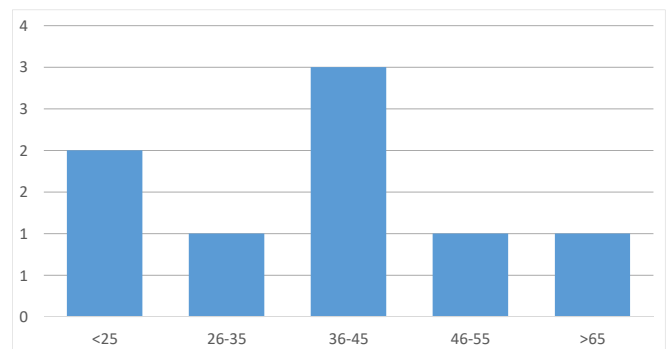
Retirement Eligibility



Employee Tenure



Number of Employees by Age

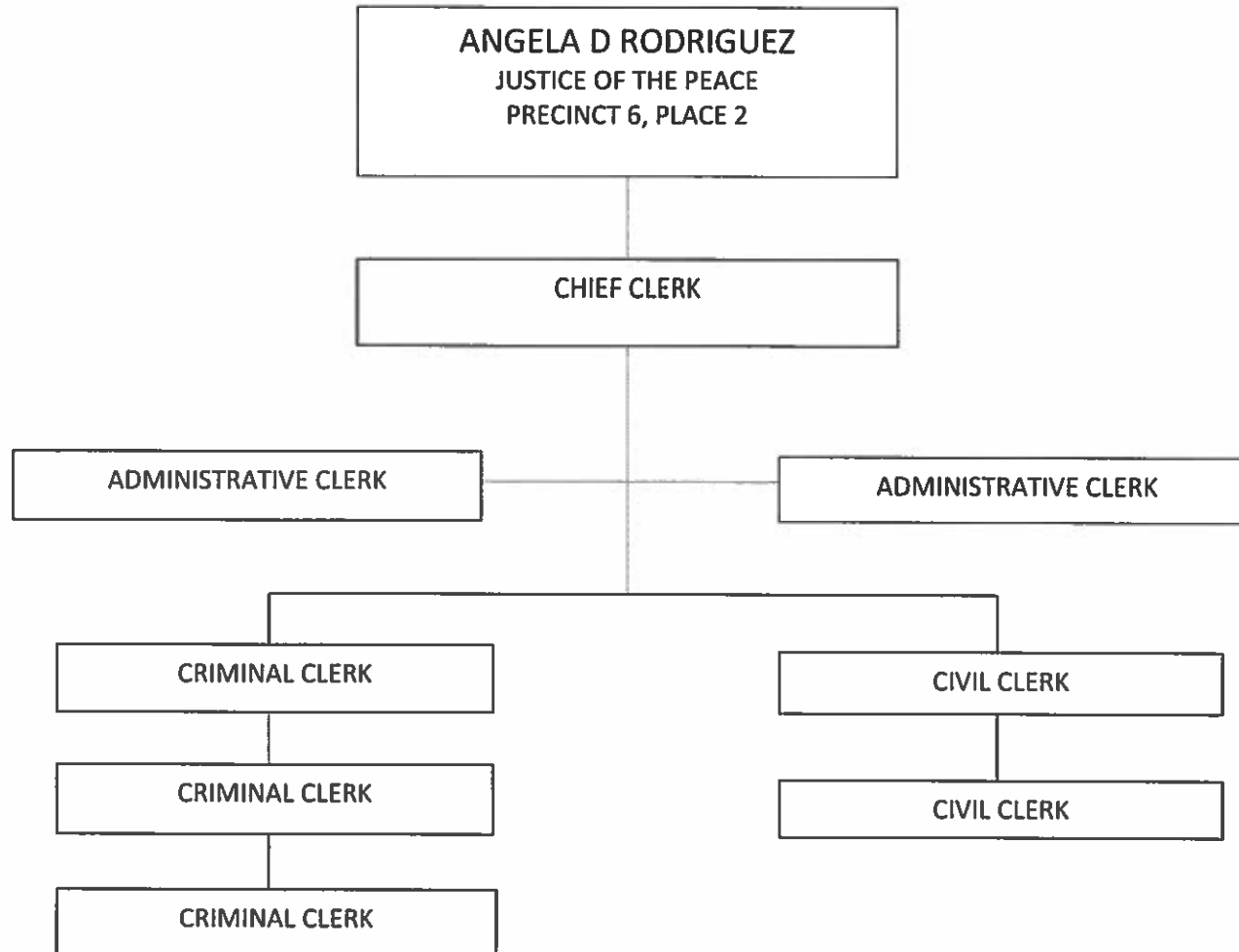




Department-Provided Information

ORGANIZATION CHART

JUDGE ANGELA D RODRIGUEZ, JP 6-2



Form #1: Department Mission and Metrics

Department: JUSTICE OF THE PEACE 6-2

Dept. #: 362

Functional Area:

A) Department Purpose and Mission.

The Justice Court has jurisdiction over a wide variety of issues, including civil matters in which the amount in controversy does not exceed \$10,000 (note that this will increase to \$20,000 effective September 1, 2020), eviction matters, criminal cases punishable by fine only, and various administrative type cases (including but not limited to dangerous dog determinations, tow hearings to determine probable cause, and petitions for an occupational driver's license). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. The Justice of the Peace also performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights, and setting peace bonds.

The purpose of the Justice Court is to do justice - and justice delayed is justice denied. Thus, the Court strives to ensure the expeditious resolution of civil and criminal matters before the Court, all while providing fair notice and meaningful opportunities to be heard and being accessible to both the community and persons appearing before the Court. Handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures, all while ensuring that litigants leave the Court feeling they were treated fairly and with respect.

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

Total number of cases for the following periods: March 18 – Feb 19 Criminal: 2803 Civil: 1086 Truancy: 3
March 19 – Sept 19 Criminal: 2049 Civil: 746 Truancy: 0

Setting up cases for show cause hearings, non-payment show cause hearings, referrals, and issuance of various types of warrants.

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

The Justice Courts continue to see an increased reliance on technology. The Office of Court Management worked with Universal Services and the Justice Courts to upgrade to Odyssey 2017, Clerk Edition 2017, and Judge Edition 2018 (all part of the County's contract with Tyler Technologies for a case management system for the Justice Courts). This successful upgrade was key to enabling participation in the most current technology available and ensured that all the Justice Courts would be participants in all future iterations of continuous improvement of the Odyssey suite.

Looking forward, the Justice Courts will be revamping our website to provide constituents easier access to information and user forms, integrating the use of additional kiosks and computers into the courtroom to increase efficiency, and implementing online dispute resolution capability for certain small claims cases. The latter improvement will be necessary as the Justice Courts will undoubtedly face an increase in the number of civil case filings when the amount in controversy jurisdiction increases effective September 1, 2020. The Justice Courts website will also provide functionality to allow criminal defendants to make partial payments and payments toward deferred dispositions online, rather than having to visit the courthouse and stand in line to make a payment.

Cross-training all clerks to be able to assist in both criminal and civil cases.

Working on reducing paper records to be purged by continuously scanning old cases into system.

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

In July of 2018, the Justice Courts began accepting electronic filings through the efiletexas.gov service. This has resulted in the Court having to restructure clerk responsibilities to timely process and respond to these filings.

With the 86th Legislature in session, the Courts were busy tracking relevant legislation and are working to implement the array of changes that are coming our way in 2020. Further reform efforts in the area of criminal fines and fees will result in additional hearings set in criminal cases to review defendants' ability to pay, and massive changes to court costs – how they are assessed and the amounts – take effect January 1, 2020. On the civil side, the increased amount in controversy jurisdictional increase from \$10,000 value in civil cases to \$20,000 value will undoubtedly bring more filings to the justice courts along with more complex cases. This will result in more processing for clerks, more cases on the docket, potentially more time in court, more communications between the court and litigants (meaning more postage and copy expenses), and possibly the need for more clerks to continue to provide expeditious resolution of civil cases.

The County is currently in discussions regarding the future of the Justice Courts' collections contract, which provides the Court a third party vendor to assist with efforts to enforce compliance with orders to appear in criminal cases for defendants who have failed to appear and collections of delinquent judgments for defendants who have failed to pay. Depending on the outcome of those discussions, the Court may need to begin at least minimal in-house collection efforts. How that would be structured or what resources would be necessary is still being determined.

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

Costs will only increase in terms of needed staff and postage/supply budgets as case volume will increase and the necessary communications between the court and litigants has and will continue to 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.

See caseload volumes in section B above.

The Court uses all available reports within our Odyssey Case Management System to track and evaluate our caseload.

Generating daily reports to verify accuracy of data entered by clerks.

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 Court is currently developing an anonymous user survey that can be used by the Justice Courts to help us improve our services; these surveys will inquire about perceived safety and fairness, accessibility of the court, time required at court, court staff attentiveness and courtesy, and court participants' expectations and understanding of the process both before and after conducting business at the Court. The Courts met with representatives from the Center for Court Innovation in November 2018 to review and improve our website, signage, and forms to be more user-friendly – and that project continues.

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:

362 - Justice of the Peace 6.2

FY19/20 General Fund Adopted Budget:	\$905,000
Rollover Budget Received in FY19/20:	\$429,099

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	JUSTICE OF THE PEACE - Judicial Duties, Tow hearings, Mental Hearing, Civil Trials, Criminal Trials, Truancy hearings, Evictions, Handgun License, Magistrate duties	\$178,005	1					
2	Administration - Chief/Assistant Clerk - Chief and/or Assistant Chief positions generally perform managerial or supervisory work (such as dealing with personnel/HR or budget issues, answering general	\$113,586	1					
3	Civil - Civil cases include small claims cases filed under the Rules of Civil Procedure, debt claim actions filed under Rule 508 of the Rules of Civil Procedure, eviction actions filed under Chapter 24 of the Property	\$134,965	2					
4	Criminal - cases included traffic offenses and all other penal offenses filed against adult or juvenile defendants either by issuance of a citation or the filing of a sworn complaint. Case processing includes all	\$360,171	5					
5	Material and Supplies - Office paper, office supplies so clerks will have all the supplies to complete their tasks. Postage for court hearings and other related office supplies.							
6	Rental and Leases - Lease for postage machine for mailing court documents. Copier/scanner for scanning and making copies on court documents and attaching to cases.							
7	Utilities - Digital telephone for court staff.							
8	Transportation and Travel - – The Canons on Judicial Conduct require a judge to “be faithful to the law and ... maintain professional competence in it.” Training is invaluable, and it is imperative that both the							
9								
10								
Department-Estimated Totals		\$786,727	9	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.

371-JUSTICE OF THE PEACE, 7-1

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

3.6%

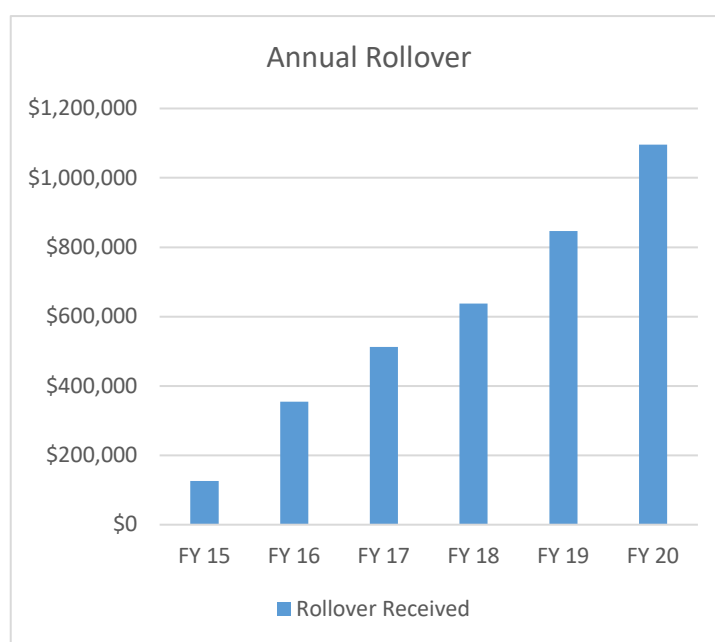
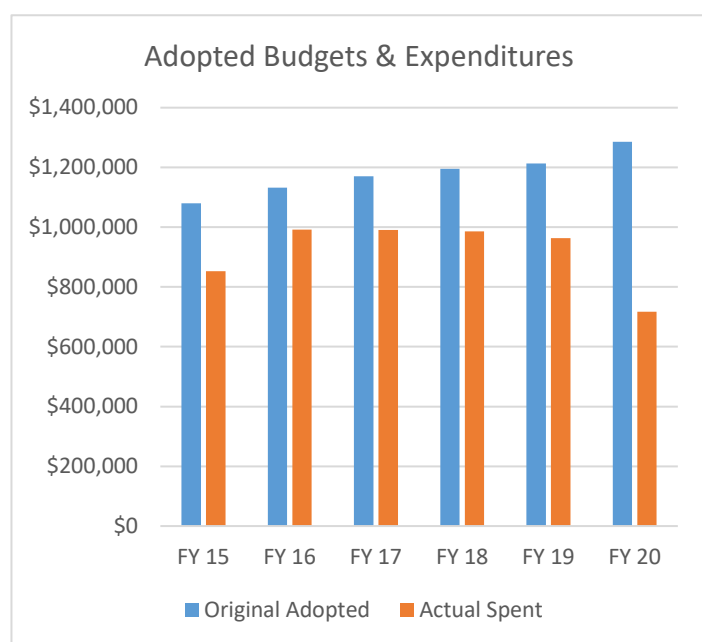
FY 20 Adopted Budget Per Capita (Harris County):

\$0.27

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$1,080,000	\$1,132,000	\$1,171,000	\$1,195,000	\$1,213,000	\$1,286,000
Final Adjusted	\$1,208,174	\$1,504,079	\$1,683,485	\$1,832,340	\$2,059,353	\$2,308,838
Rollover Received	\$125,899	\$354,794	\$512,485	\$637,340	\$846,353	\$1,095,838
Rollover % of Adopted	12%	31%	44%	53%	70%	85%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$775,976	\$926,830	\$946,784	\$893,689	\$931,595	\$680,094
Non-Labor/Transfers	\$77,404	\$64,764	\$43,442	\$92,298	\$31,788	\$36,555
Actual Spent	\$853,380	\$991,594	\$990,227	\$985,987	\$963,383	\$716,649



FY20 Rollover as a % of FY20 Adopted Budget: 85.2%

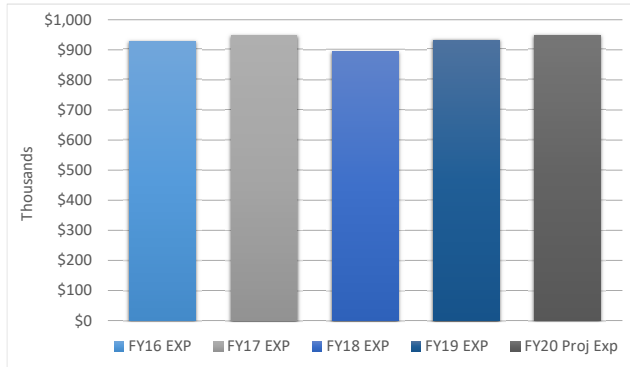
Other Department Resources

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

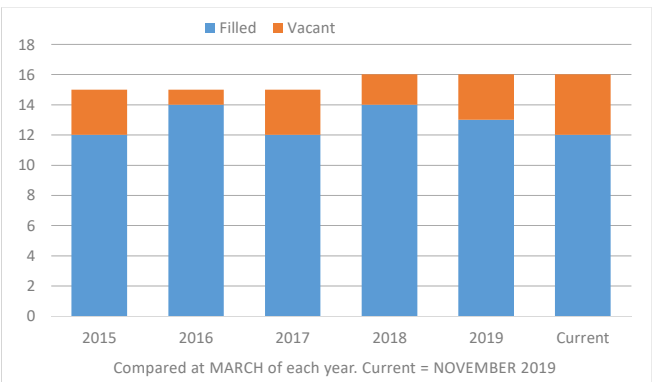
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 7-1

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

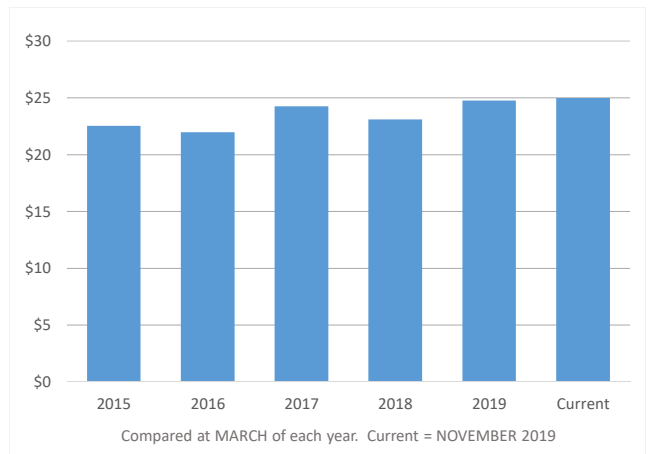


Avg. Salary Increases For Existing Full-Time Employees

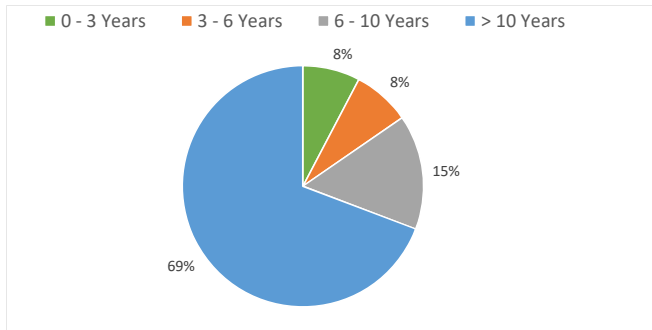
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	10	6.5%	6.5%
Sept 2017	8	15.2%	7.3%
Sept 2016	6	19.4%	6.1%
Sept 2015	6	20.3%	4.7%
Sept 2014	5	16.4%	3.1%

	Filled	Vacant	Total
R32+	12	4	16
Part	0	0	0
Temp	0	0	0

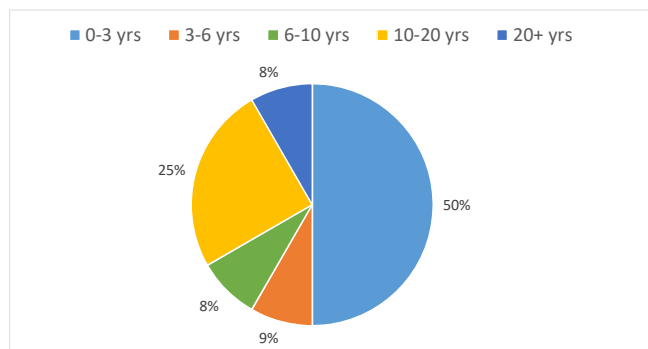
Dept. Average Hourly Base Pay Rate



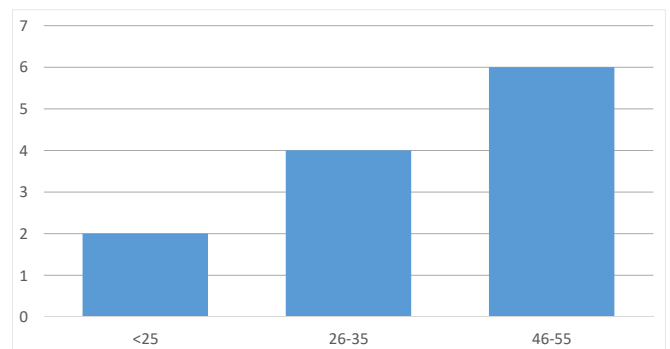
Retirement Eligibility



Employee Tenure



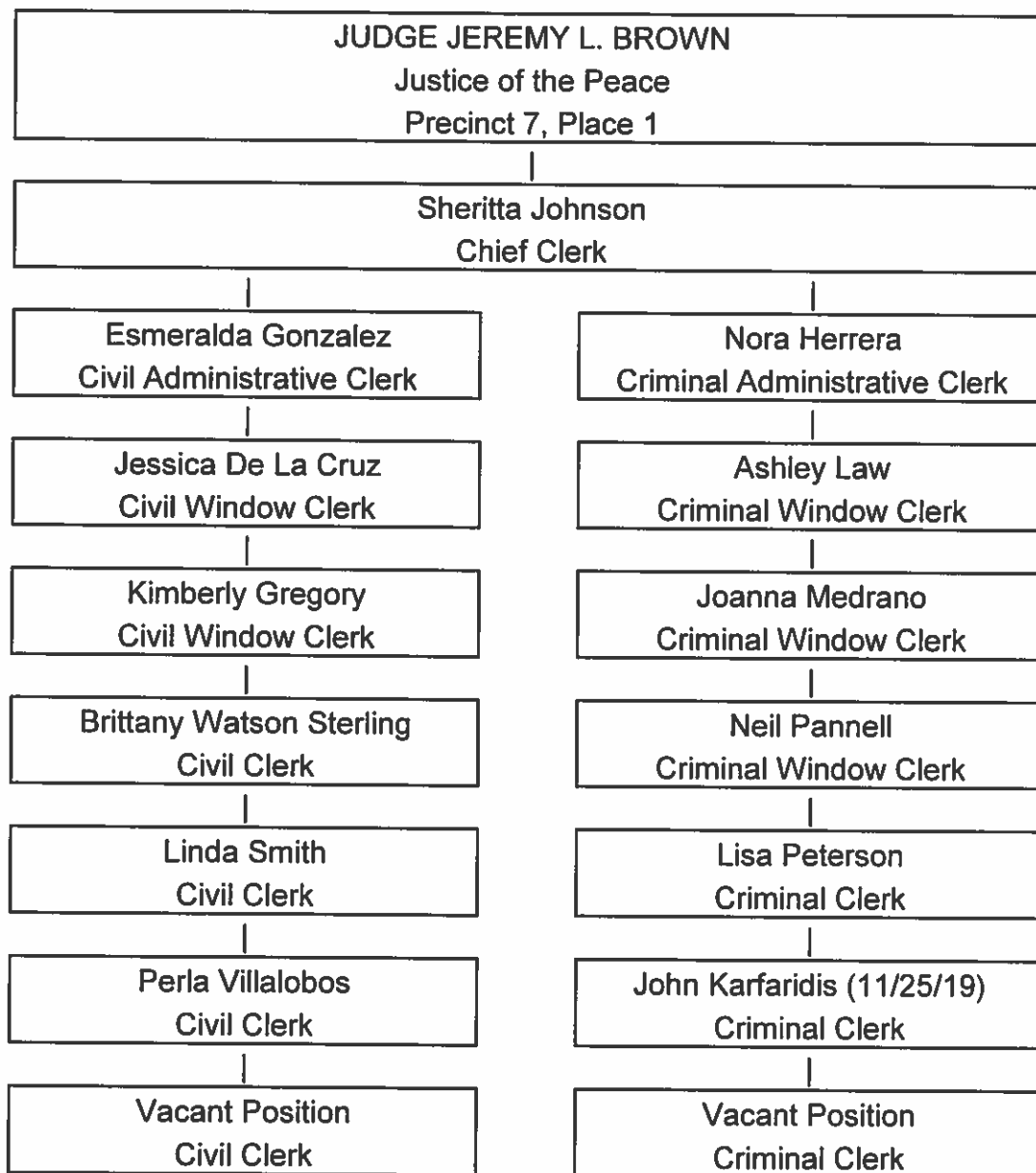
Number of Employees by Age





Department-Provided Information

Organizational chart for Precinct 7, Place 1 as of November 11, 2019



Form #1: Department Mission and Metrics
(AMENDED 11-22-19 providing updated statistics in Section B)

Department: Justice Court, Precinct 7, Place 1
Dept. #: 371

Functional Area:

A) Department Purpose and Mission.

The Justice Court has jurisdiction over a wide variety of issues, including civil matters in which the amount in controversy does not exceed \$10,000 (note that this will increase to \$20,000 effective September 1, 2020), eviction matters, criminal cases punishable by fine only, and various administrative type cases (including but not limited to dangerous dog determinations, tow hearings to determine probable cause, and petitions for an occupational driver's license). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. The Justice of the Peace also performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights, and setting peace bonds.

The purpose of the Justice Court is to do justice - and justice delayed is justice denied. Thus, the Court strives to ensure the expeditious resolution of civil and criminal matters before the Court, all while providing fair notice and meaningful opportunities to be heard and being accessible to both the community and persons appearing before the Court. Handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures, all while ensuring that litigants leave the Court feeling they were treated fairly and with respect.

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

	March 2018 – February 2019	March 2019 – September 2019*
Evictions	2,594	2,321
Small Claims and Debt Claims**	3,737	2,980
Other Civil	60	41
TOTAL CIVIL FILINGS	6,391	5,342
TOTAL CIVIL JUDGMENTS	2,799	3,786
Criminal (adult and juvenile)	17,735	8,199
Truancy***	0	41
TOTAL CRIMINAL FILINGS	17,735	8,240
TOTAL CRIMINAL DISPOSITIONS	20,294	12,937

*Filing and disposition (court activity) statistics are due to the Texas Office of Court Administration, to which monthly court activity reporting is mandated, by the 20th of the month following the end of the reporting period. Thus, October 2019 statistics are not yet compiled, and current fiscal year statistics only include March through end of September 2019.

**With the justice courts' civil amount in controversy jurisdiction increasing from \$10,000 to \$20,000 effective September 1, 2020, it is anticipated that any observed increase in case filings in this justice courts will be seen in the small claims and debt claims category.

***Along with truancy reform laws, which took effect September 1, 2015, truancy cases were re-classified from criminal to civil proceedings. However, the Texas Office of Court Administration, to which reporting of monthly court activity is mandated, has not yet implemented the reporting of truancy cases as civil matters. Thus, for our purposes, truancy cases are counted in criminal filings and dispositions.

With the election and swearing in of Judge Jeremy L. Brown in November, 2018, JP 7-1 has had a significant reduction in backlog cases by holding more dockets on a daily basis, as well as more Traffic/Criminal Jury and Judge Trial dockets on a weekly basis. In the upcoming 2021 fiscal year, JP 7-1 plans to focus more on post-judgment collections and Indigency considerations to clear more backlogged cases and improve case processing timeframes.

No clerks were certified during the 2020 fiscal year. All clerks will attend training classes offered by the Office of Court Management as well as the Justice Court Training Center in the 2021 fiscal year. The clerks will have the opportunity to take the certification exam after each course taken at the Justice Court Training Center, after requirements are met.

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

The Justice Courts continue to see an increased reliance on technology. The Office of Court Management worked with Universal Services and the Justice Courts to upgrade to Odyssey 2017, Clerk Edition 2017, and Judge Edition 2018 (all part of the County's contract with Tyler Technologies for a case management system for the Justice Courts). This successful upgrade was key to enabling participation in the most current technology available and ensured that all the Justice Courts would be participants in all future iterations of continuous improvement of the Odyssey suite.

Looking forward, the Justice Courts will be revamping our website to provide constituents easier access to information and user forms, integrating the use of additional kiosks and computers into the courtroom to increase efficiency, and implementing online dispute resolution capability for certain small claims cases. The latter improvement will be necessary as the Justice Courts will undoubtedly face an increase in the number of civil case filings when the amount in controversy jurisdiction increases effective September 1, 2020. The Justice Courts website will also provide functionality to allow criminal defendants to make partial payments and payments toward deferred dispositions online, rather than having to visit the courthouse and stand in line to make a payment.

Justice Court 7-1 has begun renovations changing the jail cell area into a law library to be used by the public, complete with computer equipment, printers and private meeting areas. Immediately following the law library renovations, JP 7-1 will began renovating/updating the courtroom (benches/sitting areas, installing of A/V system and televisions) to make attendees comfortable while being made aware of court related information and announcements, etc.)

In the 2021 Fiscal year, all newly hired clerks will be cross trained and JP 7-1 will complete the scanning of old case records for them to be destroyed by the County Approved shredding company.

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

In July of 2018, the Justice Courts began accepting electronic filings through the efiletexas.gov service. This has resulted in the Court having to restructure clerk responsibilities to timely process and respond to these filings.

With the 86th Legislature in session, the Courts were busy tracking relevant legislation and are working to implement the array of changes that are coming our way in 2020. Further reform efforts in the area of criminal fines and fees will result in additional hearings set in criminal cases to review defendants' ability to pay, and massive changes to court costs – how they are assessed and the amounts – take effect January 1, 2020. On the civil side, the increased amount in controversy jurisdictional increase from \$10,000 value in civil cases to \$20,000 value will undoubtedly bring more filings to the justice courts along with more complex cases. This will result in more processing for clerks, more cases on the docket, potentially more time in court, more communications between the court and litigants (meaning more postage and copy expenses), and possibly the need for more clerks to continue to provide expeditious resolution of civil cases.

The County is currently in discussions regarding the future of the Justice Courts' collections contract, which provides the Court a third party vendor to assist with efforts to enforce compliance with orders to appear in criminal cases for defendants who have failed to appear and collections of delinquent judgments for defendants who have failed to pay. Depending on the outcome of those discussions, the Court may need to begin at least minimal in-house collection efforts. How that would be structured or what resources would be necessary is still being determined.

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

Costs will only increase in terms of needed staff and postage/supply budgets as case volume will increase and the necessary communications between the court and litigants has and will continue to increase.

JP 7-1 renovations that began in the 2020 fiscal year will be completed in the 2021 fiscal year. The use of temporary employees will no longer be incurred being that this office intends to be fully staffed in the 2021 fiscal 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.

See caseload volumes in section B above.

The Court uses all available reports within our Odyssey Case Management System to track and evaluate our caseload. Within JP 7-1, these reports are used daily, weekly and monthly to verify all filings and payments are applied to the correct costs and obligations. These reports are also submitted to the Auditor's office on a monthly basis to assist them in verifying the accuracy of all collections and the distribution to the correct agencies set up by law.

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 Court is currently developing an anonymous user survey that can be used by the Justice Courts to help us improve our services; these surveys will inquire about perceived safety and fairness, accessibility of the court, time required at court, court staff attentiveness and courtesy, and court participants' expectations and understanding of the process both before and after conducting business at the Court. The Courts met with representatives from the Center for Court Innovation in November 2018 to review and improve our website, signage, and forms to be more user-friendly – and that project continues.

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: **371 - Justice of the Peace 7.1**

FY19/20 General Fund Adopted Budget:	\$1,286,000
Rollover Budget Received in FY19/20:	\$1,095,838

		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?*
List and Describe the Functions/Services Provided By Your Department (General Fund Only)								
1	JUDICIAL/ADMINISTRATIVE SERVICES – While the Justice of the Peace performs judicial duties, the Chief and/or Assistant Chief positions generally perform managerial or supervisory work (such as dealing with personnel/HR or budget issues, answering general questions from and providing troubleshooting support to subordinates), reviewing quality assurance on data and docket entry, calendaring hearings/dockets/court sessions, scheduling assistant district attorneys/mediators/interpreters/bailiffs, compiling and submitting required reports (such as the OCA monthly report, DPS conviction reports, referral reports, and the like), and monitoring financial transactions (i.e. balancing and reconciling daily receipts and tills, making deposits, running financial reports, responding to auditor/treasurer inquiries, and the like).	\$302,800	2	0	\$0			
2	CIVIL CASE PROCESSING – Civil cases include small claims cases filed under the Rules of Civil Procedure, debt claim actions filed under Rule 508 of the Rules of Civil Procedure, eviction actions filed under Chapter 24 of the Property Code and Rule 510 of the Rules of Civil Procedure, repair and remedy actions filed under Chapter 92 of the Property Code and Rule 509 of the Rules of Civil Procedure, and all other civil or administrative actions, which include the following case types: hearings to determine whether animals have been cruelly treated (Chapter 821 of the Health and Safety Code), hearings to determine whether a dog is dangerous or has caused serious bodily injury or death (Chapter 822 of the Health and Safety Code), driver's license suspension and occupational driver's license hearings (Chapter 521 of the Transportation Code), handgun license hearings (Chapter 411 of the Government Code), hearings to grant possession of stolen or seized property (Chapter 47 of the Code of Criminal Procedure), hearings to determine probable cause for a vehicle tow (Chapter 2308 of the Occupations Code), writs of property retrieval (Chapter 24A of the Property Code), and writs of re-entry and restoration of utility services (Chapter 92 of the Property Code). Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: entering new cases, preparing civil citations for service, receipting payments for filing fees/jury request fees/appeal bonds/and payments into the registry of the court, scheduling cases for hearing, preparing instruments and notices of setting, filing submitted motions/orders, updating case records, monitoring case status and compliance, closing out cases, working the windows and responding to inquires about specific cases, preparing cases for appeal, processing requests for pre or post-judgment writs, assisting the judge in preparing for dockets (preparing hearing notices, docket sheets, orders/judgments, etc.), and all similar activities done in the courtroom on docket days.	\$454,100	7	0	\$0			

Department: **371 - Justice of the Peace 7.1**

FY19/20 General Fund Adopted Budget:	\$1,286,000
Rollover Budget Received in FY19/20:	\$1,095,838

3	CRIMINAL CASE PROCESSING – Criminal cases included traffic offenses and all other penal offenses filed against adult or juvenile defendants either by issuance of a citation or the filing of a sworn complaint. Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: entering new cases either manually or confirming electronically filed citations, scheduling cases for dockets, preparing notices and complaints, filing submitted motions, updating case records, monitoring case status and compliance (specifically for cases on deferred disposition or driving safety course orders or payment plans or due dates), closing out cases, working the windows and responding to inquires about specific cases, preparing cases for appeal, receipting payments for fines and costs or appearance or appeal bonds, assisting the judge in preparing for dockets (preparing hearing notices, docket sheets, case worksheets, orders/judgments, etc.), all similar activities done in the courtroom on docket days.	\$454,100	7	0				
4	TRUANCY CASE PROCESSING – Truancy cases are handled under Chapter 65 of the Family Code as civil matters alleging a child has engaged in truant conduct. Processing these cases involves communication and transfer of documents between the school districts and District Attorney’s Office, monitoring time deadlines for compliance, answering inquiries from the schools, families, and TRIAD workers, preparing citations and monitoring service, preparing files for court dockets, monitoring compliance with remedial orders, preparing show cause notices for contempt hearings, and similar activities done in the courtroom on docket days. (THESE DUTIES ARE HANDLED BY THE CRIMINAL DEPARTMENT CLERKS. THE COST OF THE SAME ARE INCLUDED IN THE AMOUNTS LISTED IN SECTION 3.)	Included in above	Included in above	0				
5	TRAVEL AND EDUCATIONAL EXPENSES – The Canons on Judicial Conduct require a judge to “be faithful to the law and ... maintain professional competence in it.” Training is invaluable, and it is imperative that both the Judge and his/her clerks are fluent in the laws governing proceedings in justice court and stay up to date on legislative changes and legal reforms in order to dispense justice and accomplish our stated mission/purpose. Trainings may include in house trainings offered with the Office of Court Management and the Staff Attorney or other county departments, trainings and seminars with the Texas Justice Court Training Center, Texas Justice Court Judges Association, or other approved judicial education providers, and State or local bar activities. To maintain any level of consistency amongst the sixteen Justice Courts, regular meetings of the judges and clerks are also essential.	\$5,000						
6	Material & Supplies (Office Supplies and Postage); Services & Other (Building Renovations/Maintenance; Fees and Services; Rentals/Leases); and Utilities/Telephone.	\$70,000						
7								
8								

Department-Estimated Totals	\$1,286,000	16	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.

372-JUSTICE OF THE PEACE, 7-2

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

3.5%

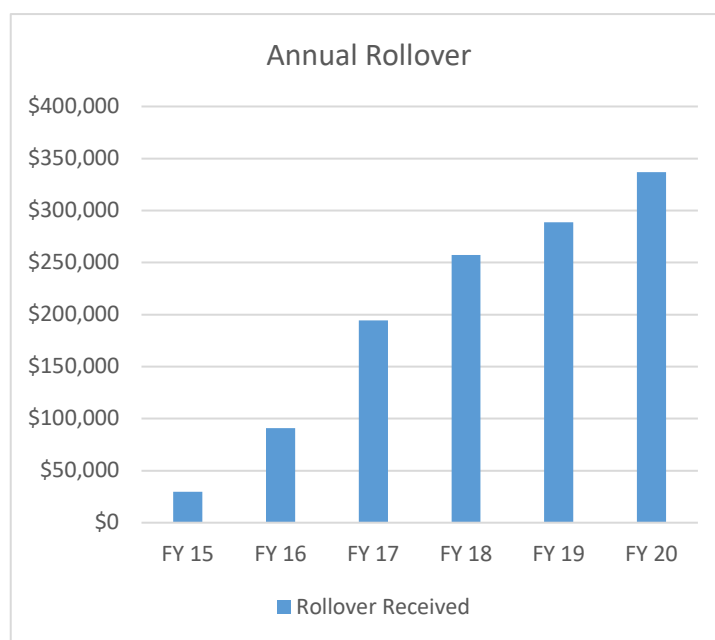
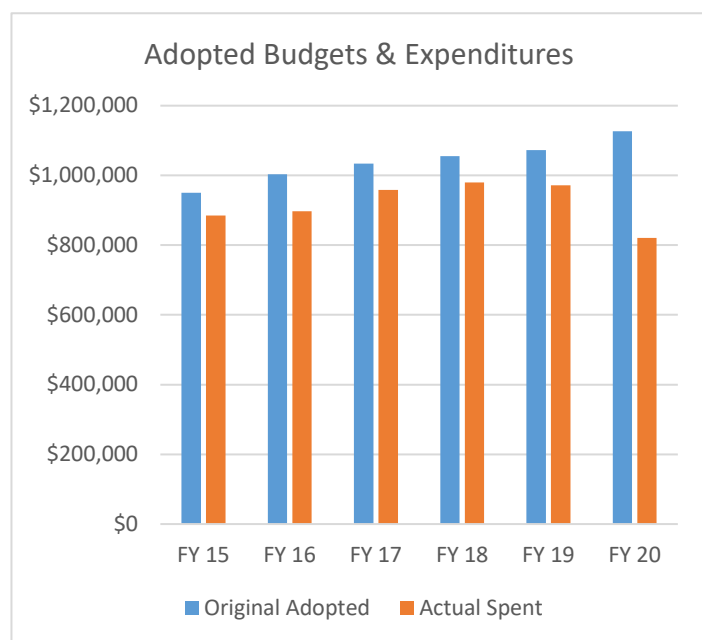
FY 20 Adopted Budget Per Capita (Harris County):

\$0.24

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$950,000	\$1,003,000	\$1,034,000	\$1,055,000	\$1,073,000	\$1,127,000
Final Adjusted	\$982,018	\$1,093,875	\$1,228,429	\$1,312,250	\$1,361,856	\$1,463,831
Rollover Received	\$29,774	\$90,875	\$194,429	\$257,250	\$288,856	\$336,831
Rollover % of Adopted	3%	9%	19%	24%	27%	30%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$849,340	\$857,708	\$887,769	\$906,860	\$897,077	\$639,812
Non-Labor/Transfers	\$35,676	\$39,640	\$71,010	\$72,925	\$74,209	\$181,193
Actual Spent	\$885,015	\$897,348	\$958,779	\$979,785	\$971,286	\$821,005



FY20 Rollover as a % of FY20 Adopted Budget: 29.9%

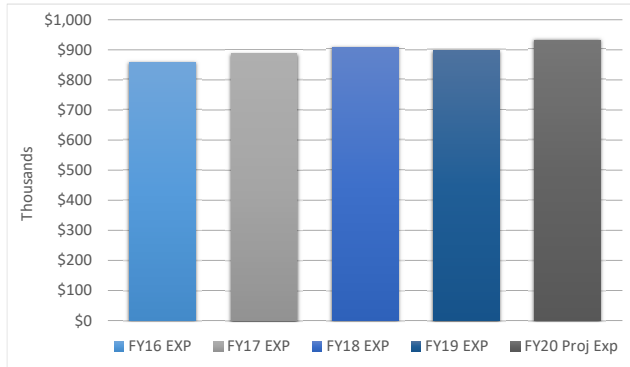
Other Department Resources

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

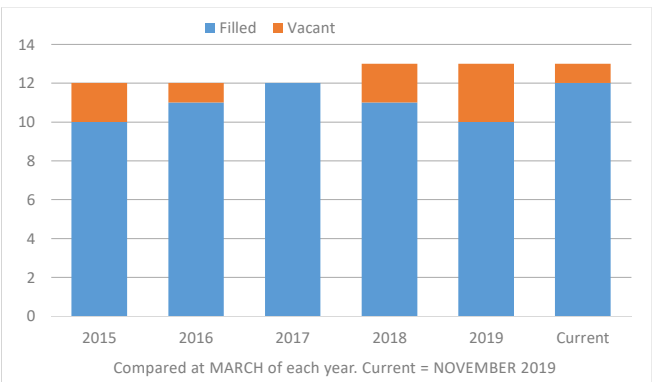
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 7-2

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

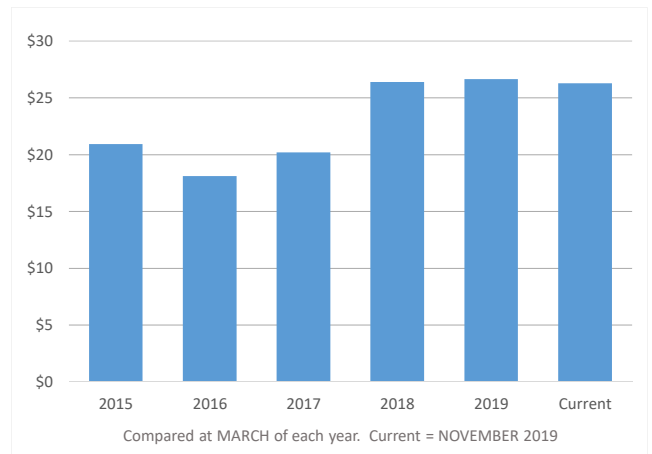


Avg. Salary Increases For Existing Full-Time Employees

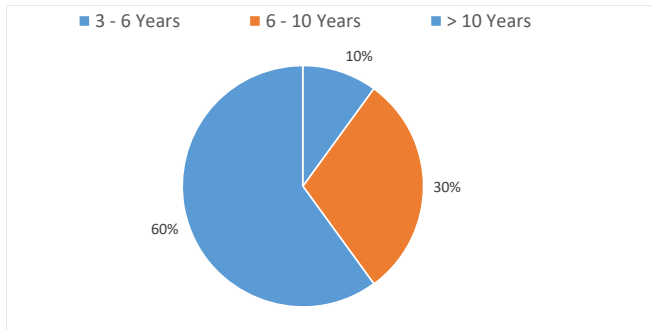
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	6	9.2%	9.2%
Sept 2017	6	11.1%	5.4%
Sept 2016	6	11.1%	3.6%
Sept 2015	5	19.2%	4.5%
Sept 2014	2	48.6%	8.2%

	Filled	Vacant	Total
R32+	12	1	13
Part	0	0	0
Temp	0	0	0

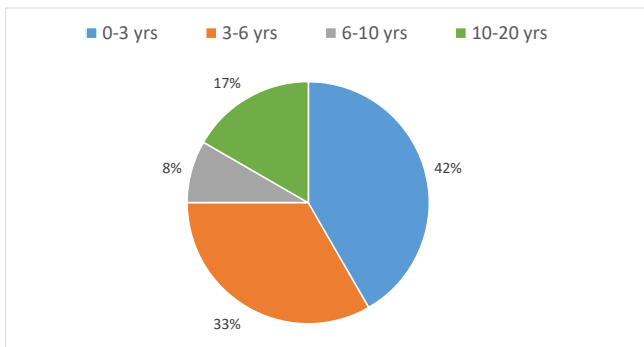
Dept. Average Hourly Base Pay Rate



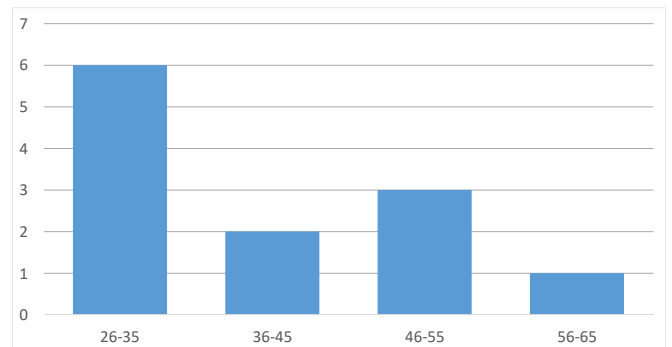
Retirement Eligibility



Employee Tenure



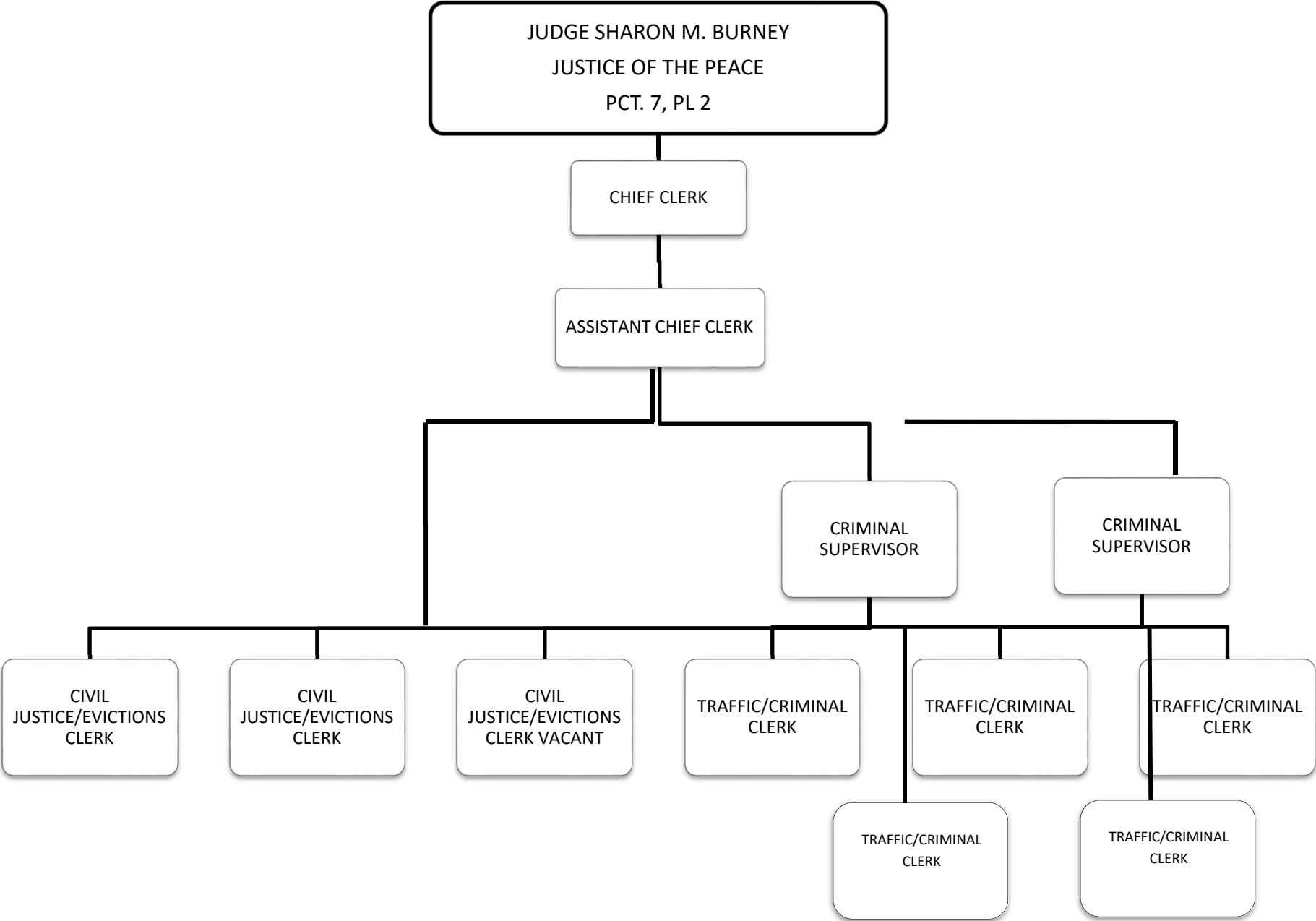
Number of Employees by Age





Department-Provided Information

FY 2020-21 ORGANIZATION CHART FOR JUDGE **SHARON M. BURNEY, JUSTICE OF THE PEACE, PRECINCT 7, PLACE 2**



Form #1: Department Mission and Metrics

Justice of the Peace 7.2 - 372

A) Department Purpose/Mission

The Justice Court has jurisdiction over a wide variety of issues, including civil matter in which the amount in controversy does not exceed \$10,000 (note this will increase to \$20,000 effective September 1, 2020), eviction matters, criminal cases punishable by fine only, and various administrative type cases (including but not limited to dangerous dog determinations, tow hearings to determine probable cause, and petitions for an occupational driver's license). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. The Justice of the Peace also performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights, and setting peace bonds.

The purpose of the Justice Court is to do justice - and justice delayed is justice denied. Thus, the Court strives to ensure the expeditious resolution of civil and criminal matters before the Court, all while providing fair notice and meaningful opportunities to be heard and being accessible to both the community and persons appearing before the Court. Handling a large volume of cases covering a wide range of topics, and dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures, all while ensuring that litigants leave the Court feeling they were treated fairly and with respect.

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

In the past year our department had 4,471 eviction filings, 280 small claims filings, 12,122 criminal case filings and 13,174 dismissals/disposed cases. We have been working diligently to scan in all pre-existing criminal cases.

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

The Justice Courts continue to see an increased reliance on technology. The Office of Court Management worked with Universal Services and the Justice Courts to upgrade to Odyssey2017, Clerk Edition 2017, and Judge Edition 2018 (all part of the County's contract with Tyler Technologies for a case management system for the Justice Courts). This successful upgrade was key to enabling participation in the most current technology available and ensured that all the Justice Courts would be participants in all future iterations of continuous improvement of the Odyssey suite.

Looking forward, the Justice Courts will be revamping our website to provide constituents easier access to information and user forms, integrating the use of

Form #1: Department Mission and Metrics

additional kiosks and computers into the courtroom to increase efficiency, and implementing online dispute resolution capability for certain small claim cases. The latter improvement will be necessary as the Justice Courts will undoubtedly face an increase in the number of civil case filing when the amount in controversy jurisdiction increases effective September 1, 2020. The Justice Courts website will also provide functionality to allow criminal defendants to make partial payments and payments towards deferred dispositions online, rather than having to visit the courthouse and stand in line to make a payment.

Most clerks in our Court are cross trained. We are working on getting all clerks cross trained.

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

In July 2018, the Justice Courts began accepting electronic filings through the efiletexas.gov service. This has resulted in the Court having to reconstruct clerk responsibilities to timely process and respond to these filings.

With the 86th Legislature in session, the Courts were busy tracking relevant legislation and are working to implement the array of changes that are coming our way in 2020. Further reform efforts in the area of criminal fines and fees will result in additional hearings set in criminal cases to review defendant's ability to pay, and massive changes to court cost - how they are assessed and the amounts - take effect January 1, 2020. On the civil side, the increased amount in controversy jurisdictional increase from \$10,000 to \$20,000 value will undoubtedly bring more filings to the justice courts along with more complex cases. This will result in more processing for clerks, more cases on the docket, potentially more time in court, more communications between the court and litigants (meaning more postage and copy expenses), and possibly the need for more clerks to continue to provide expeditious resolution of civil cases.

The county is currently in discussions regarding the future of the Justice of the Peace Court's collections contract, which provides the Court a third party vendor to assist with efforts to enforce compliance with orders to appear in criminal cases for defendants who have failed to appear and collections of delinquent judgments for defendants who have failed to pay. Depending on the outcome of those discussions, the Court may need to begin at least minimal in-house collection efforts. How that would be constructed or what resources would be necessary is still being determined.

Form #1: Department Mission and Metrics

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

Costs will only increase in terms of needed staff and postage/supply budgets as case volume will increase and the necessary communications between the court and the litigants has and will continue to 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.

See caseload volumes in section B above.

The Court uses all available reports within our Odyssey Case Management System to track and evaluate our caseload.

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 Court is currently developing an anonymous user survey that can be used by Justice Courts to help us improve our services; these surveys will inquire about perceived safety and fairness, accessibility of the court, time required at court, court staff attentiveness and courtesy, and court participant's expectations and understanding of the process both before and after conducting business at the Court. The Courts met with representatives from the Center for Court Innovation in November 2018 to review and improve our website, signage, and forms to be more user-friendly - and that project continues.

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:

372 - Justice of the Peace 7.2

FY19/20 General Fund Adopted Budget:	\$1,127,000
Rollover Budget Received in FY19/20:	\$336,831

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	\$400,665	3					
2	CIVIL CLERKS	\$124,753	2					
3	CRIMINAL CLERKS	\$459,876	7					
4	OFFICE SUPPLIES	\$47,706						
5	PAPER	\$20,000						
6	POSTAGE	\$10,000						
7	RENTALS/LEASES	\$13,000						
8	UTILITES	\$20,000						
9	TELEPHONE	\$15,000						
10	TRAVEL EXPENSE	\$8,000						
11	TRAVEL FOR EDUCATION/TRAINING	\$5,000						
12	MILEAGE	\$3,000						
Department-Estimated Totals		\$1,127,000	12	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.

381-JUSTICE OF THE PEACE, 8-1

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

3.5%

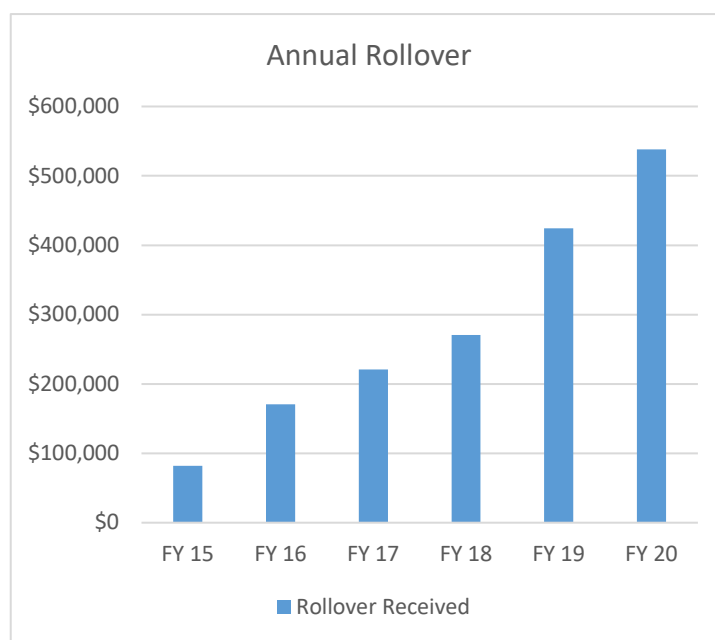
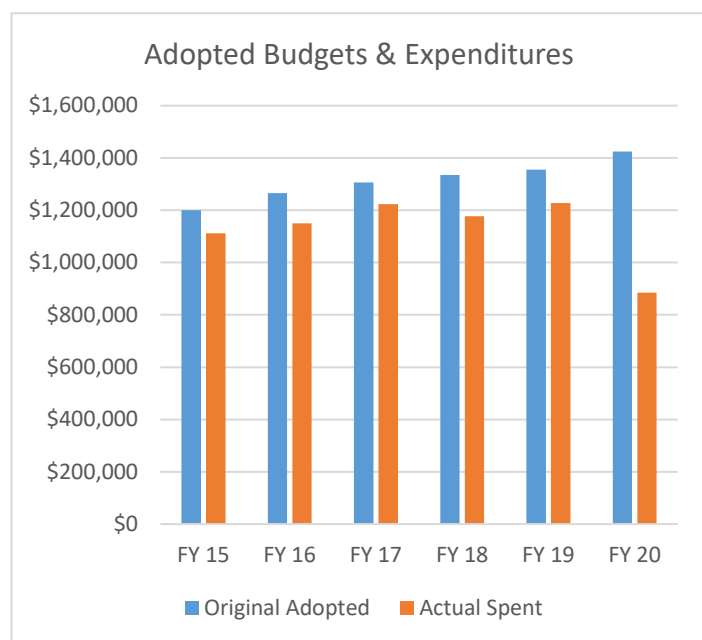
FY 20 Adopted Budget Per Capita (Harris County):

\$0.30

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$1,200,000	\$1,265,000	\$1,306,000	\$1,335,000	\$1,356,000	\$1,424,000
Final Adjusted	\$1,284,490	\$1,454,925	\$1,527,004	\$1,605,800	\$1,780,123	\$1,962,043
Rollover Received	\$81,883	\$170,818	\$221,004	\$270,800	\$424,574	\$538,043
Rollover % of Adopted	7%	14%	17%	20%	31%	38%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$1,018,156	\$1,063,260	\$1,115,240	\$1,116,251	\$1,155,024	\$845,779
Non-Labor/Transfers	\$93,696	\$86,826	\$108,717	\$61,229	\$73,085	\$38,878
Actual Spent	\$1,111,852	\$1,150,087	\$1,223,957	\$1,177,479	\$1,228,109	\$884,657



FY20 Rollover as a % of FY20 Adopted Budget: 37.8%

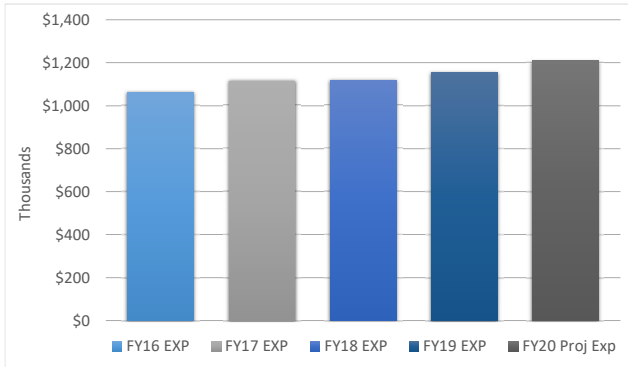
Other Department Resources

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

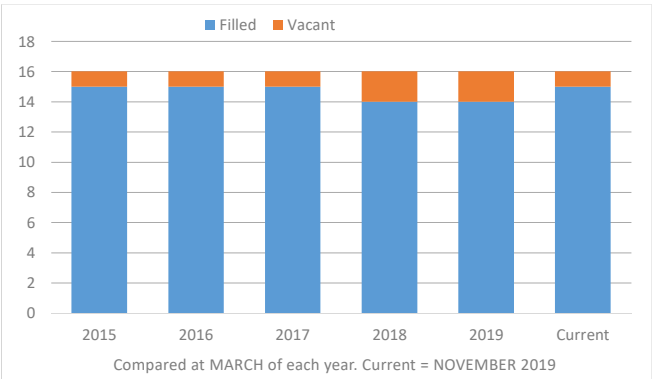
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 8-1

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

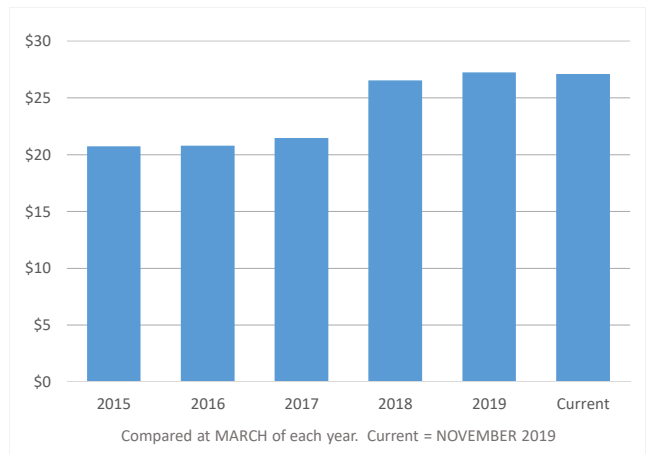


Avg. Salary Increases For Existing Full-Time Employees

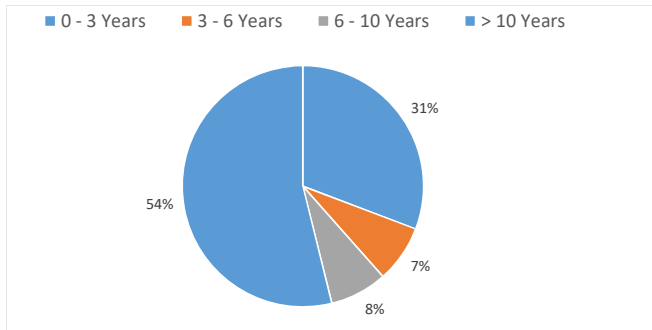
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	11	6.0%	6.0%
Sept 2017	10	5.5%	2.7%
Sept 2016	10	5.9%	1.9%
Sept 2015	10	9.1%	2.2%
Sept 2014	10	15.9%	3.0%

	Filled	Vacant	Total
R32+	14	0	14
Part	1	1	2
Temp	0	0	0

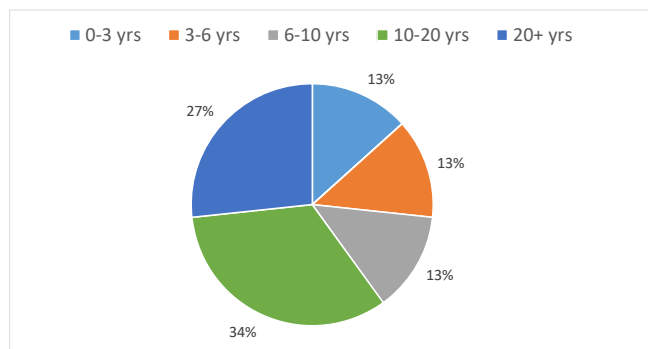
Dept. Average Hourly Base Pay Rate



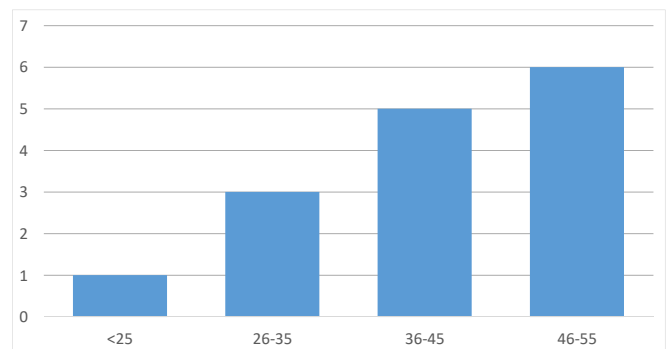
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information

Organization Chart for

Department 381-Justice of the Peace

Judge Holly Williamson

Sherry Taylor, Chief Clerk

Darby Gaffigan, Assistant Chief Clerk

Sharon Lucher, Administrative Clerk I

Angelita Saenz, Administrative Clerk I

Aidaly Santamaria, Administrative Clerk I

Kari Murphy, Administrative Clerk II

Hailey Clark, Clerk I

Heather Conrad, Clerk I

Stacy Cooper, Clerk I

Brenda Favila, Clerk I

Melissa Nerio, Clerk I

Janie Ortiz, Clerk I

Silvia Alanis, Clerk II

Elizabeth Clark, Part-time Clerk

Open, Part-time Clerk

Form #1: Department Mission and Metrics

Justice of the Peace 8.1 - 381

A) Department Purpose/Mission

The Justice Court has jurisdiction over a wide variety of issues, including civil matters in which the amount in controversy does not exceed \$10,000 (note that this will increase to \$20,000 effective September 1, 2020), eviction matters, criminal cases punishable by fine only, and various administrative type cases (including but not limited to dangerous dog determinations, tow hearings to determine probable cause, and petitions for an occupational driver's license). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. The Justice of the Peace also performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights, and setting peace bonds, seizures, writs and warrants.

The purpose of the Justice Court is to do justice - and justice delayed is justice denied. Thus, the Court strives to ensure the expeditious resolution of civil and criminal matters before the Court, all while providing fair notice and meaningful opportunities to be heard and being accessible to both the community and persons appearing before the Court. Handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formalism, yet still requires the appropriate dignity and adherence to statutory and rule based procedures, all while ensuring that litigants leave the Court feeling they were treated fairly and with respect.

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

	March 2018 – February 2019	March 2019 – September 2019*
Evictions	2,333	1,460
Small Claims and Debt Claims**	3,235	2,436
Other Civil	96	44
TOTAL CIVIL FILINGS	5,664	3,940
TOTAL CIVIL JUDGMENTS	3,055	3,049

Form #1: Department Mission and Metrics

Criminal (adult and juvenile)	8,598	5,086
Truancy***	91	10
TOTAL CRIMINAL FILINGS	8,689	5,096
TOTAL CRIMINAL DISPOSITIONS	9,305	4,359

*Filing and disposition (court activity) statistics are due to the Texas Office of Court Administration, to which monthly court activity reporting is mandated, by the 20th of the month following the end of the reporting period. Thus, October 2019 statistics are not yet compiled, and current fiscal year statistics only include March through end of September 2019.

**With the justice courts' civil amount in controversy jurisdiction increasing from \$10,000 to \$20,000 effective September 1, 2020, it is anticipated that any observed increase in case filings in this justice courts will be seen in the small claims and debt claims category.

***Along with truancy reform laws, which took effect September 1, 2015, truancy cases were re-classified from criminal to civil proceedings. However, the Texas Office of Court Administration, to which reporting of monthly court activity is mandated, has not yet implemented the reporting of truancy cases as civil matters. Thus, for our purposes, truancy cases are counted in criminal filings and dispositions.

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

The Justice Courts continue to see an increased reliance on technology. The Office of Court Management worked with Universal Services and the Justice Courts to upgrade to Odyssey 2017, Clerk Edition 2017, and Judge Edition 2018 (all part of the County's contract with Tyler Technologies for a case management system for the Justice Courts). This successful upgrade was key to enabling participation in the most current technology available and ensured that all the Justice Courts would be participants in all future iterations of continuous improvement of the Odyssey suite.

Form #1: Department Mission and Metrics

Looking forward, the Justice Courts will be revamping our website to provide constituents easier access to information and user forms, integrating the use of additional kiosks and computers into the courtroom to increase efficiency, and implementing online dispute resolution capability for certain small claims cases. The latter improvement will be necessary as the Justice Courts will undoubtedly face an increase in the number of civil case filings when the amount in controversy jurisdiction increases effective September 1, 2020. The Justice Courts website will also provide functionality to allow criminal defendants to make partial payments and payments toward deferred dispositions online, rather than having to visit the courthouse and stand in line to make a payment.

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

In July of 2018, the Justice Courts began accepting electronic filings through the efiletexas.gov service. This has resulted in the Court having to restructure clerk responsibilities to timely process and respond to these filings.

With the 86th Legislature in session, the Courts were busy tracking relevant legislation and are working to implement the array of changes that are coming our way in 2020. Further reform efforts in the area of criminal fines and fees will result in additional hearings set in criminal cases to review defendants' ability to pay, and massive changes to court costs – how they are assessed and the amounts – take effect January 1, 2020. On the civil side, the increased amount in controversy jurisdictional increase from \$10,000 value in civil cases to \$20,000 value will undoubtedly bring more filings to the justice courts along with more complex cases. This will result in more processing for clerks, more cases on the docket, potentially more time in court, more communications between the court and litigants (meaning more postage and copy expenses), and possibly the need for more clerks to continue to provide expeditious resolution of civil cases.

The County is currently in discussions regarding the future of the Justice Courts' collections contract, which provides the Court a third party vendor to assist with efforts to enforce compliance with orders to appear in criminal cases for defendants who have failed to appear and collections of delinquent judgments for defendants who have failed to pay. Depending on the outcome of those discussions, the Court may need to begin at least minimal in-house collection efforts. How that would be structured or what resources would be necessary is still being determined.

Form #1: Department Mission and Metrics

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

Costs will only increase in terms of needed staff and postage/supply budgets as case volume will increase and the necessary communications between the court and litigants has and will continue to increase.

-A/V system

-Remodel of kitchen and restrooms

-Installation of office lighting

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.

See caseload volumes in section B above.

The Court uses all available reports within our Odyssey Case Management System to track and evaluate our caseload. Regular management meetings to review caseload, process and administration matters. Produce annual evaluations of all positions.

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 Court is currently developing an anonymous user survey that can be used by the Justice Courts to help us improve our services; these surveys will inquire about perceived safety and fairness, accessibility of the court, time required at court, court staff attentiveness and courtesy, and court participants' expectations and understanding of the process both before and after conducting business at the

Form #1: Department Mission and Metrics

Court. The Courts met with representatives from the Center for Court Innovation in November 2018 to review and improve our website, signage, and forms to be more user-friendly – and that project continues.

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:

381 - Justice of the Peace 8.1

FY19/20 General Fund Adopted Budget: **\$1,424,000**

Rollover Budget Received in FY19/20: **\$538,043**

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	Civil Case Processing -Civil cases include small claims cases filed under the Rules of Civil Procedure, debt claim actions filed under Rule 508 of the Rules of Civil Procedure, eviction actions filed under Chapter 24 of the Property Code and Rule 510 of the Rules of Civil Procedure, repair and remedy actions filed under Chapter 92 of the Property Code and Rule 509 of the Rules of Civil Procedure, and all other civil or administrative actions, which include the following case types: hearings to determine whether animals have been cruelly treated (Chapter 821 of the Health and Safety Code), hearings to determine whether a dog is dangerous or has caused serious bodily injury or death (Chapter 822 of the Health and Safety Code), driver's license suspension and occupational driver's license hearings (Chapter 521 of the Transportation Code), handgun license hearings (Chapter 411 of the Government Code), hearings to grant possession of stolen or seized property (Chapter 47 of the Code of Criminal Procedure), hearings to determine probable cause for a vehicle tow (Chapter 2308 of the Occupations Code), writs of property retrieval (Chapter 24A of the Property Code), and writs of re-entry and restoration of utility services (Chapter 92 of the Property Code). Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: entering new cases, preparing civil citations for service, receipting payments for filing fees/jury request fees/appeal bonds/and payments into the registry of the court, scheduling cases for hearing, preparing instruments and notices of setting, filing submitted motions/orders, updating case records, monitoring case status and compliance, closing out cases, working the windows and responding to inquires about specific cases, preparing cases for appeal, processing requests for pre or post-judgment writs, assisting the judge in preparing for dockets (preparing hearing notices, docket sheets, orders/judgments, etc.), and all similar activities in the courtroom on docket days; attend meetings, trainings and other professional development events.	\$353,276	5	0	\$0			

Department: **381 - Justice of the Peace 8.1**

FY19/20 General Fund Adopted Budget:	\$1,424,000
Rollover Budget Received in FY19/20:	\$538,043

2	Criminal Case Processing- Criminal cases including traffic offenses and all other penal offenses filed against adult or juvenile defendants either by issuance of a citation or the filing of a sworn complaint. Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: answering phone calls, processing mail and email, entering new cases, receipt payments, prepare motions, scheduling, filing motions/orders, updating case records, monitoring case status and compliance, closing out cases, working the window and responding to inquiries about specific case(s), preparing cases for appeal to County Criminal Court, processing warrants and referrals, Assist the judge in preparing for a dockets including preparing hearing notices, docket sheets, case worksheets, etc., Manage jury pools by requesting jury pools and/or summoning jurors, processing juror correspondence and responding to juror requests for resets and general inquiries, checking in and managing jurors, creating jury lists, shuffling jurors, jury payments and excuse letters, scheduling interpreters,manages physical case files sent to storage, copying or printing case files upon request and responding to records requests,attend meetings,trainings and other professional development events. TRUANCY CASE PROCESSING – Truancy cases are handled under Chapter 65 of the Family Code as civil matters alleging a child has engaged in truant conduct. Processing these cases involves communication and transfer of documents between the school districts and District Attorney’s Office, monitoring time deadlines for compliance, answering inquiries from the schools, families, and TRIAD workers, preparing citations and monitoring service, preparing files for court dockets, monitoring compliance with remedial orders, preparing show cause notices for contempt hearings, and similar activities in the courtroom on docket days. Attend meetings,trainings and other professional development events.	\$353,345	5		\$0			
3	Pre-Trial/Trial Department- Criminal cases including traffic offenses and all other penal offenses filed against adult or juvenile defendants either by issuance of a citation or the filing of a sworn complaint. Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include for example: receive requests from defendants and attorneys requesting trials via mail, efile and in person,enter trial dates, mail out trial notices for defendants, attorneys and officers,prepare cases for trial dockets by obtaining all necessary paperwork including accident reports,Assist in the courtroom during trial dockets,update cases from trial docket,Attend meetings,trainings and other professional development events.	\$177,522	2		\$0			

Department: **381 - Justice of the Peace 8.1**

FY19/20 General Fund Adopted Budget:	\$1,424,000
Rollover Budget Received in FY19/20:	\$538,043

4	Judicial/Administrative/Managerial Services- While the Justice of the Peace performs judicial duties, the Chief and/or Assistant Chief positions generally perform managerial or supervisory work, such as personnel/HR and budget issues, answering general questions by subordinates, reviewing quality assurance on data and docket entry, and other court-related administrative work to include: calendaring hearings/dockets/court sessions, scheduling ADAs/Bailiffs, monthly reports, troubleshooting computer/phone/printer/copier/scanner problems, processing mail and MYJP email (opening and distributing), ordering supplies, prepare for and attend committee meetings or other meetings, trainings, continuing education or other professional development events, review meeting materials with coworkers; balancing and reconciling daily receipts and tills, preparing deposits, running daily, weekly, and monthly financial reports, responding to auditor/treasurer inquiries, and the like.	\$539,451	4		\$0			
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Department-Estimated Totals	\$1,423,594	16	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.*

382-JUSTICE OF THE PEACE, 8-2

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

3.1%

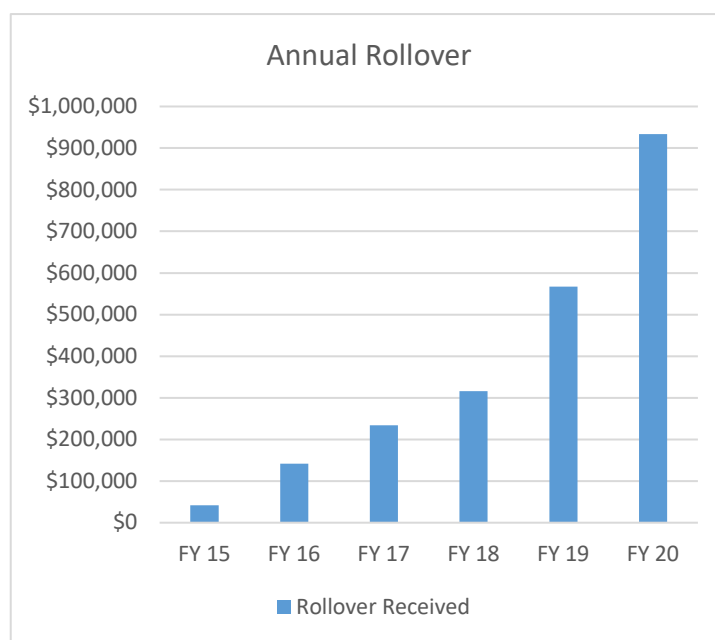
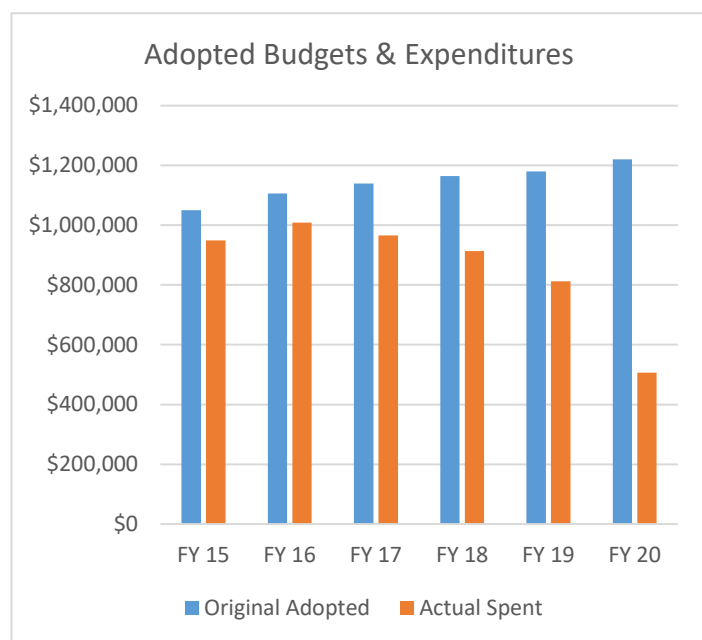
FY 20 Adopted Budget Per Capita (Harris County):

\$0.26

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$1,050,000	\$1,106,000	\$1,139,000	\$1,165,000	\$1,180,000	\$1,221,000
Final Adjusted	\$1,093,937	\$1,247,415	\$1,372,422	\$1,480,990	\$1,747,261	\$2,154,975
Rollover Received	\$41,425	\$141,415	\$234,076	\$315,990	\$567,261	\$933,975
Rollover % of Adopted	4%	13%	21%	27%	48%	76%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$906,703	\$853,376	\$835,522	\$794,008	\$784,486	\$493,842
Non-Labor/Transfers	\$42,932	\$155,743	\$130,281	\$118,976	\$28,113	\$12,749
Actual Spent	\$949,635	\$1,009,120	\$965,803	\$912,984	\$812,599	\$506,591



FY20 Rollover as a % of FY20 Adopted Budget: 76.5%

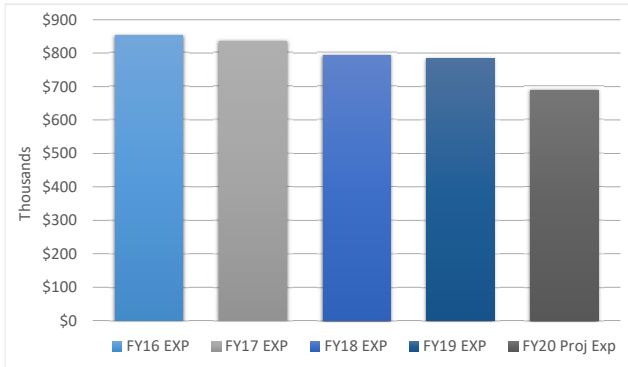
Other Department Resources

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

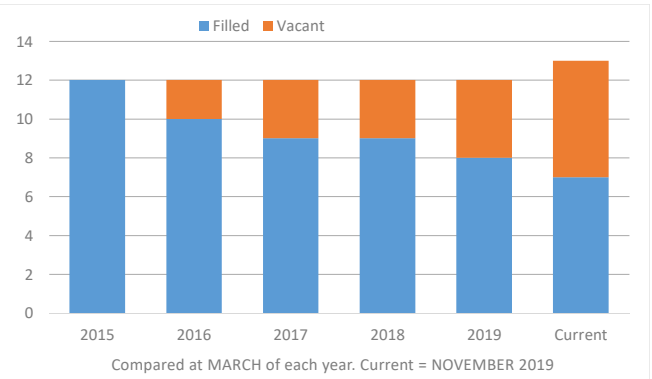
PERSONNEL SUMMARY FOR JUSTICE OF THE PEACE 8-2

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

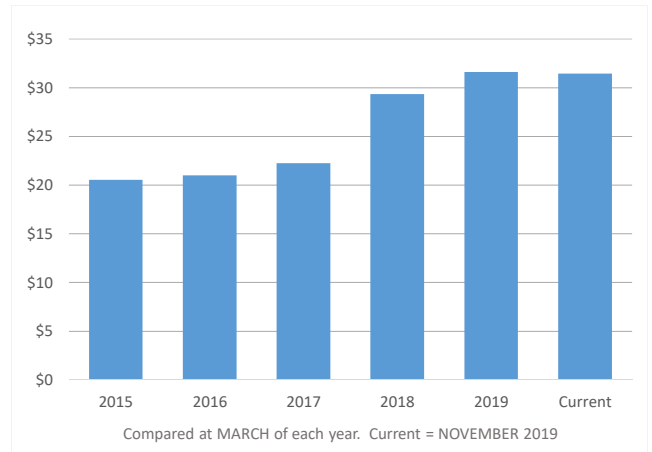


Avg. Salary Increases For Existing Full-Time Employees

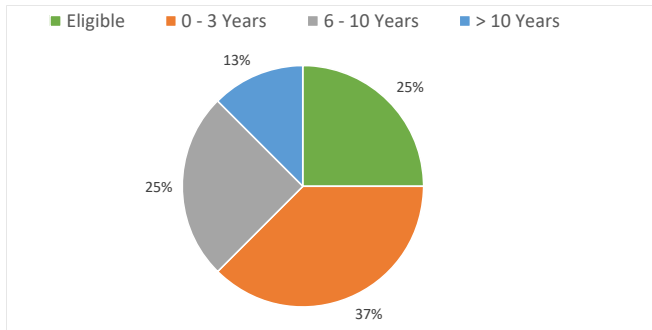
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	6	9.8%	9.8%
Sept 2017	6	9.8%	4.8%
Sept 2016	6	9.8%	3.2%
Sept 2015	6	16.0%	3.8%
Sept 2014	6	17.2%	3.2%

	Filled	Vacant	Total
R32+	7	5	12
Part	0	1	1
Temp	0	0	0

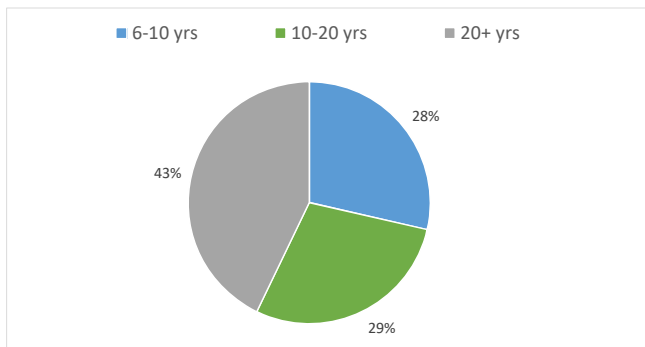
Dept. Average Hourly Base Pay Rate



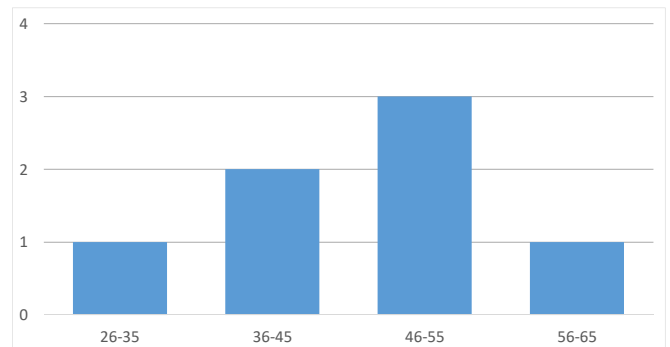
Retirement Eligibility



Employee Tenure

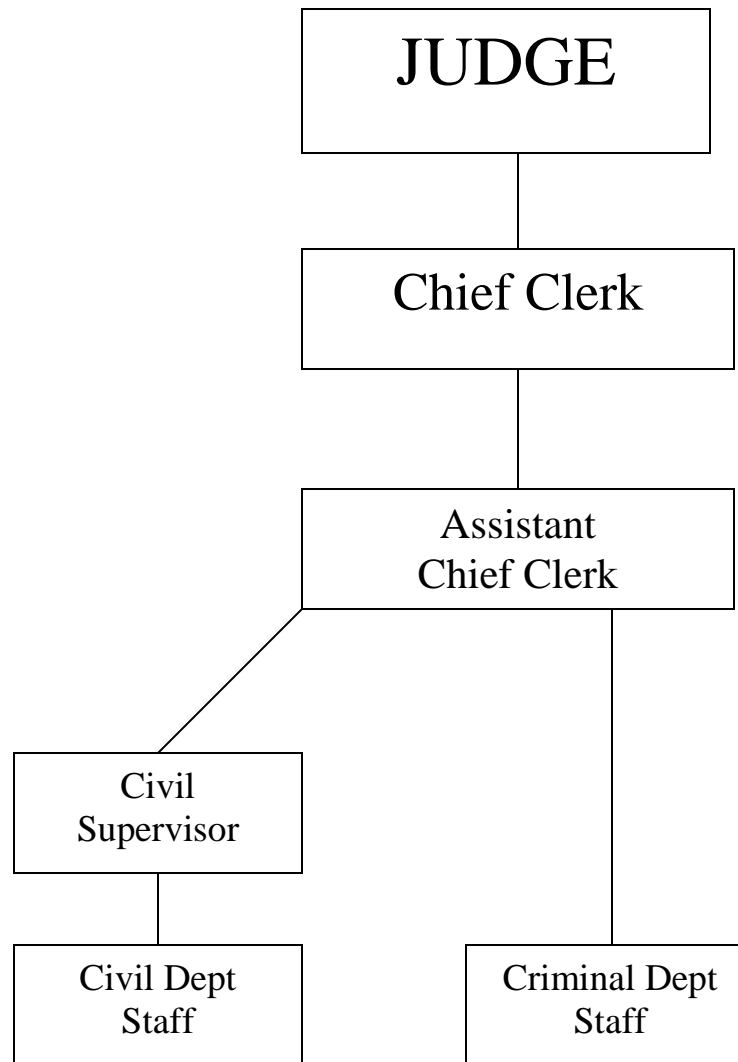


Number of Employees by Age





Department-Provided Information



Form #1: Department Mission and Metrics

Justice of the Peace 8.2 - 382

A) Department Purpose/Mission

The Justice Court has jurisdiction over a wide variety of issues, including civil matters in which the amount in controversy does not exceed \$10,000 (note that this will increase to \$20,000 effective September 1, 2020), eviction matters, criminal cases punishable by fine only, and various administrative type cases (including but limited to dangerous dog determinations, tow hearings to determine probable cause, and petitions for an occupational driver's license). The Justice Court also sits as a Truancy Court, with jurisdiction over truant conduct matters. The Justice of the Peace also performs various magisterial duties, including presiding over stolen property hearings, informing arrestees of their rights, and setting peace bonds.

The purpose of the Justice Court is to administer justice. Justice delayed is justice denied. Thus the Court strives to provide fair notice, meaningful opportunities to be heard, and the expeditious resolution of civil and criminal matters before the Court. Handling a large volume of cases covering a wide range of topics, and often dealing with unrepresented litigants, the Court conducts proceedings without unnecessary expense or undue formality, yet still requires the appropriate dignity and adherence to statutory procedures, while ensuring that litigants leave the Court feeling they were treated fairly and respectfully.

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

In the past year this Court continued to work towards improvements in court efficiency.

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

The Justice Courts continue to see an increased reliance on technology. The Office of Court Management worked with Universal Services and the Justice Courts to upgrade to Odyssey 2017, Clerk Edition 2017, and Judge Edition 2018 (all part of the County's contract with Tyler Technologies for a case management system for the Justice Courts). This successful upgrade was key to enabling participation in the most current technology available and ensured that all the Justice Courts would be participants in all future iterations of continuous improvement of the Odyssey suite.

The Court has begun discussion and planning for measures to better inform the public during its court operations. The potential benefit of video and audio technology in the courtroom is being considered to better instruct the public.

Looking forward, the Justice Courts will be revamping our website to provide constituents easier access to information and user forms, integrating the use of

Form #1: Department Mission and Metrics

additional kiosks and computers into the courtroom to increase efficiency, and implementing online dispute resolution capability for certain small claims cases. The latter improvement will be necessary as the Justice Courts will undoubtedly face an increase in the number of civil case filings when the amount in controversy jurisdiction increases effective September 1, 2020. The Justice Courts website will also provide functionality to allow criminal defendants to make partial payments and payments toward deferred dispositions online, rather than having to visit the courthouse and stand in line to make a payment.

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

In July of 2018, the Justice Courts began accepting electronic filings through the efiletexas.gov service. This has resulted in the Court having to restructure clerk responsibilities to timely process and respond to these filings.

With the 86th Legislature in session, the Courts were busy tracking relevant legislation and are working to implement the array of changes that are coming our way in 2020. Further reform efforts in the area of criminal fines and fees will result in additional hearings set in criminal cases to review defendants' ability to pay, and massive changes to court costs – how they are assessed and the amounts – take effect January 1, 2020. On the civil side, the increased amount in controversy jurisdictional increase from \$10,000 value in civil cases to \$20,000 value will undoubtedly bring more filings to the justice courts along with more complex cases. This will result in more processing for clerks, more cases on the docket, potentially more time in court, more communications between the court and litigants (meaning more postage and copy expenses), and possibly the need for more clerks to continue to provide expeditious resolution of civil cases.

The County is currently in discussions regarding the future of the Justice Courts' collections contract, which provides the Court a third party vendor to assist with efforts to enforce compliance with orders to appear in criminal cases for defendants who have failed to appear and collections of delinquent judgments for defendants who have failed to pay. Depending on the outcome of those discussions, the Court may need to begin at least minimal in-house collection efforts. How that would be structured or what resources would be necessary is still being determined.

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

Costs will only increase in terms of needed staff and postage/supply budgets as case volume will increase and the necessary communications between the court and litigants has and will continue to increase.

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.**

See caseload volumes in section B above.

The Court uses all available reports within our Odyssey Case Management System to track and evaluate our caseload

- 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 Court is currently developing an anonymous user survey that can be used by the Justice Courts to help us improve our services; these surveys will inquire about perceived safety and fairness, accessibility of the court, time required at court, court staff attentiveness and courtesy, and court participants' expectations and understanding of the process both before and after conducting business at the Court. The Courts met with representatives from the Center for Court Innovation in November 2018 to review and improve our website, signage, and forms to be more user-friendly – and that project continues.

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:

382 - Justice of the Peace 8.2

FY19/20 General Fund Adopted Budget:	\$1,221,000
Rollover Budget Received in FY19/20:	\$933,975

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	JUDICIAL/ADMINISTRATIVE SERVICES – While the Justice of the Peace performs judicial duties, the Chief and/or Assistant Chief positions generally perform managerial or supervisory work (such as dealing with personnel/HR or budget issues, answering general questions from and providing troubleshooting support to subordinates), reviewing quality assurance on data and docket entry, calendaring hearings/dockets/court sessions, scheduling assistant district attorneys/mediators/interpreters/bailiffs, compiling and submitting required reports (such as the OCA monthly report, DPS conviction reports, referral reports, and the like), and monitoring financial transactions (i.e. balancing and reconciling daily receipts and tills, making deposits, running financial reports, responding to auditor/treasurer inquiries, and the like).	\$428,553	3					
2	CIVIL CASE PROCESSING – Civil cases include small claims cases filed under the Rules of Civil Procedure, debt claim actions filed under Rule 508 of the Rules of Civil Procedure, eviction actions filed under Chapter 24 of the Property Code and Rule 510 of the Rules of Civil Procedure, repair and remedy actions filed under Chapter 92 of the Property Code and Rule 509 of the Rules of Civil Procedure, and all other civil or administrative actions, which include the following case types: hearings to determine whether animals have been cruelly treated (Chapter 821 of the Health and Safety Code), hearings to determine whether a dog is dangerous or has caused serious bodily injury or death (Chapter 822 of the Health and Safety Code), driver's license suspension and occupational driver's license hearings (Chapter 521 of the Transportation Code), handgun license hearings (Chapter 411 of the Government Code), hearings to grant possession of stolen or seized property (Chapter 47 of the Code of Criminal Procedure), hearings to determine probable cause for a vehicle tow (Chapter 2308 of the Occupations Code), writs of property retrieval (Chapter 24A of the Property Code), and writs of re-entry and restoration of utility services (Chapter 92 of the Property Code). Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: entering new cases, preparing civil citations for service, receipting payments for filing fees/jury request fees/appeal bonds/and payments into the registry of the court, scheduling cases for hearing, preparing instruments and notices of setting, filing submitted motions/orders, updating case records, monitoring case status and compliance, closing out cases, working the windows and responding to inquires about specific cases, preparing cases for appeal, processing requests for pre or post-judgment writs, assisting the judge in preparing for dockets (preparing hearing notices, docket sheets, orders/judgments, etc.), and all similar activities done in the courtroom on docket days.	\$173,924	2					
3	CRIMINAL CASE PROCESSING – Criminal cases included traffic offenses and all other penal offenses filed against adult or juvenile defendants either by issuance of a citation or the filing of a sworn complaint. Case processing includes all time spent by clerks and staff processing cases from filing to final disposition and satisfaction. This will include, for example: entering new cases either manually or confirming electronically filed citations, scheduling cases for dockets, preparing notices and complaints, filing submitted motions, updating case records, monitoring case status and compliance (specifically for cases on deferred disposition or driving safety course orders or payment plans or due dates), closing out cases, working the windows and responding to inquires about specific cases, preparing cases for appeal, receipting payments for fines and costs or appearance or appeal bonds, assisting the judge in preparing for dockets (preparing hearing notices, docket sheets, case worksheets, orders/judgments, etc.), all similar activities done in the courtroom on docket days.	\$245,437	3					
4	TRUANCY CASE PROCESSING – Truancy cases are handled under Chapter 65 of the Family Code as civil matters alleging a child has engaged in truant conduct. Processing these cases involves communication and transfer of documents between the school districts and District Attorney's Office, monitoring time deadlines for compliance, answering inquiries from the schools, families, and TRIAD workers, preparing citations and monitoring service, preparing files for court dockets, monitoring compliance with remedial orders, preparing show cause notices for contempt hearings, and similar activities done in the courtroom on docket days.	\$79,135	1					

Department: 382 - Justice of the Peace 8.2

FY19/20 General Fund Adopted Budget:	\$1,221,000
Rollover Budget Received in FY19/20:	\$933,975

5	TRAVEL AND EDUCATIONAL EXPENSES – The Canons on Judicial Conduct require a judge to “be faithful to the law and ... maintain professional competence in it.” Training is invaluable, and it is imperative that both the Judge and his/her clerks are fluent in the laws governing proceedings in justice court and stay up to date on legislative changes and legal reforms in order to dispense justice and accomplish our stated mission/purpose. Trainings may include in house trainings offered with the Office of Court Management and the Staff Attorney or other county departments, trainings and seminars with the Texas Justice Court Training Center, Texas Justice Court Judges Association, or other approved judicial education providers, and State or local bar activities. To maintain any level of consistency amongst the sixteen Justice Courts, regular meetings of the judges and clerks are also essential.	\$2,000						
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Department-Estimated Totals	\$929,049	9	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.

510-COUNTY ATTORNEY

Data as of: 11/11/2019

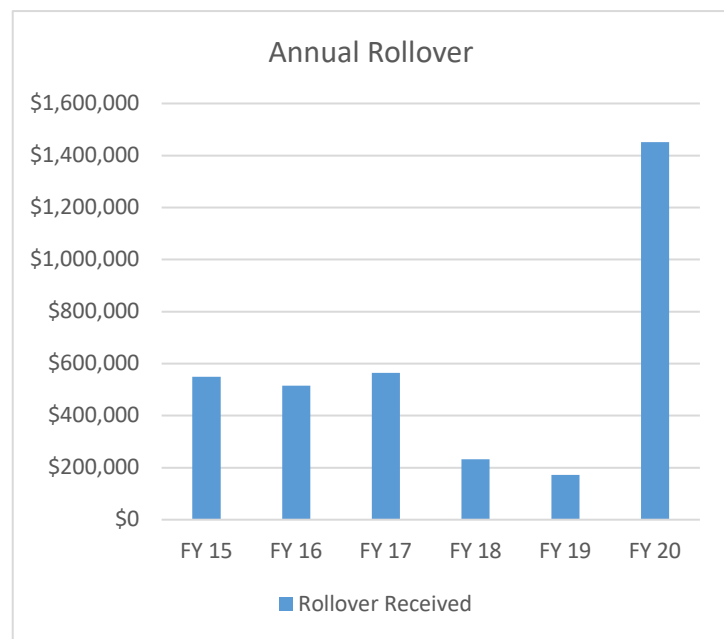
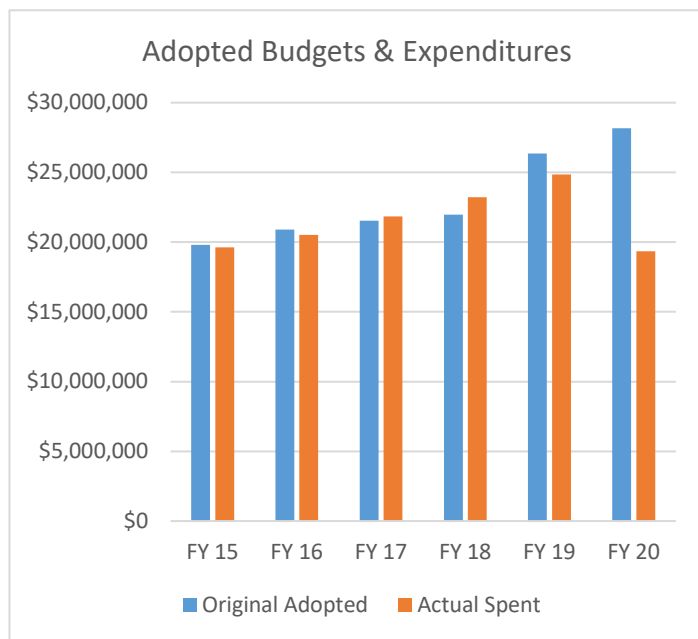
Avg. Annual Budget Increase Last 5 Years: 7.3%

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	\$19,800,000	\$20,900,000	\$21,544,000	\$21,975,000	\$26,355,000	\$28,174,000
Final Adjusted	\$20,325,224	\$21,480,593	\$22,183,917	\$23,407,469	\$26,527,714	\$30,465,000
Rollover Received	\$549,736	\$515,193	\$564,917	\$232,469	\$172,714	\$1,451,000
Rollover % of Adopted	3%	2%	3%	1%	1%	5%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$18,228,506	\$19,271,064	\$20,189,919	\$22,292,747	\$23,564,837	\$17,822,984
Non-Labor/Transfers	\$1,409,292	\$1,239,663	\$1,641,847	\$931,881	\$1,298,159	\$1,533,502
Actual Spent	\$19,637,798	\$20,510,727	\$21,831,766	\$23,224,628	\$24,862,995	\$19,356,486



FY20 Rollover as a % of FY20 Adopted Budget: 5.2%

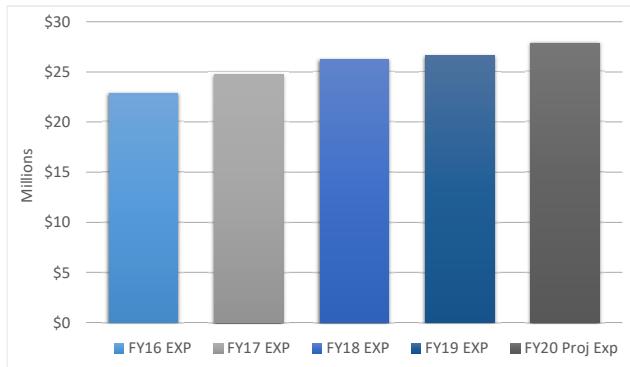
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	21	\$4,743,538	\$11,545,116
1010-HURRICANE HARVEY RECOVERY	8	\$122,070	\$949,000
2310-CO ATTY ADMIN TOLL RD FUND	0	\$900,749	\$2,333,444
2370-DONATION FUND	0	\$0	\$564
2680-CA FORF AS US TREASURY SP PROS	0	\$869	\$506,856
26D0-CA FORF AS STATE SPU	0	\$41,552	\$175,048
2750-LEOSE-LAW ENFORCEMENT	0	\$0	\$1,565
2800-COUNTY LAW LIBRARY	9	\$1,389,896	\$1,599,787
5490-WORKER'S COMPENSATION	4	\$653,520	\$700,033
7007-TITLE IV-E ADOPTION INCENTIVE	0	\$1,548,556	\$3,193,379
7534-REDUCING CRIMINAL ACT CIVIL 18	0	\$86,327	\$60,440
7657-CDBG-DR 17 HARVEY	0	\$0	\$2,025,000

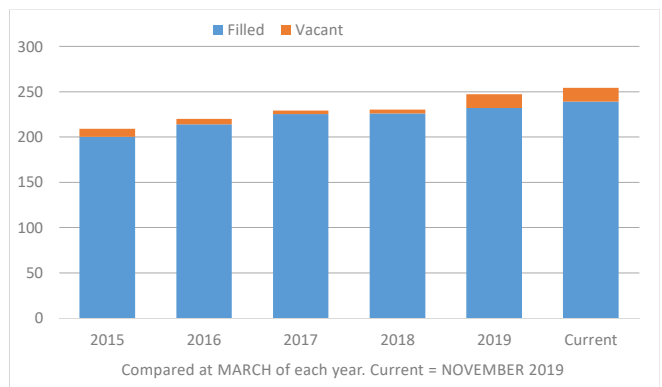
PERSONNEL SUMMARY FOR COUNTY ATTORNEY

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

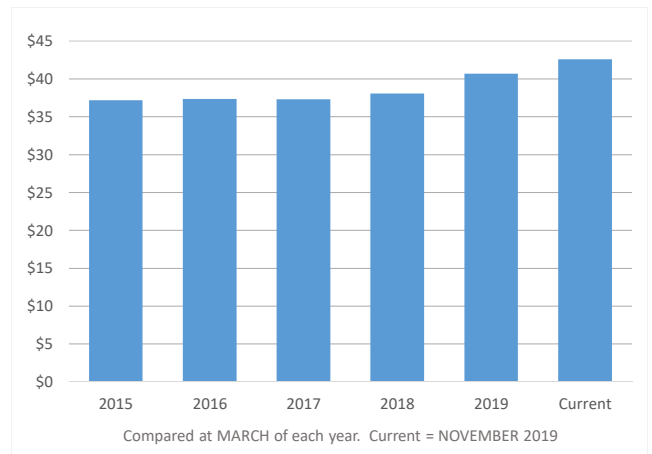


Avg. Salary Increases For Existing Full-Time Employees

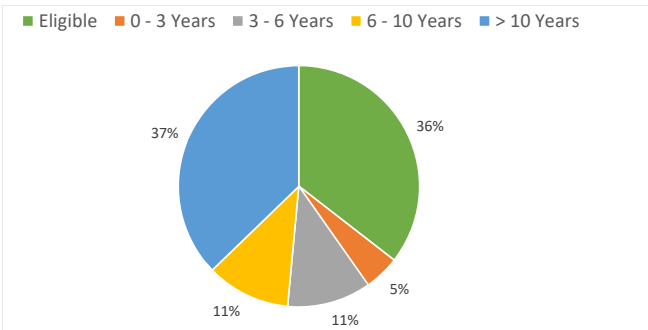
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	199	6.6%	6.6%
Sept 2017	177	16.0%	7.7%
Sept 2016	158	16.6%	5.2%
Sept 2015	141	20.5%	4.8%
Sept 2014	127	26.0%	4.7%

	Filled	Vacant	Total
R32+	239	15	254
Part	0	0	0
Temp	0	0	0

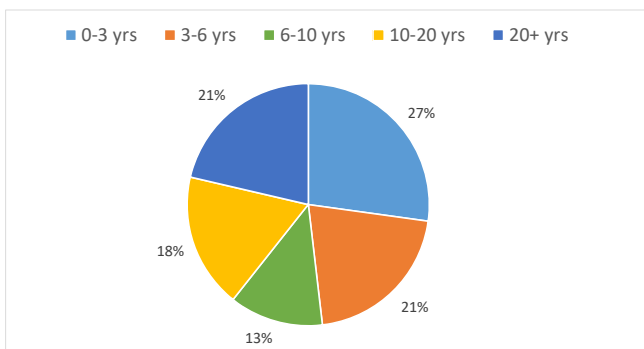
Dept. Average Hourly Base Pay Rate



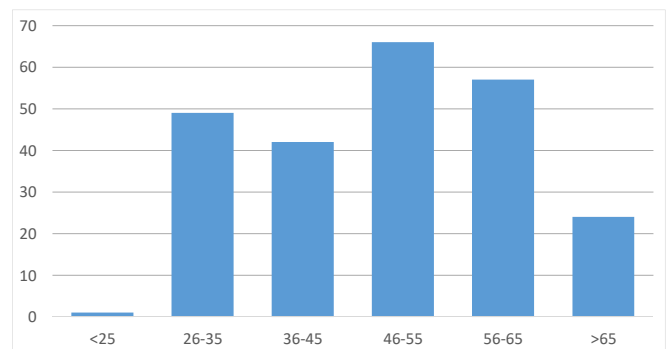
Retirement Eligibility



Employee Tenure



Number of Employees by Age

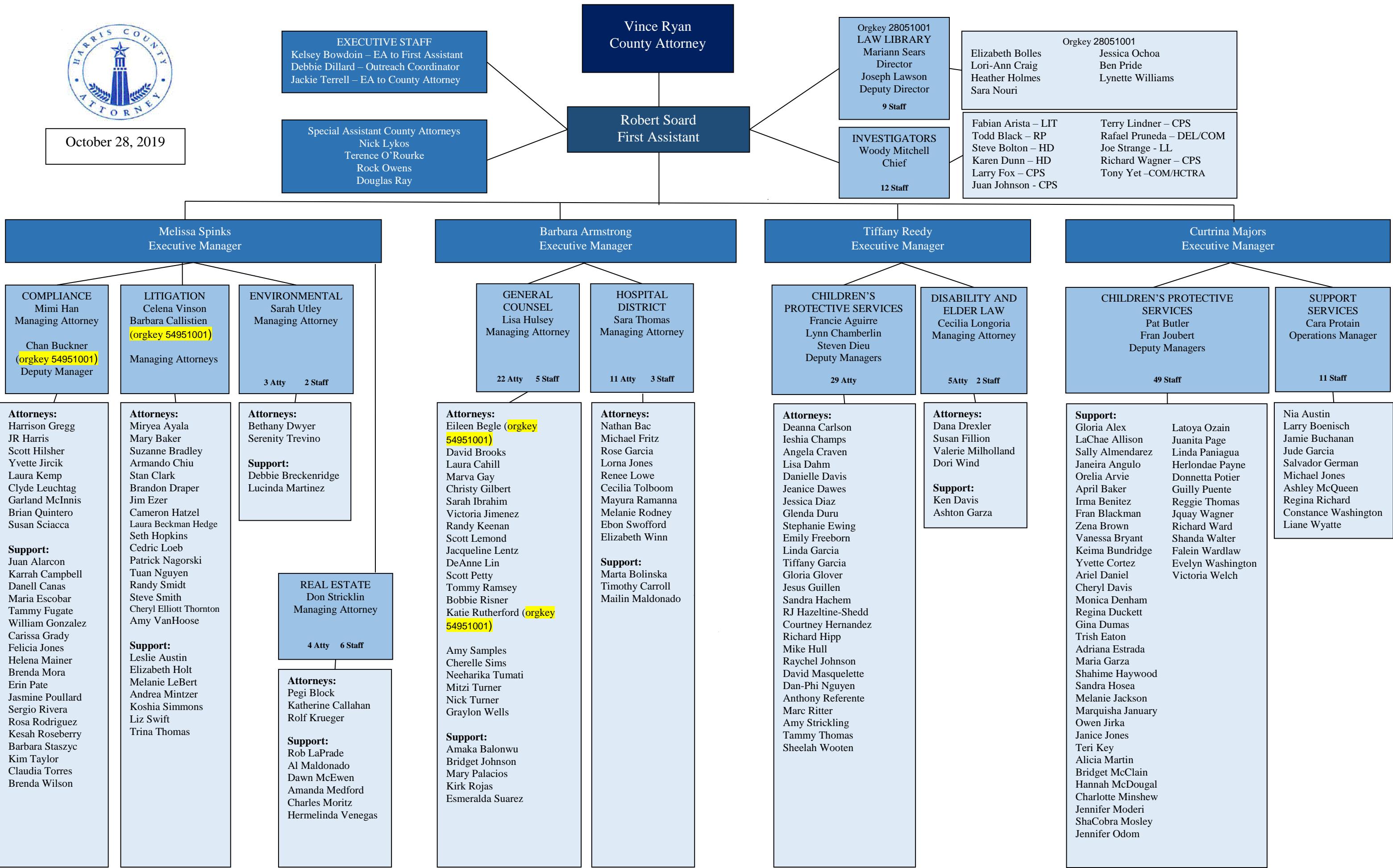


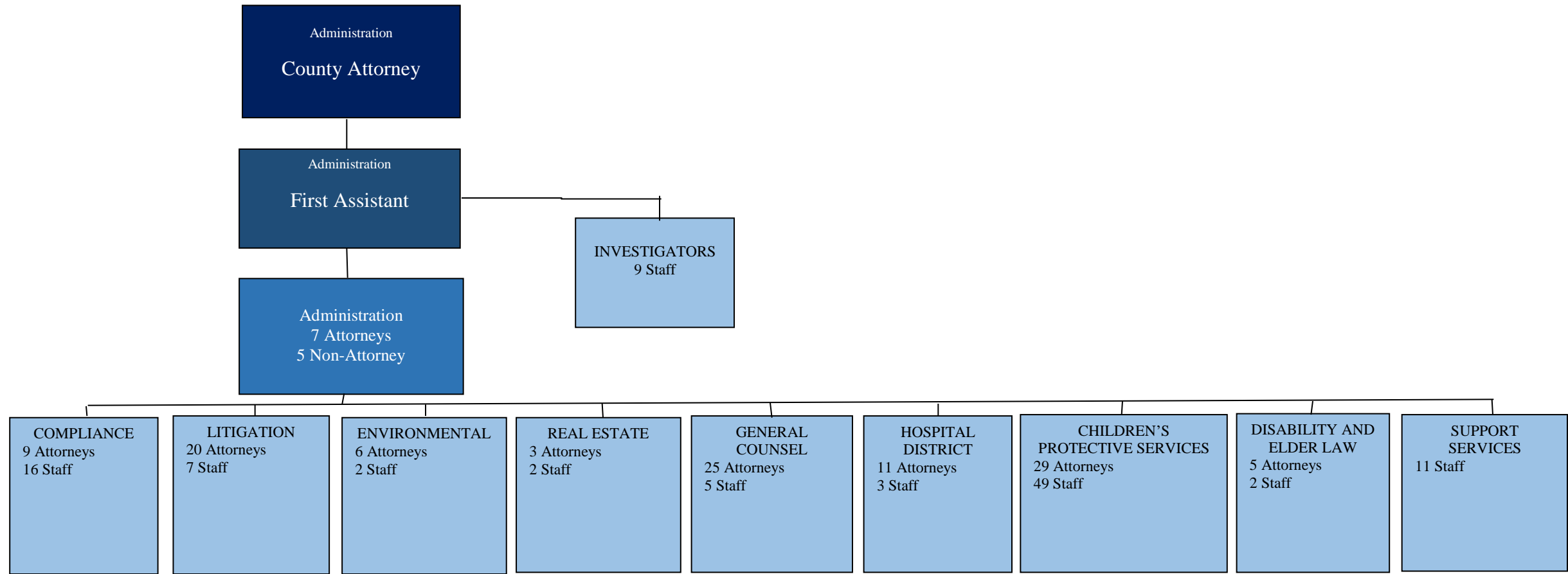


Department-Provided Information



October 28, 2019





Form #1: Department Mission and Metrics

County Attorney - 510

A) Department Purpose/Mission

The Harris County Attorney's Office represents the County, its departments, elected and appointed officials, and employees in all civil matters that involve county business. Our Office also represents the Harris County Hospital District, the Harris County Flood Control District, the Harris County Appraisal Review Board, the Texas Department of Family and Protective Services and the Greater 911 Emergency Network, which are separate legal entities.

The members of the Harris County Attorney's Office, both lawyers and non-lawyers, adhere to the highest standards of professional and personal ethics as we serve the people of Harris County by and through their elected officials and strive to be the best public law firm in the United States.

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

The Harris County Attorney's Office accomplishments in the last year:

Compliance Group:

In 2019, the Compliance Practice Group brought toll road collections to the County Attorney's Office. The Group Collaborated with the Harris County Toll Road Authority to make this process a success. The Compliance Practice Group had to create the collections process within the office from the ground up to deal with the 1.9 million violations a year and the process and procedures in collections, customer care, hiring, and training for a new Toll Road Team. County Attorney collections increased over 71% from last year (\$9,237,060.72 at mid-year) averaging \$1,154,632.55 per month.

Environmental Group:

The Environmental Practice Group assisted OEM, PCS, and Commissioners Court during the response to a massive chemical fire at the ITC Deer Park Facility. In the aftermath of the disaster, suit was filed against ITC for cost recovery, violations of storm water regulations, and violations of floodplain management regulations (a majority of structures lack development permits). Exxon Mobil Corporation-Suit for injunctive relief for violations of Texas Clean Air Act during a fire at the Refinery in March 2019. Exxon Mobil Chemical-Suit for injunctive Relief for violations during a fire at the Olefins Plant in July 2019. Have an on-going state enforcement suit for an emissions event in nuisance violation in July 2018 Additionally, Commissions Court

Form #1: Department Mission and Metrics

authorized Federal Clean Air Act Citizen Suit against Valero for the on-going releases at the Facility. Assisted OEM, PCS, and Commissioners Court during the responses to a massive chemical fire at the ITC Deer Park Facility. In the aftermath of the disaster, we filed suit against ITC for cost recovery, violations of stormwater regulations, and violation of floodplain management regulations. Assisted the Texas Commission on Environmental Quality in obtaining authorization under a new Texas Pollutant Discharge Elimination System permit, and is continuing to assist precincts and mosquitos control develop a pesticide discharge management plan, as required under the new permit.

General Counsel Group:

Aps deployed to other county offices that allow tracking of legal projects; greater information exchange; faster, more efficient and effective legal services. These include engineering; Sheriff; CDBG, Purchasing Ap, leasing up, sheriff op in place by Sept

Litigation Group:

The O'Donnell case was settled.

Disability and Elder Law Practice Group:

The Disability and Elder Law Practice Group was instrumental in the creation of the Senior Justice Assessment Center.

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

Actions taken to drive efficiency and productivity within the Harris County Attorney Department:

Development of case management system. Reduction in reliance on paper. The creation of 4 different applications to track County department requests to CAO. Additionally, some of these applications can generate documents that have a template, such as contract deputy contracts.

We practice team building and provide opportunities for employees to "crossover" and work on projects in other practice groups. We have a culture of open communication and encourage employee feedback and suggestions on ways to streamline work output. We strive to accurately and clearly define employee duties and responsibilities while also allowing flexibility. We have a bottom top management style. We have the "App" for use in contracts and leases. We use

Form #1: Department Mission and Metrics

County Attorney Case Information (CACI) for data management and we train employees on how to use CACI both to document their work but also for them to check on similar files to avoid reinventing the wheel. We have one-on-one meetings with employees to get constant feedback on workload and ways to improve productivity and efficiency.

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

The Harris County Attorney new responsibilities assumed this year:

Harris County toll road collection.

Creation of Gulf Coast Children's Court created by the Texas State Legislature and situated in Harris County to preside over some of the child welfare matters in Harris County.

Expanded emphasis on environmental enforcement due to the expansion of the Pollution Control Department.

Continued dedication to advising newly elected officials.

Generating CDBG-DR agreements and providing assistance to Community Services, Flood Control, and Engineering specifically for disaster recovery, which will continue to grow next year.

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.

Each employee is required to complete a monthly report tracking their cases. County Attorney Case Information (CACI) is utilized to generate reports on a monthly basis on cases filed, matters consulted, cases settled, cases tried, and money collected by practice group and individual attorney. Cases are tracked and progress using these methods.

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.

We collaborate with other county/district attorney offices. We routinely study other

Form #1: Department Mission and Metrics

counties. Several assistant county attorneys are in leadership positions at the TDCAA. Other counties contact us for our expertise on various matters, such as nuisance abatement and eminent domain, procurement and contracts.

Our case management system tracks files opened and closed, as well as case load per attorney. Interaction with vendors and clients track overall quality of work. Yearly evaluations handle the quality of work and individual assessments. Our assistant county attorneys constantly supply training through TDCAA at the annual conferences.

Real Property Division tracks value of all property acquired through office.

Each practice group represents various county and state entities and each has various measures of success. Environmental tracks revenue for Harris County. Litigation tracks initial demands by persons suing the county, costs of litigation, settlement amounts and judgments against the county. Environmental tracks cases filed and recovered for the county. Engineering and purchasing tracks the number of contracts completed and the value of the contracts. Protective Services monitor DFPS data portal for external number associated with DFPS cases.

<https://data.texas.gov/Social-Services/CPS-7-1-Removals-by-County-FY08-FY18/xmtn-e5c8>

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:

510 - County Attorney

FY19/20 General Fund Adopted Budget:	\$28,174,000
Rollover Budget Received in FY19/20:	\$1,451,000

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	\$1,962,500	14					
2	Compliance	\$3,728,750	25					
3	Children's Protective Services	\$7,700,000	78					
4	Elder Law	\$981,250	7					
5	Environmental	\$981,250	6	2	\$269,668	27.5%	1	Yes
6	General Counsel	\$4,317,500	30					
7	Investigators	\$1,373,750	9	1	\$165,997	12.1%	2	Yes
8	Harris Health	\$2,300,000	14					
9	Litigation	\$3,925,000	27					
10	Real Estate	\$785,000	5					
11	Support Services	\$1,570,000	11					
Department-Estimated Totals		\$29,625,000	226	3	\$435,665	1.5%		

* 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: County Attorney

Functional Area: Environmental
Dept. Funding Priority #: 1-2

Funding Request*:

Start-Up Costs (One-time)	\$	10,200
Cost of Positions (Recurring)		408,506
Other Recurring Costs		<u>16,959</u>
Total Request	\$	435,665

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 Environmental Practice Group anticipates an increase in caseload from both Harris County Pollution Control Services Department (PSC) and Harris County Engineering due to Hurricane Harvey and Hurricane Imelda.

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.

- 1 Investigator to investigate all the Harris County areas that the community were impacted due to tropical storms such as Hurricane Harvey and Hurricane Imelda.
- 1 Assistant County Attorney to prepare, litigate, mediate all the legal documents
- 1 Legal Assistant to prepare and distribute all legal documents

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

In September 2019, Harris County Commissioners Court approved a \$5.9 million dollar increase in PCS's budget, which will include the hiring of additional investigators and three new compliance coordinators. This doubles the PCS budget, and is guaranteed to further increase enforcement case referrals to the office. Additionally, Harris County Engineering is increasing their referrals to the office. Prior to Imelda, referrals the Harris County Attorney's Office were averaging 10 cases a week. Per Engineering, once their response is wrapped up, referrals will start back up. The current Engineering database shows almost 6,000 properties with open violations that have not been referred to the Harris County Attorney's office. Additionally, Engineering indicated the Harris County Attorney's office will receive additional Storm water Quality enforcement cases.

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

Complete a monthly report tracking through CACI (County Attorney Case Information) to generate reports on a monthly basis on cases filed, matters consulted, cases settled, cases tried, and money collected by practice group and individual attorney.

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.)?

**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 Attorney's office will provide monthly updates to its entities.

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

1 Investigator, base salary \$100,401.60 with allowances, incentives, benefits and healthcare \$151,064.99 and the number of pay periods 26.

1 Assistant County Attorney, base salary \$136,531.20 with allowances, incentives, benefits and healthcare \$184,049.24 and the number of pay periods 26.

Legal Assistant, base salary \$47,528.00 with allowances, incentives, benefits and healthcare \$73,391.56 and the number of pay periods 26.

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

Yes, existing space will need 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.

285-LIBRARY

Data as of:

11/11/2019

Avg. Annual Budget Increase Last 5 Years:

6.0%

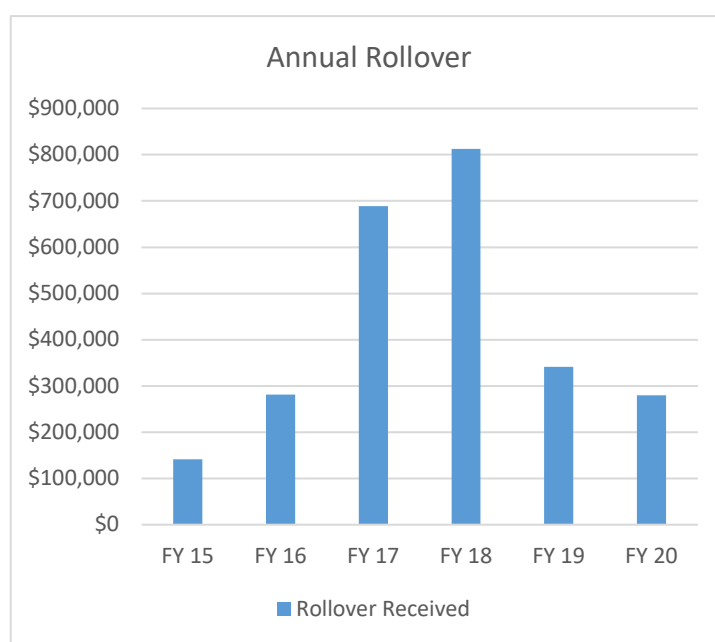
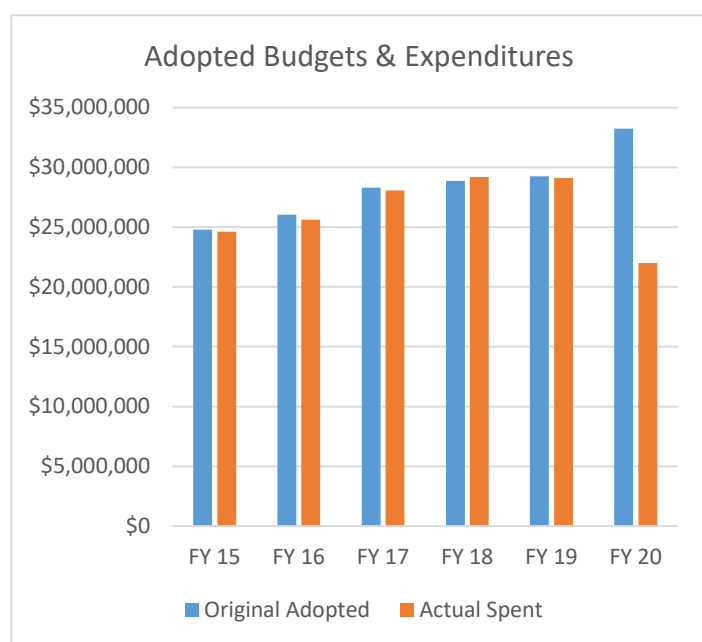
FY 20 Adopted Budget Per Capita (Harris County):

\$7.07

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$24,800,000	\$26,050,000	\$28,306,000	\$28,870,000	\$29,274,000	\$33,238,000
Final Adjusted	\$24,990,272	\$26,331,191	\$28,987,419	\$29,687,213	\$29,623,437	\$33,517,541
Rollover Received	\$141,801	\$281,191	\$688,453	\$812,213	\$341,622	\$279,541
Rollover % of Adopted	1%	1%	2%	3%	1%	1%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$17,987,496	\$18,695,171	\$19,603,780	\$20,151,380	\$20,832,290	\$15,485,380
Non-Labor/Transfers	\$6,644,868	\$6,938,531	\$8,470,005	\$9,062,469	\$8,272,026	\$6,528,179
Actual Spent	\$24,632,364	\$25,633,703	\$28,073,784	\$29,213,849	\$29,104,316	\$22,013,559



FY20 Rollover as a % of FY20 Adopted Budget: 0.8%

Other Department Resources

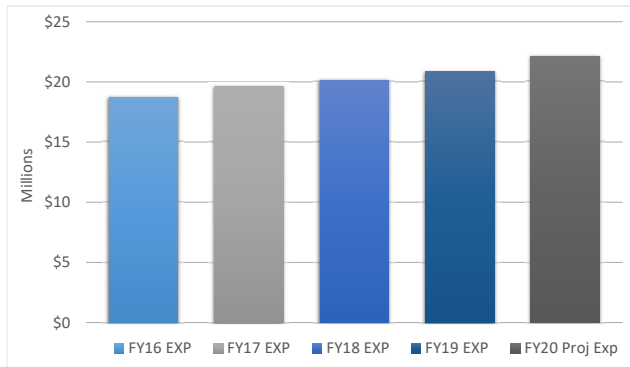
Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$1,395,293	\$1,368,230
1020-PUBLIC IMP CONTINGENCY FUND	0	\$918,818	\$285,369
2770-LIBRARY DONATION FUND	0	\$262,353	\$802,327
3930-COMMERCIAL PAPER SERIES B P/I	0	\$0	\$9,076
7345-HUMANITIES TX GRANT	0	\$12,000	\$0
7424-STRAKE FOUNDATION SUMMER READING	0	\$0	\$2,000
7426-GEORGE & MARY J. HAMMOND FOUNDATION	0	\$10,000	\$10,000
7623-BARBARA BUSH FOUNDATION	0	\$26,373	\$87,069
7624-NASA STEM FACILITATION	0	\$51	\$4,690
7634-HURRICANE HARVEY	0	\$84,830	\$90,492
7658-READ IT. SEE IT.	0	\$5,217	\$4,783
7681-FAMILY GIVING CIRCLE	0	\$0	\$4,000
7688-AMER ASSOC OF UNIVERSITY WOMEN	0	\$0	\$4,803
7773-COLLABORATIVE SUMMER LIB PRG19	0	\$0	\$2,900

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
8001-MISC FOUNDATIONS GRANTS	0	\$16,801	\$58,221
8066-TX BOOK FESTIVAL GRANT	0	\$0	\$2,500
8286-INTERLIBRARY LOAN PROGRAM	0	\$58,851	\$0

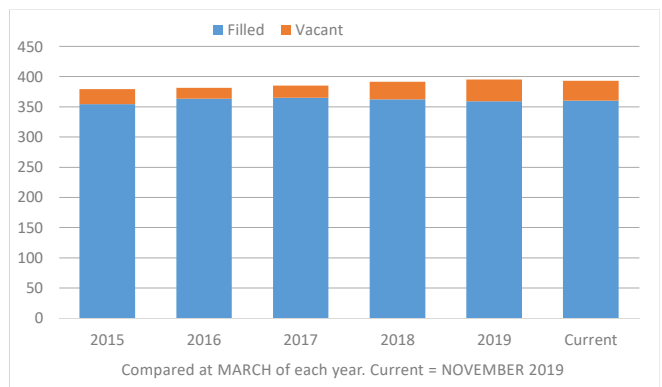
PERSONNEL SUMMARY FOR COUNTY LIBRARY

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

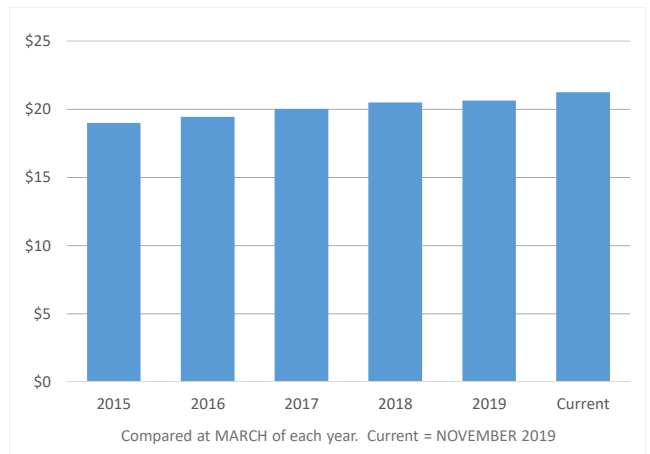


Avg. Salary Increases For Existing Full-Time Employees

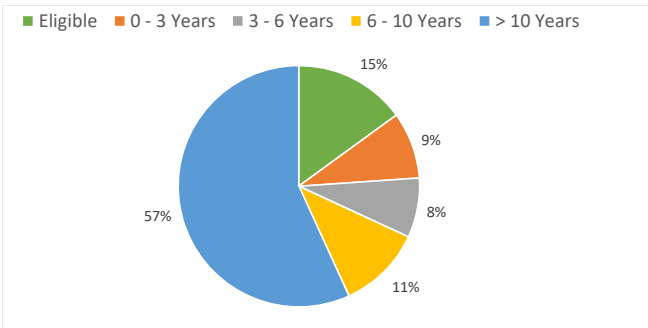
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	260	4.7%	4.7%
Sept 2017	234	9.3%	4.5%
Sept 2016	200	13.3%	4.3%
Sept 2015	177	16.7%	3.9%
Sept 2014	156	19.8%	3.7%

	Filled	Vacant	Total
R32+	309	19	328
Part	50	14	64
Temp	1	0	1

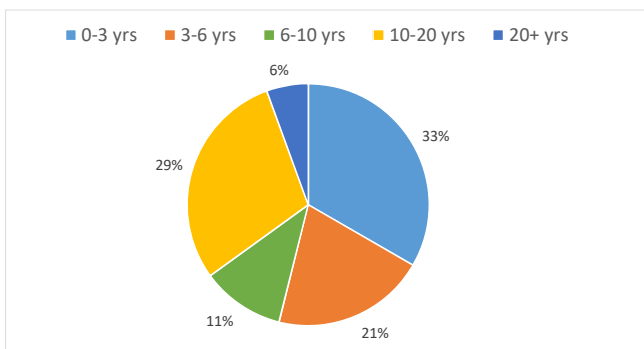
Dept. Average Hourly Base Pay Rate



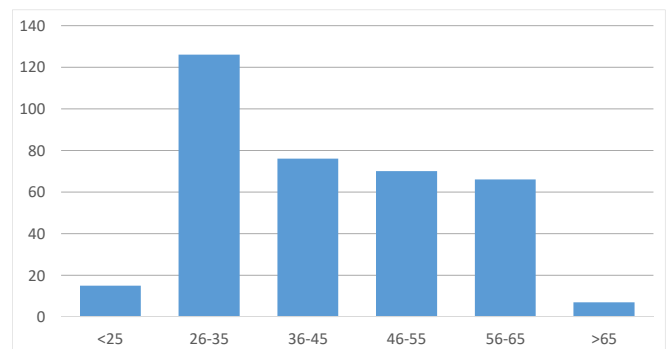
Retirement Eligibility



Employee Tenure



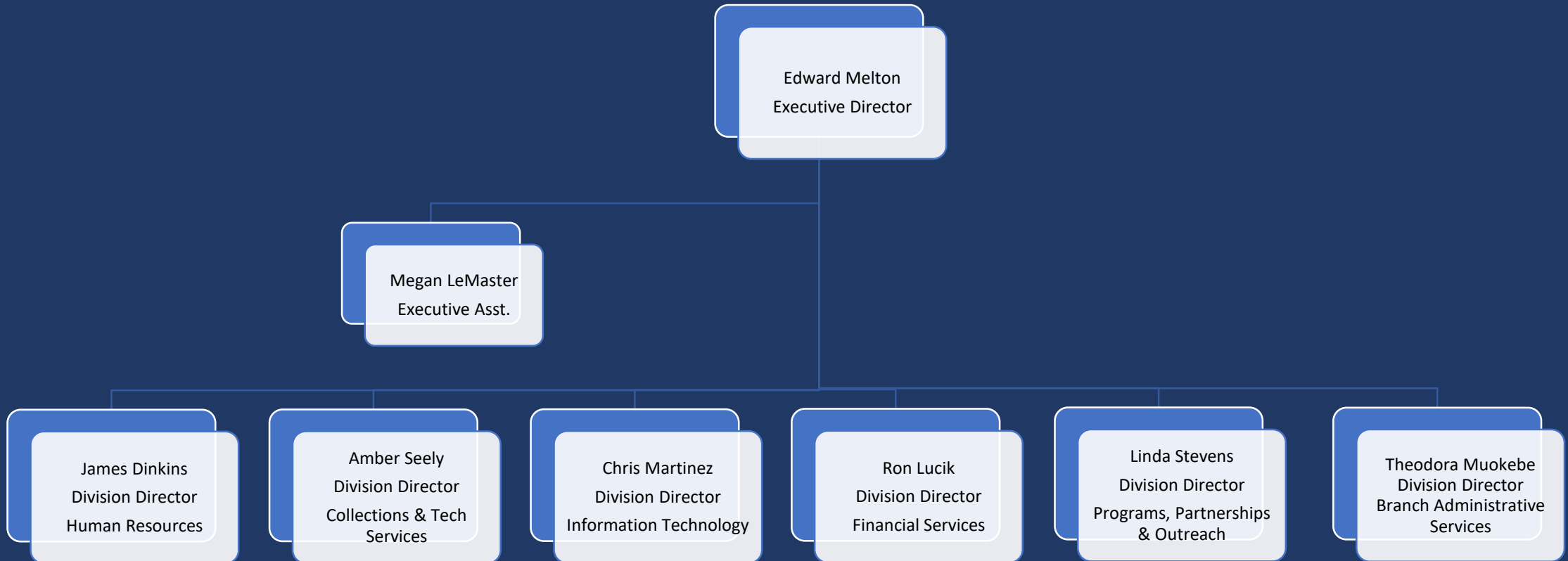
Number of Employees by Age





Department-Provided Information

Harris County Public Library



Form #1: Department Mission and Metrics

County Library - 285

A) Department Purpose/Mission

Together, we are better! Harris County Public Library provides information and resources to enrich lives and strengthen communities through innovative services within and beyond our walls. This mission is accomplished by:

1. Building a community of readers by promoting the pleasure of reading through literacy programs and library services
2. Bridging the educational divide by providing informal learning opportunities and meaningful program experiences
3. Providing free access to library collections including print and digital collections
4. Bridging the digital divide by providing access to technology such as computers, Wi-Fi/Internet, maker equipment and fabrication labs
5. Contributing towards economic development through entrepreneurial, small business, and workforce development
6. Serving as a community hub for civic engagement, voting, tax preparation assistance, senior adult services, youth out of school services, disaster recovery and cooling centers
7. Providing personalized research support and resources both on-line and in person
8. Partnering with organizations to address broader community issues such as literacy, juvenile and adult incarceration, preventative health education and awareness, homelessness, citizenship, and workforce development
9. Expanding library services through community engagement, outreach services and partnerships.

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

1. Enhanced library programs through strategic partnerships. Examples include: Robust programming to engage and enrich students at branches with a large after-school presence such as Writers in the Schools poetry and spoken word workshops, and high-level art classes presented by the Museum of Fine Arts, Houston.
2. Enhancement of system-wide programmatic offerings during special heritage months to celebrate the diverse cultures of Harris County through partnerships with organizations such as Asia Society and the Holocaust Museum.
3. Increase in the delivery of citizenship classes and services/chosen to be pilot site for new citizenship test.
4. Expanded Juvenile Probation service areas to two more facilities.
5. Launched 8 new Family Place sites and 3 Save the Children sites.
6. Increased maker offerings throughout system and implemented quarterly maker staff meetings to enhance staff skills and ensure consistent quality in programming.
7. Increased minimum wage to \$15 so all-employees earn a live able wage.
8. Created an intern program to help residents reach their full potential; special needs and foster kids.
9. Developed and deployed self-registration application systemwide.

Form #1: Department Mission and Metrics

10. Developed and deployed new website and user experience for our customers.
11. Purchased two new mobile outreach vehicles and expanded outreach services.

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

1. Switched from cataloging and processing AV in-house to outsourcing AV and cataloging books in-house will save the County money and maximize staffing.
2. Purchased new software to allow Collection Development to make more informed decisions about ordering based on data.
3. Reworked loading dock operations to facilitate more efficient sorting and distribution of materials.
4. Improved facilities and maintenance issues at the branches by hiring and training two staff persons to function as liaisons with FPM and to handle minor repair types of projects at the branches.
5. Revamped new hire orientation for a better employee onboarding experience.
6. Developed Diversity & Inclusion training so that all employees feel accepted, valued and included.
7. Developed and conducted new leader training to evolve leadership abilities and invest in our talent.
8. Restructured our organization to meet the needs of our customers (ref: Library Service Specialists).
9. Continued to provide Customer Service Training for new and existing staff.
10. Developed Power BI financial dashboards to provide Division Directors and Branch Managers instant, up-to-date access to their budget balances and transaction details.

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

1. Providing and implementing Passport Services at 8 Branch Libraries.
2. Established 2 additional mobile literacy services, Grad Café on the Go and Curiosity Cruiser 2.
3. Established Family Place Libraries at 11 Branch Libraries.
4. Increased all library staff salary to a minimum living wage of \$15/ hour.
5. Expanded Juvenile Detention Center library services to include Juvenile Justice Detention Center Downtown and Juvenile Justice Alternative Education Program (JJAEP).
6. Established intern program for Foster Care and Special Needs Youth.
7. Establishing new partnerships with Precinct 1 and 2 to evaluate the organizations' technological presence within community centers and annex buildings.
8. In partnership Harris County Department of Education, offered structured after school programs at 8 library sites.
9. Began Legacy Little Readers outreach story time at Legacy Community Health.
10. Maker programming expanded from 8 to 14 locations.
11. Piloted new Citizenship test at 4 locations.
12. Offered new author programs with Arte Publico for youth and adult authors.

Form #1: Department Mission and Metrics

13. In partnership with MFAH, piloted art program for middle school students.
14. Partnering with Museum of Fine Arts Houston and Houston Community College, participate in the New Fashion Fusion Project at 4 locations.

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

1. New vehicle purchase - \$53,100.
2. Passport services equipment cost - \$105,000.
3. Website development costs - \$72,000.

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.

Measure	FY2019 Actual	Same Month YTD FY2019	Same Month YTD FY2020
Library materials processed	221,935	131,719	152,321
ILL Loaned	5,586	4,580	4,788
Holds Requested	953,187	657,272	655,998
Holds Filled	941,823	645,946	568,347
Volunteer Hours	64,204	43,162	49,672
Meeting Room Usage	51,137	36,558	41,821
Total Purchase Orders	734	504	583
Total Value Purchase Orders	\$9,073,143	\$7,487,811	\$7,823,737
Total Invoices Paid	7,281	4,009	4,595
Total Value Paid	\$9,219,219	\$6,558,300	\$7,980,750

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

Form #1: Department Mission and Metrics

they are intended. Show the key measurements for this and last fiscal year.

1. 394 HCPL employees utilized their skills and talents to serve Harris County communities by providing over 25,000 multi-generational programs consisting of 15,209 programs conducted in branch libraries with a total of 325,807 participants.
2. 2,163 outreach programs conducted in the community with a total of 32,863 participants.
3. 1,609,733 Harris County library card holders checked out a total 9,072,500 items including 7,425,468 physical items, and 1,564,893 Overdrive; and in 2019 HCPL will be the first in the state of Texas to circulate 2 million digital items in Overdrive.
4. HCPL offered over 5,300 adult literacy classes consisting of 4,888 English Acquisition classes with 8,572 students, 513 Citizenship Classes with 1,605 students, 756 adult basic education classes with 175 students. Youth literacy programs delivered by the Curiosity Cruiser included over 3,566 children on board, over 18,972 books given away for personal home libraries, and 243 visits/stops.
5. HCPL website had 4,149,610 visits; public computers were used 709,694 times for a total of 37,810,368 minutes, Wi-Fi was accessed 321,994 time, the mobile application was launched 28,672 times with 1,956,653 successful requests processed, and bandwidth peaked at 2.8 GB/s with a total use of 63 Terabytes.
6. Harris County Public Library locations served over 3,426,600 visitors and provided over 63,554 public service hours.

Narrative	Equivalent Measure	FY2019 Actual	YTD FY2019 September 2018	YTD FY2020 September 2019
1. 395 HCPL employees utilized their skills and talents to serve Harris County communities by providing 20,056 multi-generational programs consisting of 17,945 programs conducted in branch libraries with a total of 327,582 participants	Multi-generational Programs	25,992	14,886	16,072
	Programs in Libraries	15,209	8,824	9,929
	Program Participants	325,807	209,350	221,196
2. 2,111 outreach programs conducted in the community with a total of 91,684 participants.	Outreach Programs	2,163	1,258	1,349
	Outreach Participants	32,863	60,343	64,129
	Cardholders	1,609,733	1,529,509	1,677,326
3. 1,586,367				

Form #1: Department Mission and Metrics

Harris County library card holders checked out a total 9,435,19 items including 7,472,821 physical items, and Overdrive; and in 2019 HCPL will be the first to circulate 2 million digital items in Overdrive.	Checkouts	9,072,500	5,966,145	6,422,769
	Physical Items Checkouts	7,425,468	4,736,753	4,875,297
	Overdrive Checkouts	1,564,893	874,945	1,478,062
	Collection Turnover		5.17	6.54
4. HCPL offered 5,306 adult literacy classes consisting of 4,070 English Acquisition classes with 5,529 students, 480 Citizenship Classes with 1,126 students, 756 adult basic education classes with 175 students. Youth literacy programs delivered by the Curiosity Cruiser included over 8,775 visitors on board, over 14,200 books given away for personal home libraries, and 156 visits/stops.	Book Buddies	871	871	1,064
	Summer Reading Program	18,017	18,017	19,280
	English Acquisition Classes	4,888	2,525	2,698
	Citizenship Classes	513	281	267
	Citizenship Students	1,605	824	672
	Adult Basic Education Classes	762	492	359
	Adult Basic Education Students	237	130	104
	Mobile Outreach Youth Literacy Stops	197	92	114
	Mobile Outreach Youth Literacy Visitors	8,205	3,838	7,948
	Mobile Outreach Youth Literacy Giveaways	9,463	4,707	6,478
5. HCPL website had 596,773 visits and over 3.9 million hits on the front page; public computers were used 626,285 times for a total of 37,810,368 minutes, Wi-Fi was accessed 317,812 time, the mobile application was launched 28,672 times	Website Visits	4,149,610	2,599,353	3,447,322
	Public Computer Sessions	709,694	455,042	420,712
	Public Computer Usage Minutes			

Form #1: Department Mission and Metrics

with 1,956,653 successful requests processed, and bandwidth peaked at 2.8 GB/s with a total use of 63 Terabytes.	Public Wi-Fi Sessions	321,994	174,052	215,834
	Social Media Post Impressions			10,069,752
6. Harris County Public Library locations served over 3,426,600 visitors and provided over 63,554 public service hours.	Library Visits	1,440,917	136,627	2,063,202

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: **285 - County Library**

FY19/20 General Fund Adopted Budget:	\$33,238,000
Rollover Budget Received in FY19/20:	\$279,541

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	Human Resources - Manages employee experience from onboarding to exit interviews; risk management and safety; benefits administration.	\$287,363	3.0	8.0	\$732,476	254.9%	1	Yes
2	Information Technology ILS - Manages the software system used to track items owned, orders made, bills paid, and patrons who have borrowed.	\$3,107,526	5.0		\$650,000	20.9%	2	Yes
3	Web Services - Manages and maintains website content and applications.	\$267,488	4.0		\$85,000	31.8%	3	Yes
4	Materials Selection Overdrive - Collection of library materials in digital format.	\$1,538,000			\$500,000	32.5%	4	Yes
5	Cataloging and Processing - Prepares and organizes library materials to makes them findable via digital searches as well as physical and digital browsing.	\$1,180,928	11.0		\$75,000	6.4%	5	Yes
6	Programs, Partnerships & Outreach Marketing Social Media - Use social media platforms to target customers and promote library services.	\$0			\$30,790	100.0%	6	Yes
7	Materials Selection Foreign Language Collection - Non-English language materials available to foreign language readers throughout the library system.	\$110,000			\$150,000	136.4%	7	Yes
8	Programs, Partnerships & Outreach Marketing Makerspace - Equipment and materials available for STEM-based learning.	\$65,000			\$15,000	23.1%	8	Yes
9	Programs, Partnerships & Outreach Marketing Library materials - Library materials for community center and annex sites.	\$0			\$105,000	100.0%	9	Yes
10	Programs, Partnerships & Outreach Marketing Special Needs - Supplies for special needs programs for children and adults	\$0			\$21,400	100.0%	10	Yes
11	Programs, Partnerships & Outreach Marketing Read Baby ! - Library materials to support programs exposing infants and young children to literacy rich environments	\$0			\$125,000	100.0%	11	Yes
12	Programs, Partnerships & Outreach Marketing Small Business - Programs for new Entrepreneur Support Centers at four library sites.	\$0			\$10,000	100.0%	12	Yes
13	Branch Administrative Services Library Furnishings - Chairs and tables for library locations.	\$260,000			\$200,000	76.9%	13	Yes
14	Materials Selection Digital Cards - Provide instant digital library cards for library customers.	\$0			\$20,400	100.0%	14	Yes

Department: 285 - County Library

FY19/20 General Fund Adopted Budget:	\$33,238,000
Rollover Budget Received in FY19/20:	\$279,541

15	Materials Selection - Selects and purchases timely, relevant, interesting, educational, and fun content, both physical and digital, to meet our communities' needs.	\$3,238,516	8.0		\$250,000	15.0%	15	Yes
16	Materials Selection Wonderbooks - Collection of library materials to help encourage young children to read.	\$0			\$230,000	100.0%	16	Yes
17	Materials Selection Freegal - Digital music in streaming format.	\$0			\$60,000	100.0%	17	Yes
18	Information Technology Systems - Manages software and licensing renewals; telecommunication including point to point and internet connectivity	\$132,621	2.0		\$20,000	15.1%	18	Yes
19	Programs, Partnerships & Outreach Marketing Outdoor Reading Rooms - Library materials and furniture for reading areas at county parks.	\$0			\$639,000	100.0%	19	Yes
20	Branch Administrative Services Passport Services - Passport services at 8 library locations.	\$0		8	\$470,762	100.0%	20	Yes
21	Branch Administrative Services - Responsible for the administration and operation of all library branch personnel and library facilities.	\$509,438	4.1	1	\$67,721	13.3%	21	Yes
22	Programs, Partnerships & Outreach - Development and administration of all public-facing programs; forming and managing all partnerships; coordinates marketing and social media.	\$1,367,070	16.5					
23	Branch Libraries - Provides front-end customer experience at library branches; maintains County-owned	\$16,415,634	284.1					
24	Circulation Services - Maintains back-end ILS (Integrated Library Mangement System) and customer	\$396,234	6.0					
25	Network Operations - Manages and maintains library system network technology.	\$124,488	2.0					
26	Delivery Services - Moves materials from collections across Harris County with a fleet of four vehicles.	\$185,113	5.0					
27	Acquisitions - Procures and processes materials during the course of their lifecycle.	\$234,528	4.0					
28	Financial Services - Responsible for oversight and coordination of financial activities for the department including budget management, purchasing, accounts payable and revenue collection.	\$3,780,025	8.0					
29	Executive Division - High-level management of entire system.	\$317,569	3.0					
30								

Department-Estimated Totals	\$33,517,541	365.7	17	\$4,457,549	13.3%
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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.

New Programs FY20-21

Priority Rank	Division	Requested	Programs
1	HR	732,476.00	Salary Adjustments
2	IT	650,000.00	New ILS System
3	IT	85,000.00	Web enhancements
4	CATS	500,000.00	Overdrive Funding
5	CATS	75,000.00	Digitization project
6	PPO	30,790.00	Marketing tools
7	CATS	150,000.00	World languages collection
8	PPO	15,000.00	Makerspace enhancements
9	PPO	105,000.00	Living libraries
10	PPO	21,400.00	Special needs programming
11	PPO	125,000.00	Read Baby!
12	PPO	10,000.00	Programs for small businesses
13	BAS	200,000.00	Furniture replacement
14	CATS	20,400.00	Instant digital cards
15	CATS	250,000.00	Graphic novel expansion
16	CATS	230,000.00	Wonderbooks
17	CATS	60,000.00	Freegal
18	IT	10,000.00	Telephone system improvements
19	PPO	639,000.00	Outdoor reading rooms
20	BAS	470,762.00	8 Full time passport staff
21	BAS	67,720.52	Full time Librarian
22	IT	10,000.00	Debt collection initiatives
	Total	4,457,548.52	

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Human Resources	
Dept. Funding Priority #:	1	

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		732,476
Total Request	\$	732,476

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
To appropriately staff the Library system to meet customer demand, maintain employee turnover below 15% and ensure employee are motivated.
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.
To staff at appropriate levels to meet customer demand and remain competitive with employee base pay.
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 Form 4
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Employee turnover, average days to fill open positions and employee engagement.
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.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Incremental: Mobile Outreach Specialist I (8) - \$47,008 per position / 26 Pay Periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A: Will office out of our Branch locations

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	ITS	
Dept. Funding Priority #:	2	

Funding Request*:

Start-Up Costs (One-time)	\$	650,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	650,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Our primary business is the circulation of books as well as patron management. The organization relies on a system called an Integrated Library System (ILS). The contract for this system is up for RFP. The RFP will force an evaluation of this system and the vendor who provides it. This in turn will force migration and SaaS fees.
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.
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?
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.)?
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

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	ITS	
Dept. Funding Priority #:	3	

Funding Request*:

Start-Up Costs (One-time)	\$	85,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	85,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
In order to continue our recent success in connecting our customers to the wide range of resources we have available and improving user experience through our website redesign, we will need to engage in additional development of both the search functionality and the events module.
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.
These are standalone projects to add additional functionality to the website beyond the scope of the original project.
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?
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.)?
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

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Collections and Technical Services	
Dept. Funding Priority #:	4	

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		500,000
Total Request	\$	500,000

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

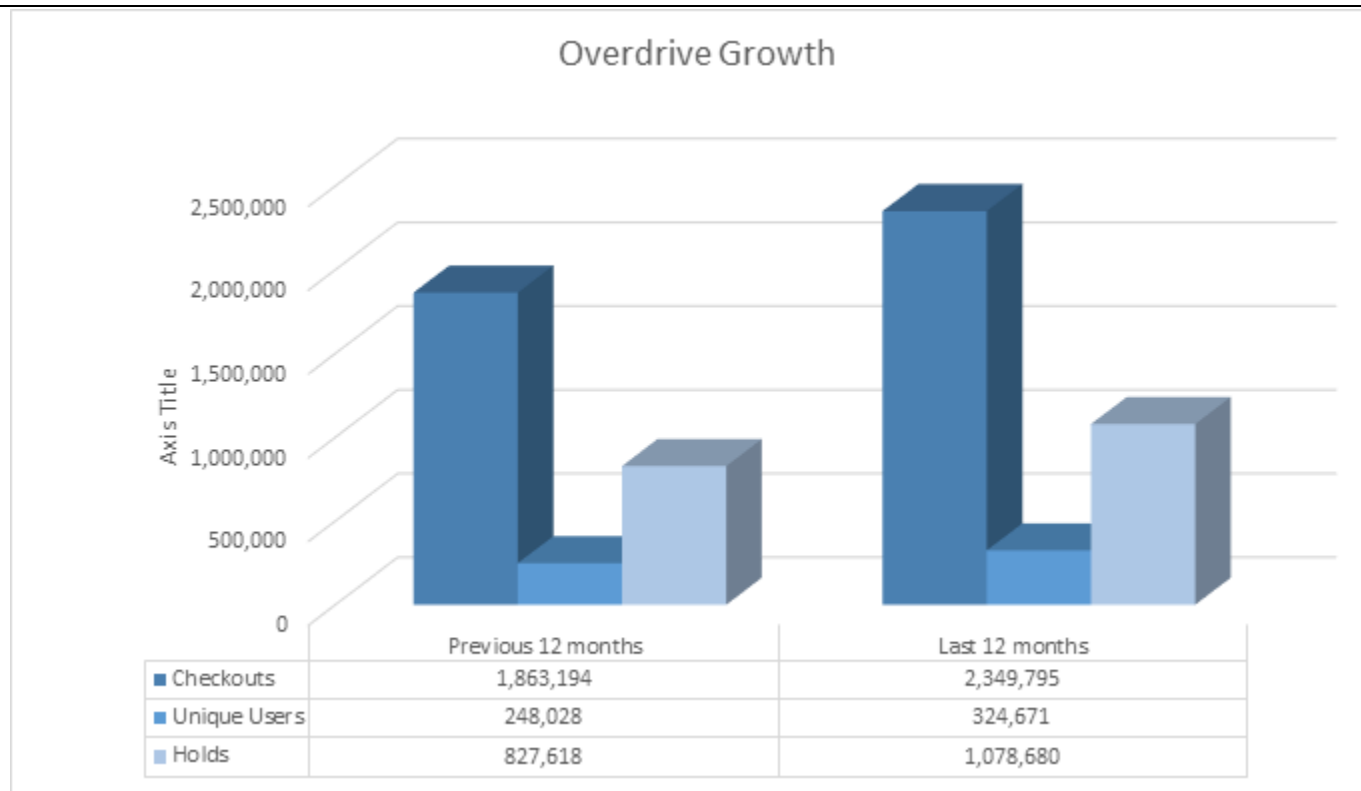
Publisher purchasing models for digital materials are changing to cause digital materials to expire. Circulation of digital materials is rapidly growing, and with these titles expiring, demand will outstrip supply.

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.

Increase Overdrive budget by 25% to maintain growth and accommodate unfavorable lending models.

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 chart below shows the growth in digital circulation over the past 24 months. Harris County residents are clearly indicating the desire to see more digital materials, as evidenced by the growth of about half a million circulations in the past year, plus about 75,000 new users.



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

A continued growth in number of checkouts and unique users indicates success.

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.)?

Results are communicated to Commissioner's Court each year in budget hearings.

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.

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Collections and Technical Services	
Dept. Funding Priority #:	5	

Funding Request*:

Start-Up Costs (One-time)	\$	75,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	75,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.	
Harris County Public Library and Harris County Archives have information about the impact of libraries on Harris County communities for over the past 99 years. For HCPL's centennial we will digitize these historic materials and create a digital exhibit celebrating the libraries and their communities.	
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.	
Start up costs for digitization project for Centennial 2021 Celebration.	
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.	
We had a very successful Gulf Coast Reads event in 2019 that focused on local libraries and community involvement. Program attendance has been higher on average and customers have expressed interest in photographs and stories of HCPL's early history. The Astrodome Memories project in 2015-2016, digitizing photographs and documents about the Harris County Domed Stadium/Houston Astrodome, had tremendous support and participation from the Harris County community. Using the Astrodome Memories model, the HCPL Centennial Celebration would actively engage community members with Library history and solicit stories about the value of the library during its first 99 years.	
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?	
Metrics for 2020 include numbers of items digitized and successful deployment of online exhibit for 2021 centennial. 2021 metrics will include visits to website, social media engagement, and centennial program attendance.	
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.)?	
An update will be provided at the next Budget hearing.	
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.	

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Programs, Partnerships & Outreach	
Dept. Funding Priority #:	6	

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		30,790
Total Request	\$	30,790

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
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>PRWeb.com- \$550/year News distribution service for press releases of note- Annual Membership \$200 plus additional costs (\$350) to the distribute articles to the SW/SE region. With the HCPL centennial coming up, it would be good to get our POV and stories out there to a wider network. Linkin.Profile/ Linkin.Bio Service - \$240 annually This service is to help drive traffic from our social media platforms such as Instagram and Pinterest to exact links on our website. This means blogs that are posted or new job listings could have direct links from a post (much like how Facebook already works). There is also a "shop" feature which would allow us to send traffic directly to a recommended book in our catalog via a post. This service would be for @harriscountypsocial profiles. Other features of interest are Instagram Stories scheduler and the user generated content search</p> <p>Custom Printing and Merchandise for Library Promotion\$20,000 Outsource 2 major system brochures for polished look and increased outreach Develop custom item</p> <p>Survey Tool for Customer Experience/Outcome Measurement\$10,000 Qualtrics – Core XM Trackable way to collect user experience to a centralized channel and translate to action items.</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.
Social media and PR tools will allow wider impact on marketing efforts.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Tools purchased will allow outcome measurements for this and other programs.
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.)?

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?

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

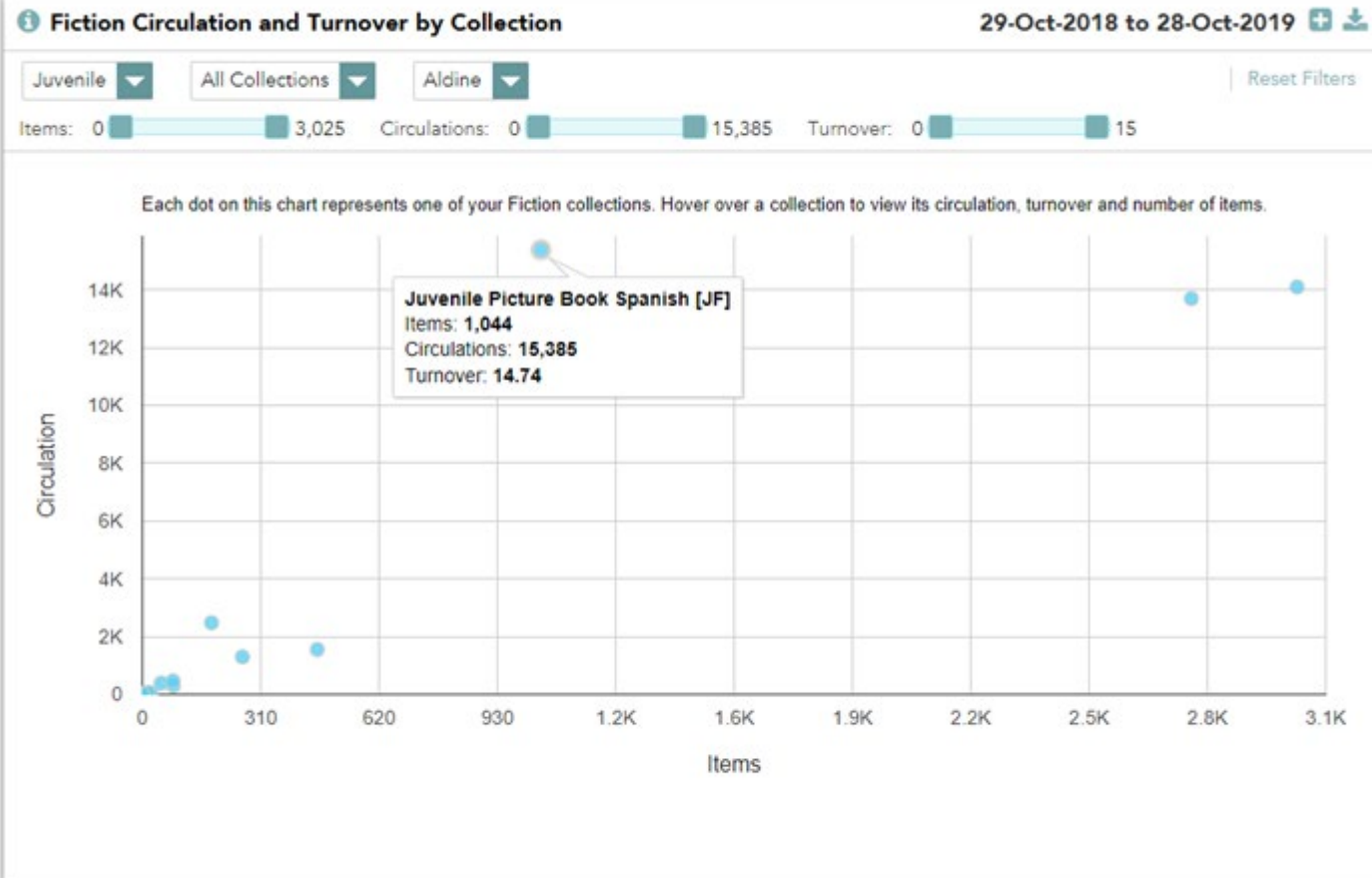
Department:

Functional Area:	Collections and Technical Services	
Dept. Funding Priority #:	7	

Funding Request*:

Start-Up Costs (One-time)	\$	150,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	150,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Harris County is the most diverse County in the nation, and library materials need to reflect the linguistic diversity of our communities.
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.
Continue aggressive growth and enhancement of World Languages collection, including Spanish, Chinese, Vietnamese, Arabic, Hindi, and Urdu.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Below see a chart that shows that Spanish picture book circulation in one branch is outstripping English picture book circulation, despite having far fewer items. This community and others like it need additional access to non-English language materials.



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 evaluate success based on the number of items rising, along with the circulation.

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.)?

An update will be provided at the next Budget hearing.

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.

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Programs, Partnerships & Outreach	
Dept. Funding Priority #:	8	

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.
<p>Maker programs at HCPL support the community in a number of ways, including STEM-based learning opportunities for kids and teens in a social environment, low cost solutions for entrepreneurs and hobbyists, career support services, and self-empowerment for community members of all ages. There will be a continued, strong focus for HCPL on the growth and expansion of our Innovation Labs and maker programs.</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>This additional funding will support branches that have launched successful maker-themed programs and are ready to take the next step towards fully functional innovation labs, whether mobile or in a dedicated space. Note: these funds are in addition to annual systemwide maker programming funding.</p> <p>Allocation Summary</p> <ul style="list-style-type: none"> \$5,000: Large-Scale innovation lab machinery (3D Printers, CNC Machine) \$4,000: Supplies for robotics programming \$2,000: Die-cutting, embossing, and sewing/textiles equipment \$4,000: Innovation Lab Supplies and Storage
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?
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.)?
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?

Form #3: Budget Expansion Justification Sheet

Harris County Public Library
Department:

Functional Area:	Programs, Partnerships & Outreach	
Dept. Funding Priority #:	9	

Funding Request*:

Start-Up Costs (One-time)	\$	105,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	105,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Living Library Materials Kits for County and Branch Outreach 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.
Collections for checkout and distribution and County partner locations (73) Community Center and Annex sites) and Branch Outreach (32) at \$1,000 per collection kit.
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?
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.)?
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?

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Programs, Partnerships & Outreach	
Dept. Funding Priority #:	10	

Funding Request*:

Start-Up Costs (One-time)	\$	11,400
Cost of Positions (Recurring)		
Other Recurring Costs		10,000
Total Request	\$	21,400

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
These funds will serve as a launching point to meet the growing need for special needs programming for children and adults through programs such as sensory story time for children and sensory art and literacy programs for adults.
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>Year One Allocation Summary</p> <ul style="list-style-type: none"> • \$2,500: Sensory Storytime startup supplies (stretchy bands, scarves, parachutes, motor games, construction sets) for 8 locations based on demand • \$2,500: Support for adult literacy and art classes 8 locations based on demand • \$6,400: Virtual Reality Kits for Pilot Programs for Dementia/Senior Programs and for those with autism spectrum disorders (2 kits each). • Estimated Annual Continuance Cost \$10,000
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?
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.)?
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?

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Programs, Partnerships & Outreach	
Dept. Funding Priority #:	11	

Funding Request*:

Start-Up Costs (One-time)	\$	125,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	125,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Developing language and literacy skills begins at birth, and HCPL programs such as baby time and toddler time play a crucial role in exposing infants and young children to literacy rich environments. An opportunity exists to significantly increase our reach in this area by meeting new mothers and their babies where they are.
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>By partnering with local hospitals and healthcare organizations, the goal of Read Baby! is to offer a library card and free board book to as many newborns as possible. Approximately 94,000 babies are born in Harris County annually, and HCPL will pilot this program with a goal of reaching 30%, or, approximately 30,000 babies.</p> <p style="margin-left: 40px;">Year One Allocation Summary</p> <ul style="list-style-type: none"> \$120,000: Board Books \$5,000: Branded stickers, supplies
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Language and literacy skills start early - from birth - and outreach to families with new babies will form a literacy partnership to read to children with the highest chance of success.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Use of cards created for project; follow-up with early literacy and program attendance figures from card group
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.)?
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?

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Programs, Partnerships & Outreach	
Dept. Funding Priority #:	12	

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.
These funds will support the launch of Entrepreneur Support Centers at four library branch locations within Harris County (one per precinct) with a mission of empowering Harris County residents with the tools needed to start small businesses. This will ultimately benefit the communities within Harris County through economic growth, innovation, job opportunities and more invested citizens.
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.
Services would include reference materials and database support to support small business start-up, staff members that are trained to respond to these needs, and a robust programming series to include topics such as market research, business plans, financing, bookkeeping, and DIY/side business startup.
Allocation Summary <ul style="list-style-type: none"> \$8,000: Honorarium for expert speakers and presenters at four locations (\$2,000 annually per location). Note: the goal is for locations to host weekly programs in the series, and these will be presented by trained staff members, community partners such as universities and small business development centers such as SCORE, and expert speakers who will occasionally require payment. \$2,000: Printing services and supplies to support programs
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 individual services and resources that support small businesses are offered in branches, but this would allow us to bring in partner organizations for a more integrated approach, following national best practices.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Individual participation, program attendance and customer feedback will be analyzed to determine path forward.
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.)?
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?

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Branch Administrative Services	
Dept. Funding Priority #:	13	

Funding Request*:

Start-Up Costs (One-time)	\$	200,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	200,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
A lot of the furniture in the branches are old and worn out. Some of them are no longer safe. We will like to slowly replace old and damaged furniture at all the branches and will use the requested funds to ensure that 10 of the branches have better functional and safe furniture for our customers and 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.
To help with the replacement of old and damaged furniture and to help with the replacement of signage inside and around the library. We expect our customers to have a better experience using our libraries, for our staff to have comfortable and functional furniture and for our libraries to look clean and welcoming. This project will start at the beginning of the next fiscal year. We hope to replace furniture at 10 locations by the end of the year 2020
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?
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.)?
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?

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Collections and Technical Services	
Dept. Funding Priority #:	14	

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		20,400
Total Request	\$	20,400

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Provide Harris County residents library service, meeting them when and where they are.
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.
Instant Digital Cards allow a resident to sign up for a library card and immediately begin using the digital collection.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Over 1800 cards issued in the first month of service.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Quantity of digital cards issued, plus continuing rise in digital circulation are indicators of success.
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.)?
An update will be provided at the next Budget hearing.
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.

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Collections and Technical Services	
Dept. Funding Priority #:	15	

Funding Request*:

Start-Up Costs (One-time)	\$	250,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	250,000

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

Graphic novels have rapidly emerged as a very popular reading format. They are excellent tools to assist reluctant readers with improving literacy. Because they are relatively new, demand has outstripped supply.

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.

Expand the strongest circulating understocked section of library materials with a one-year focus of additional funding.

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 following graph shows that graphic novels are comparatively out-circulating all other non-fiction items in terms of turnover. This means that by adding more stock, we will enable more customers to access these popular resources.

Non-Fiction Circulation and Turnover by Subject

29-Sep-2018 to 28-Sep-2019 +

Adult

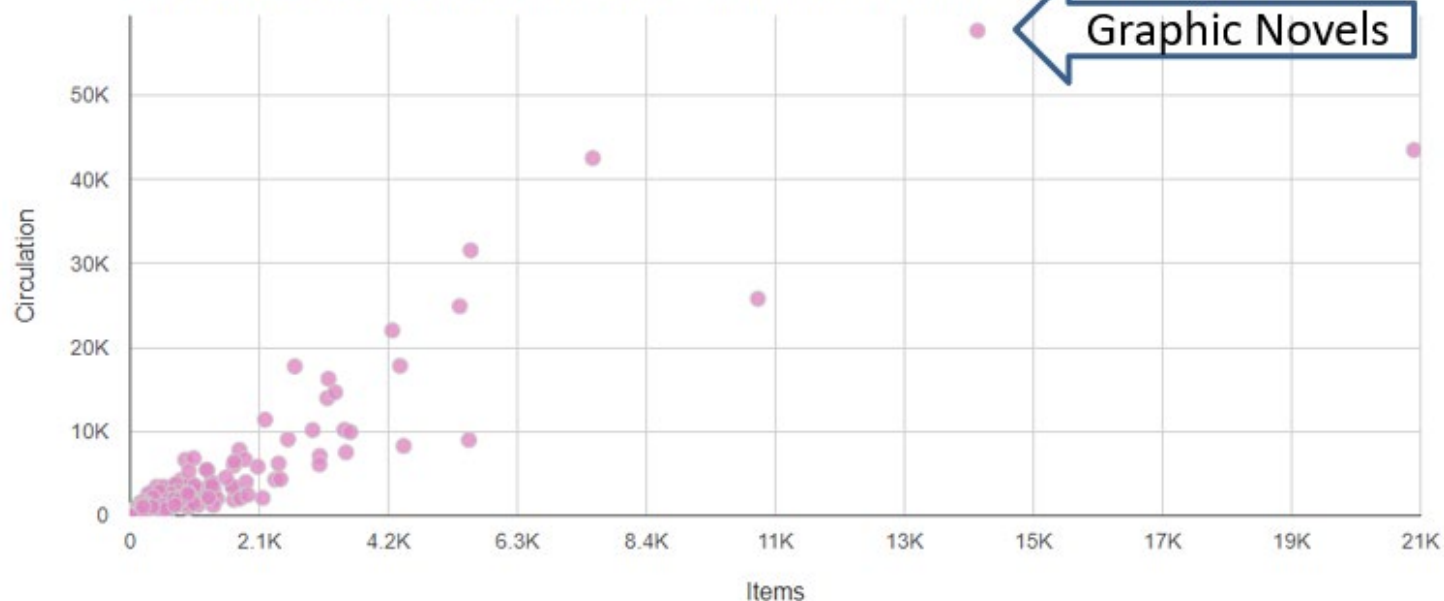
All Subjects

All Library Branches

Reset Filters

Items: 0 20,894 Circulations: 0 57,683 Turnover: 0 14

Each dot on this chart represents one of your Non-Fiction subjects. Hover over a subject to view its circulation, turnover and number of items.



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 graphic novel circulation and turnover, looking for circulation to rise.

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.)?

An update will be provided at the next Budget hearing.

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.

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Collections and Technical Services	
Dept. Funding Priority #:	16	

Funding Request*:

Start-Up Costs (One-time)	\$	230,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	230,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Read-along books have long been popular with parents encouraging their young children to read. As technology has changed, not everyone has access to devices necessary to play a recording of a book being read. New all-in-one products have been developed, requiring library users to have no additional technology, in which the reader is built into the book.
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.
Purchase a starter collection of read-along books (brand names are either Vox or Wonderbooks) for 23 branches at approximately \$10,000 per branch.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Other comparable libraries report that these products circulate an average of 15 times per year, and that approximately 90% of them are checked out at any 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?
We will monitor the circulation and turnover of the collection to determine success.
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.)?
An update will be provided at the next Budget hearing.
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.

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Collections and Technical Services	
Dept. Funding Priority #:	17	

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.
Previous digital music option became financially untenable and was therefore cancelled in 2017. Market survey revealed Freegal as an option, and pricing is flat and will not rise as usage rises, making it a good option for 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.
Provide streaming music to Harris County residents.
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?
HCPL regularly receives requests from customers to provide music. CDs are not being published in great quantities any longer. Digital music allows multiple residents to access the same content simultaneously and is currently actively being published.
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.)?
An update will be provided at the next Budget hearing.
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.

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	ITS	
Dept. Funding Priority #:	18	

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.
Our telephone renewal system is reaching end of life next year.
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 intend to migrate our telephone renewal functionality from an on-premise system to a third party customer service solution.
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?
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.)?
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

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Programs, Partnerships & Outreach	
Dept. Funding Priority #:	19	

Funding Request*:

Start-Up Costs (One-time)	\$	639,000
Cost of Positions (Recurring)		
Other Recurring Costs		
Total Request	\$	639,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Outdoor Library “Reading Rooms” for County Park 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.
Level One: Custom Library Pod for Parks with Collection and Seating \$15,000/site Pilot at four park locations. Level Two: Mobile Display Shelving with Collection for Parks \$3,000/site 193 County Park Locations Or Level Three: Pop-Up Libraries for County Parks \$500/site Use Living Library Kits and Mobile Book Carts
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?
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.)?
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?

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Branch Administrative Services	
Dept. Funding Priority #:	21	

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		67,720.52
Other Recurring Costs		
Total Request	\$	67,720.52

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 role of the BAS division has expanded. This division helps with the recruitment of personnel at all the branches, the maintenance of all HCPL buildings, the inspection and replacement of furniture, the delivery of exceptional customer service, training, overseeing committees and services like Passport services, prison reference, question point, acts as the liaison between the branches and the rest of the organization and supervises and supports the branch managers.
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 full-time staff person to assist Division Director with both clerical and professional responsibilities.
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?
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.)?
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
This is a permanent position
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
We will be using current space in the building.

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	Branch Administrative Services	
Dept. Funding Priority #:	20	

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		470,762
Other Recurring Costs		
Total Request	\$	470,762

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
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.
Add eight staff to help with the provision of Passport Services at 8 branches
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?
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.)?
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?

Form #3: Budget Expansion Justification Sheet

Harris County Public Library

Department:

Functional Area:	ITS	
Dept. Funding Priority #:	22	

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		
Other Recurring Costs		10,000
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.
While we have no plans to engage in actual debt collection in the near term, we have had success in the past working with the County Attorney's office to encourage the return of items by sending collection letters to customers with items that have been overdue for three months or longer
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 wish to re-initialize a new phase of this project with a third party customer service solution.
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?
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.)?
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

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

Department: Public Library, Branch Administrative Services

Expansion Funding Added to the FY2019/20 Budget: \$369,387	\$2,500,000	\$2,500,000 increase vs. initial, proposed allocation. \$3,964,000 total increase vs. prior year allocation.
--	-------------	--

A) Describe the purpose of the funding that was provided and what you expected to accomplish.
The increase in funding for the Branch Administrative department is to replace desks at some of our branches, replace the shelving at the Spring Branch Memeorial Library, replace end panels and the customer service desk at Parker Williams Branch Library, and replace furniture at certain libraries across the system and for minor renovation and repairs.
B) How are you measuring whether you're achieving the stated goals?
Customers at 5 of our branches have better seating and are satisfied. We have better natural light coming into the Parker Williams library; this has provided our customers with a better experience at this branch. About 50 percent of the projects are done.
C) Discuss what has been accomplished so far and whether you're meeting your goals.
Minor renovation projects like removing a wall at Parker Williams Branch Library, removing the old desk, buying and installing a new one and replacement of some of the seating at Parker Williams has been accomplished. We are working to change out the end panels of the shelves at Parker Williams and we hope this project will be completed by the end of this fiscal year. We have also repainted some of our spaces in the branches and provided better seating at the Maud Marks Library and the South Houston Library.
D) What remains to be done and what is the outlook and timeline for completion?
The removal and replacement of the rusty shelves at the Spring Branch Library is on hold at this time. We would like to complete this project when the floors at this location are being changed as well. To replace all the shelves, the building will need to be closed to the public for a week. We would like to take the opportunity this gives us to change the floors at the same time. The renovation of the HR suite in the Admin building and a new staff door for Aldine Library.
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 \$200,000 to help with the replacement of furniture and the completion of some the maintenance projects that will be coming up in FY 2020/21

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

Department: Public Library, Collections and Technical Services

Expansion Funding Added to the FY2019/20 Budget: \$1,080,303	\$2,500,000	\$2,500,000 increase vs. initial, proposed allocation. \$3,964,000 total increase vs. prior year allocation.
--	-------------	--

A) Describe the purpose of the funding that was provided and what you expected to accomplish.
The purpose of the extra funding was to fully fund the collections budget line at the beginning of the year, enabling us to acquire materials for Harris County in the most efficient and cost effective method. We also wished to expand our world languages collection for Harris County's diverse population.
B) How are you measuring whether you're achieving the stated goals?
Success and efficacy can be measured by increasing physical and digital circulation, increased departmental output and collection size, and hitting acquisitions benchmarks.
C) Discuss what has been accomplished so far and whether you're meeting your goals.
Physical volumes ordered are up by 33% over this time last year. Physical circulation is up by 2% and Digital circulation is up by 25%. The overall size of the Spanish language collection is up by 1% with a 15% growth in Early Readers. Orders have been placed to further grow the Spanish collection, along with Vietnamese and Chinese. Orders have been placed to create Arabic, Urdu, and Hindi collections at 4 locations.
D) What remains to be done and what is the outlook and timeline for completion?
50% completion – we will continue to order, receive, invoice, and distribute materials for the remainder of the County's Fiscal Year.
E) How much of the expansion funding amount are you requesting to be continued in the upcoming fiscal year (FY 2020/21)?
All of it.

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

Department: Public Library, Human Resources

Expansion Funding Added to the FY2019/20 Budget: \$1,669,795	\$2,500,000	\$2,500,000 increase vs. initial, proposed allocation. \$3,964,000 total increase vs. prior year allocation.
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A) Describe the purpose of the funding that was provided and what you expected to accomplish.
To fill critical vacancies, adjust salaries to \$15 per hour minimum wage and pay employees to market. Accomplish: Attracting & retaining top talent.
B) How are you measuring whether you're achieving the stated goals?
Avg. Time to fill vacancies: 51 days & Employee Turnover at 11.67%
C) Discuss what has been accomplished so far and whether you're meeting your goals.
Time to fill vacancies at 51 days (target 90 days) / Employee Turnover at 11.67% (Target 15%)
D) What remains to be done and what is the outlook and timeline for completion?
We are on target to fill our vacancies and our turnover is tracking at a reasonable rate.
E) How much of the expansion funding amount are you requesting to be continued in the upcoming fiscal year (FY 2020/21)?

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

Department: Public Library, Information Technology

Expansion Funding Added to the FY2019/20 Budget: \$1,020,466	\$2,500,000	\$2,500,000 increase vs. initial, proposed allocation. \$3,964,000 total increase vs. prior year allocation.
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A) Describe the purpose of the funding that was provided and what you expected to accomplish.

Primary functions of General Fund for ITS:

- Network maintenance renewals
- Software and licensing renewals
- Application/web hosting contract renewals
- 5 year computer replacement lifecycle
- Telecommunication funding including point to point and internet connectivity

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

The division's success in this aspect is driven by the service delivery and project management lifecycle. This lifecycle can be directly measured by the rate of requests/projects completed. We have transitioned from using project management tools such as basecamp and have replaced them for collaboration tools that provide a greater lever of visibility and accountability for our team members. Additionally, establishing service level agreements and adhering by them ensures we are efficient and productive. The department tracks operational efficiency using tools like ServiceNow, PowerBi, and Basecamp. Quality of the initiatives worked on is carefully evaluated prior to execution and follow ups with the staff are conducted post launch.

Impact and quality are measured by conducting surveys, collecting comments cards, and performing observational analysis of use cases.

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

- Developed and deployed self-registration application systemwide
- Developed and deployed new website and user experience for our customers
- Trained and deployed new collaboration tool MS Teams
- Established new partnerships with Precinct 1 and 2 to evaluate the organizations technological presence within community centers.
- Developed analytical dashboards for Financial Services to help visualize data in a more efficient manner.

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

[Enter text here](#)

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

[Enter text here](#)

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

Department: Public Library, Programs, Partnerships & Outreach

Expansion Funding Added to the FY2019/20 Budget: \$238,539	\$2,500,000	\$2,500,000 increase vs. initial, proposed allocation. \$3,964,000 total increase vs. prior year allocation.
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A) Describe the purpose of the funding that was provided and what you expected to accomplish.
<p>Through funding for adult literacy, for the first time we were able to purchase workbooks for our ESL, Adult Basic Education and Citizenship students to each have their own book. Numbers were up for these programs and this benefit enhances student ability to learn at home and in class.</p> <p>Programming for youth was enhanced through additional support for afterschool arts partnerships that allowed intensive programs for writing, spoken word poetry, music, visual arts, theater and dance. Cultural heritage programming for all ages was enhanced to feature high quality performance and instruction for all ages. Community art projects for two early literacy areas enhanced new family spaces. Increased involvement with local authors and publishers provided adult programming opportunities we were not able to afford previously.</p> <p>Equipment for increased quality in programming ranged from technology equipment for STEM programming to guitars for music instruction and art supplies for creative programming in branch library locations.</p> <p>We were able to purchase training for all staff from the Homeless Training Institute to develop staff skills in emphasizing being inclusive and compassionate in work with all of our customers.</p>
B) How are you measuring whether you're achieving the stated goals?
<p>We track student progress in literacy programs and use feedback forms to solicit response from students and parents of youth literacy participants. We track attendance and use photographic and anecdotal feedback from all programs. Our Summer Reading Program software tracks all interactions and progress of participants and is also used for Maker Space machine certification tracking.</p> <p>Social media engagement is tracked for promotion purposes and feedback solicited from social media is shared for improvement and response.</p>
C) Discuss what has been accomplished so far and whether you're meeting your goals.
<p>We are meeting our goals, but always looking to take services to the next level. In the past year, we've enhanced library programs through strategic partnerships, increased delivery of citizenship classes and services, increased support of expanding library outreach, launched two new outreach vehicles, assisted with content, branding and training for the new library website, grew Juvenile Probation library services to 5 regular sites, worked with branches to launch 8 new Family Place sites and 3 Save the Children early literacy sites, and increased maker programming throughout the system with consistent quality and staff engagement.</p>
D) What remains to be done and what is the outlook and timeline for completion?
<p>We've made great strides in increasing both quantity and quality of programming throughout the library system, but we want to make sure we are always adapting to needs and interests of each community. This is an ongoing process and will always be part of how we need to work. Outreach programming in the community has expanded significantly and we are working towards building services and support for library activities in precinct parks, community centers and Annex buildings. This is a huge project and will take stages to implement throughout the County. We have developed services to Juvenile Probation facilities and would like to take what</p>

we've learned to try to offer service to adult populations. It took us about three years to get where we are with Juvenile Probation, so the timeline would be at least that long. We are working to make Citizenship library services a County-wide priority and expect to have made significant progress in the next year. We hope to expand Family Place early literacy centers throughout the system. Currently, we are at nine locations and should reach twelve within the next year. We hope to expand Maker Spaces to serve each area of the County. We are currently at three sites in the east and southeast and hope to expand to add three more in the next year in the north and northwest.

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

PPO FY2020/21 funding request submitted is in addition to the base amount requested for regular PPO services. Our base budget requirement annually is \$294,000. Additional funds requested for expanding work, services and projects are included in Division Submission Forms 2 and 3.

213-FIRE MARSHAL

Data as of: 11/11/2019

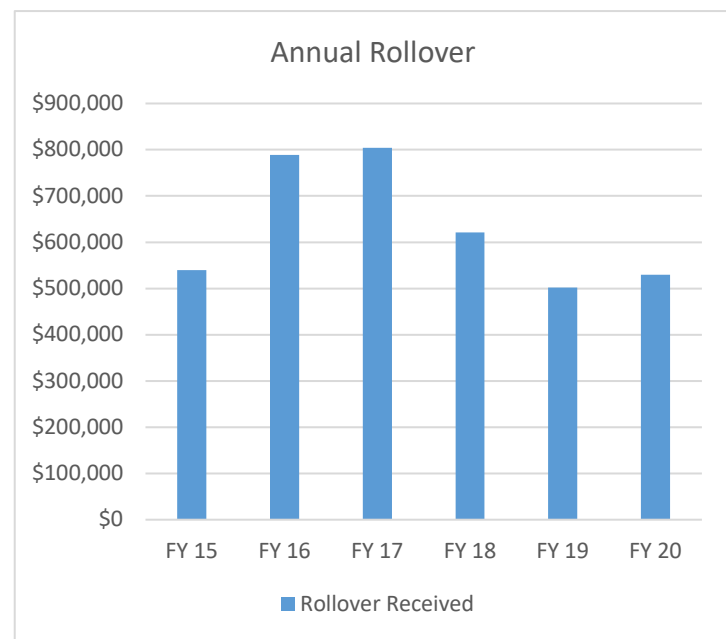
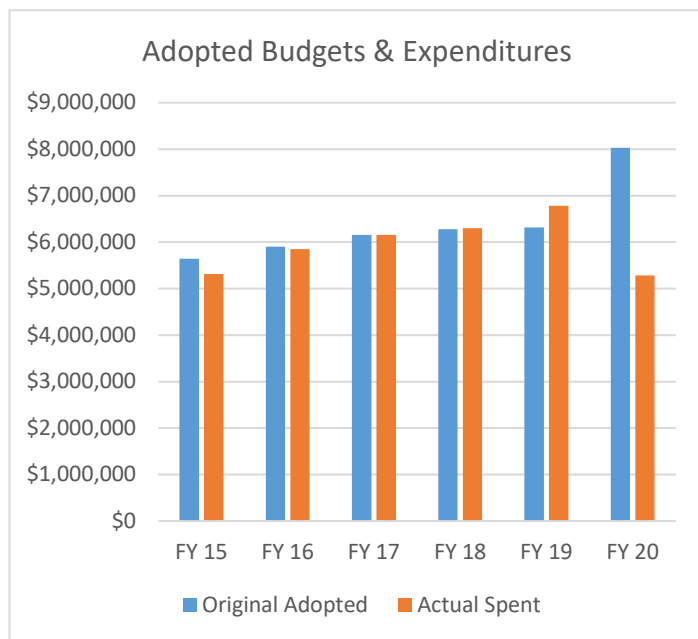
Avg. Annual Budget Increase Last 5 Years: 7.3%

FY 20 Adopted Budget Per Capita (Harris County): \$1.71

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$5,640,000	\$5,900,000	\$6,153,000	\$6,275,000	\$6,315,000	\$8,028,000
Final Adjusted	\$6,191,205	\$6,764,768	\$6,857,349	\$6,896,164	\$7,454,479	\$8,817,501
Rollover Received	\$539,979	\$789,101	\$804,349	\$621,164	\$502,280	\$529,401
Rollover % of Adopted	10%	13%	13%	10%	8%	7%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$4,123,724	\$4,653,363	\$5,128,287	\$5,417,485	\$5,722,422	\$4,430,766
Non-Labor/Transfers	\$1,189,544	\$1,195,171	\$1,026,706	\$885,573	\$1,062,994	\$850,352
Actual Spent	\$5,313,268	\$5,848,534	\$6,154,994	\$6,303,059	\$6,785,416	\$5,281,118



FY20 Rollover as a % of FY20 Adopted Budget: 6.6%

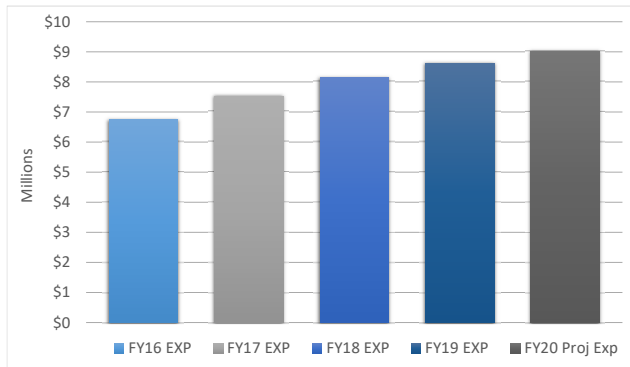
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	34	\$3,741,425	\$5,650,749
1020-PUBLIC IMP CONTINGENCY FUND	2	\$127,825	\$140,708
2370-DONATION FUND	0	\$0	\$11,589
2660-FORF ASSETS FIRE MARSHAL	0	\$0	\$296
26C0-CH18 ST FORFEITED FIRE MARSHAL	0	\$33,235	\$57,433
2730-FIRE CODE FEE	32	\$3,245,646	\$5,151,569
2750-LEOSE-LAW ENFORCEMENT	0	\$0	\$11,623
7016-Urban Area Sec Initiative II	0	\$317,720	\$277,531
7234-FLOOD OF MAY 2015	0	\$17,000	\$0

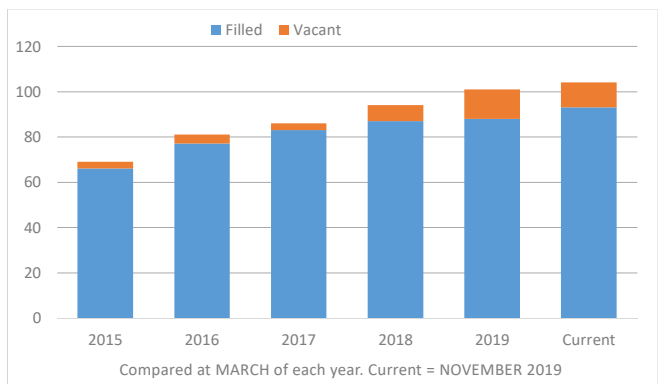
PERSONNEL SUMMARY FOR FIRE MARSHAL

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

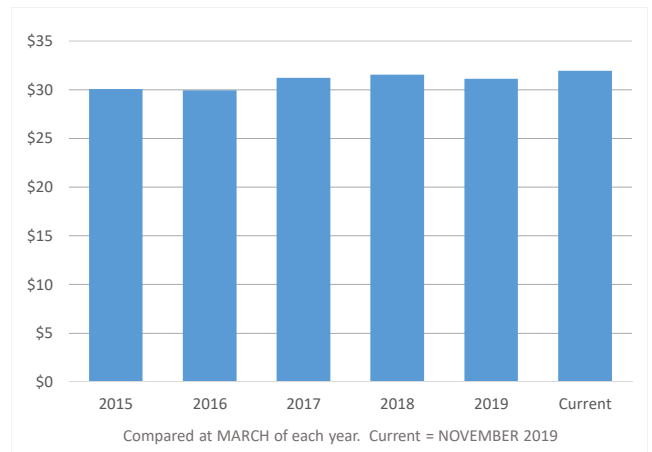


Avg. Salary Increases For Existing Full-Time Employees

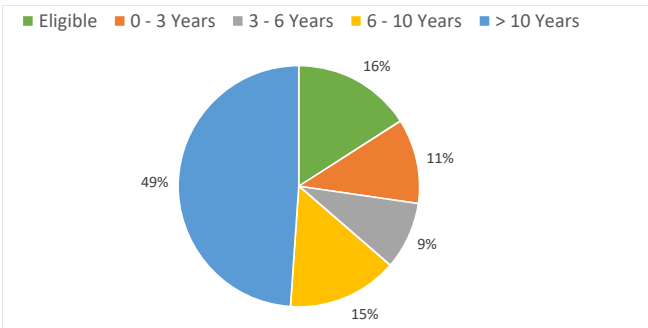
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	79	6.4%	6.4%
Sept 2017	66	9.0%	4.4%
Sept 2016	60	14.2%	4.5%
Sept 2015	49	19.1%	4.5%
Sept 2014	44	26.7%	4.8%

	Filled	Vacant	Total
R32+	93	10	103
Temp	0	1	1
	0	0	0

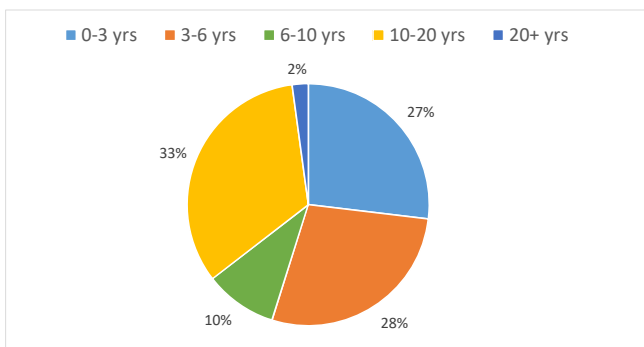
Dept. Average Hourly Base Pay Rate



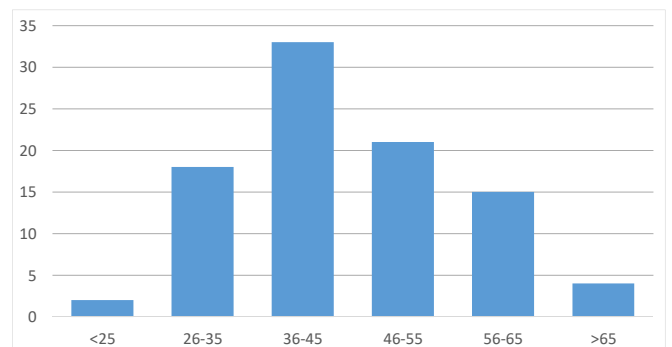
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information



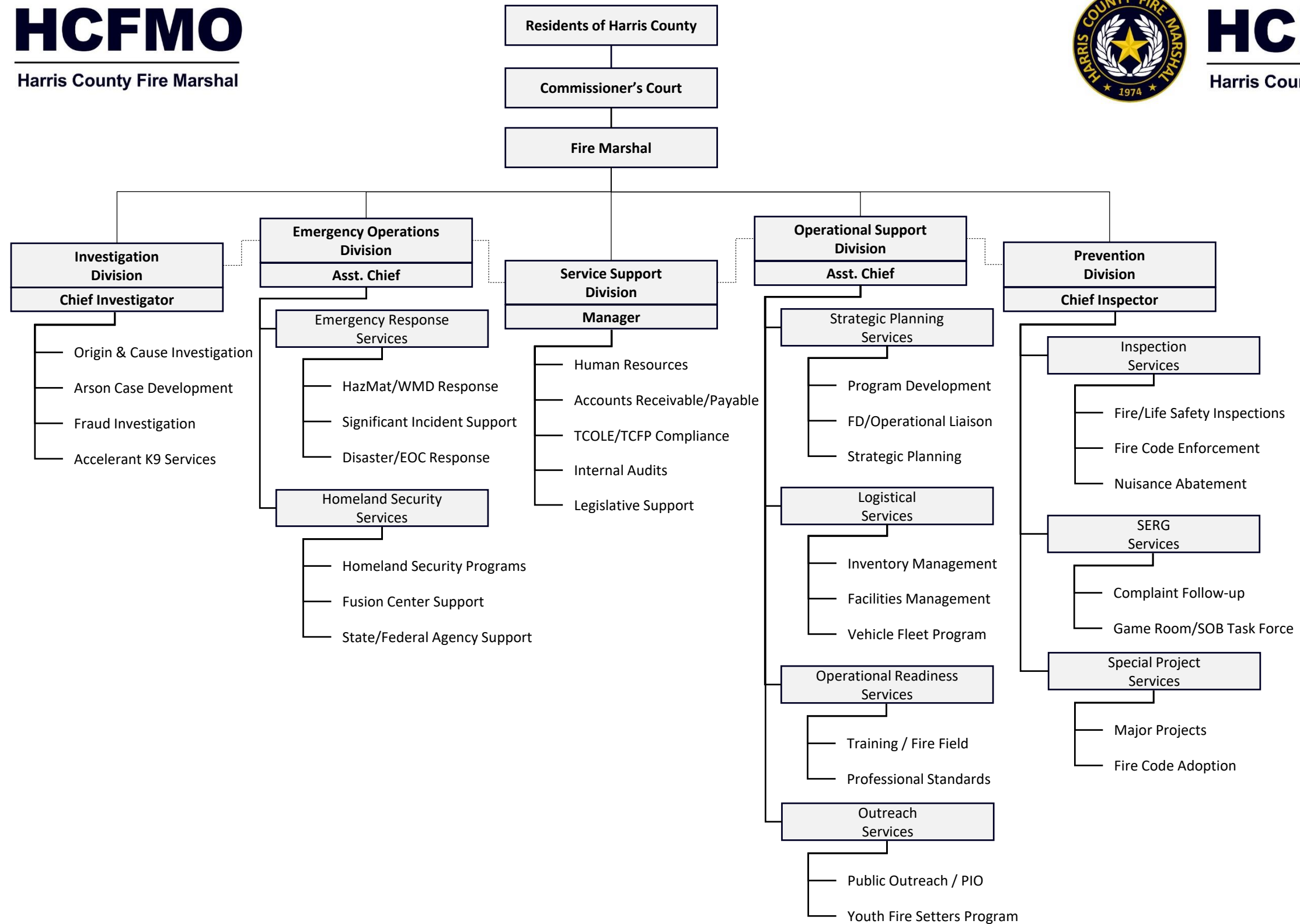
HCFMO

Harris County Fire Marshal



HCFMO

Harris County Fire Marshal



Form #1: Department Mission and Metrics

Fire Marshal - 213

A) Department Purpose/Mission

- **Purpose:** The Harris County Fire Marshal's Office (HCFMO) is a specialized law enforcement agency that provides essential public safety services, primarily in the unincorporated areas of Harris County. HCFMO relies on multiple federal and state laws and regulations along with authorization from Harris County Commissioners Court to deliver services across the 1,777 square miles of Harris County. All aspects of these services are achieved through a "customer first" operational philosophy to accomplish agency goals and balance community risks regarding fire/life safety and emergency response; while encouraging a strong and sustainable economy.
- **Mission:** The mission of the Harris County Fire Marshal's Office is to safeguard the lives and property of the residents in Harris County through effective fire prevention, fire investigation, education, emergency response, and emergency management.

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

Incident/Event(s) Responses

- HCFMO responded to the Intercontinental Terminals Company (ITC) industrial incident to provide tactical atmospheric air monitoring, suppression actions, technical command and control assistance, as well as origin and cause investigation.
- Participated in the PENTA Consortium Gap Analysis as directed by Commissioners Court following the ITC incident which led to recommendations for the significant enhancements of training, inspection, and hazardous materials response services to Harris County.
- HCFMO responded to the KMCO industrial and fatality incident to provide incident stabilization, infrastructure protection, technical command and control assistance, hazard mitigation, along with origin and cause investigations.
- HCFMO served as the lead Law Enforcement Agency for Fire Life Safety and CBRNE Joint Hazardous Assessment Team operation for India's Prime Minister Modi and President of the United States of America visit to Harris County.
- HCFMO responded to a fire and explosion incident with multiple injuries at the ExxonMobil Baytown Olefins Plant to provide origin and cause investigative services.

Organizational

- Recommended legislative enhancement to Local Government Code 352 to authorized County Fire Marshals to provide training to all first responders, including law enforcement.
- Developed and received copyright for incident command training designed specifically for law enforcement called *Blue NIMS: Street Level Incident Command*.
- Educated Harris County Criminal Judges on the HCFMO Youth Fire Setters program to provide additional educational options to juveniles charged with arson or fire related incidents.
- Implemented a fully compliant FAA small unmanned aerial system (sUAS) program to enhance HCFMO response capabilities.
- HCFMO hosted a joint specialized, classified training, and full-scale field exercise with all regional hazmat teams in conjunction with the 6th Civil Support Team, Edgewood Proving Grounds, and the Federal Bureau of Investigation on live chemical laboratories and 4th Generation A-Series Nerve Agents.
- HCFMO received donation through K94cops to add a second canine accelerant detection team to the Investigations Division.
- Prevention Division's special enforcement response group (SERG) in coordination with other county law enforcement agencies assisted in task force operations to minimize the impacts associated with sexually oriented businesses and game rooms. This includes but is not limited to human trafficking, prostitution, illegal gambling, and drug activity. HCFMO's dual function as law enforcement and fire and life safety inspectors, HCFMO is able to assist in preventing businesses from operating illegally.
- HCFMO personnel were selected to provide instruction in the Fire Executive Management (FEMT) Program at the Bill Blackwood Law Enforcement Management Institute of Texas.
- Assisted other agencies in Harris County with training new fire investigators through HCFMO's Field Training Officer Program.
- HCFMO with the assistance of HC Engineering and approval of Commissioners Court adopted the 2018 Harris County Fire Code.
- Five employees attended and graduated from the Harris County Sheriff's basic reserve peace officer academy.
- One employee attended and graduated the FEMT program through Sam Houston State University.
- HCFMO conducted and completed 1000+ school inspections prior to the beginning of the school year 2019-2020.
- HCFMO Investigators conducted an investigation and filed felony charges on an individual responsible for setting a multi-family dwelling on fire displacing 24 families. The suspect was arrested out of state while fleeing and HCFMO Investigators traveled out of state to secure evidence to ensure the successful prosecution of the defendant.

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

Employee Investment

- Emphasis on the achievement of third-party certifications such as IAAI-Certified Fire Investigator (CFI), NFPA Certified Fire Protection Specialist, and International Code Council.
- Encouragement of advancement of professional qualifications through the Texas Commission on Law Enforcement (TCOLE) and Texas Commission on Fire Protection (TCFP).
- HCFMO participates in Senate Bill 1210 that establishes college tuition assistance for law enforcement and fire services to allow for the integration of higher level education into public safety.

Agency and Technology

- HCFMO conducts an evaluation of Employees to trend performance in conjunction with monthly tracking of services to ensure proper placement and capability of Employee.
- HCFMO Prevention Division has streamlined information and documentation into a single source database to be utilized by Employees in the field.
- HCFMO Prevention Division utilizes web-based technology to validate a customer's preparedness for inspection prior to the scheduling of an Inspector.
- HCFMO Training Division has increased the use of e-learning to delivery online and hybrid (e-learning + onsite) classes in order to accommodate the student's schedule and maximize Instructor output.
- HCFMO utilizes a variety of County provided law enforcement databases through our mobile data terminal to maximize field level actions to increase efficiency and safety in Harris County.
- HCFMO Investigations Division's utilization of technology for investigative documentation and incident processing through digital photogrammetry and sUAS "drones" utilization to increase efficiency of on-scene service delivery and increase in efficiency of prosecution.

Form #1: Department Mission and Metrics

- HCFMO Hazmat Division added a *mutual-link* technology to HM-1 to provide real time data from a scene to Harris County Office of Emergency Management for viewing by all stakeholders.

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

- Adoption of 2018 Harris County Fire Code has led to additional responsibilities in implementation of issuance and management of operational permits along with a transition enforcement and inspection authority to the Fire Marshal's Office.
- Approved by Commissioners Court, HCFMO is now designated as the authority having jurisdiction for hazardous materials response for unincorporated Harris County under local government code 353.
- Approved by Commissioners Court, HCFMO is responsible for the fire/life safety inspections of Harris County managed facilities located in the City of Houston. Along with this, HCFMO has taken a primary role in the fire watch activities for Commissioners Court and various Court approved meetings throughout Harris County.
- Based on the inspection of County facilities, HCFMO has taken on additional responsibilities at the NRG complex for hazardous materials response assessments and fire watch/crowd control services.
- Through an approved memorandum of understanding, HCFMO assists the Harris County Institute of Forensic Sciences with scene investigative assistance on electrocutions and post mortem examinations that may include hazardous materials or substances.
- Under new legislative authority, HCFMO developed and copyrighted *Blue NIMS: Street Level Incident Command* in order to deliver incident command training to the Harris County Sheriff's Office and other law enforcement in the region.
- As directed by Commissioners Court through the approval of the PENTA *Gap Analysis*, HCFMO has:
 - Developed hazardous materials awareness training in compliance with NFPA 472 for all Harris County law enforcement through HCFMO online learning management system (*pending Court approval – Jan. 2020*).
 - Developing a recommendation of acceptable personal protective equipment for patrol based law enforcement operating in the cold/warm zone of a hazardous materials incident (*pending Court approval – Jan. 2020*).
 - Participate in a working group with other County Departments for coordination and consolidation of services in the realm of emergency response and recommendation for the development of a County-wide common operating picture.
 - Developing an operational framework for the delivery of hazardous materials inspection services throughout unincorporated Harris County.

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

- Based on current projections, HCFMO does not expect to receive an additional canine accelerant detection animal which would require specialized equipment that are outside of normal HCFMO buying specifications.
- At this time, no additional expenditures outside of prescribed budget allocations is expected.

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.

- HCFMO utilizes a monthly statistical analysis program in order to view current operational performance versus projected and previous year's delivery of services.

HCFMO

Harris County Fire Marshal

HARRIS COUNTY FIRE MARSHAL'S OFFICE

HCFMO

Harris County Fire Marshal

OPERATIONAL STATISTICS ANALYSIS

INVESTIGATION DIVISION					
		On-Scene Investigations	Investigation by Consult	Follow Up Investigation	Total
FY18	Final	901	1,067	822	2,790
FY19	Final	735	1,292	941	2,968
	YTD	637	1,235	364	2,236
FY20	Projected	850	1,650	480	2,980

OP. SUPPORT DIVISION: TRAINING					
		Hosted	Taught	Safety Responses	Total
FY18	Final	273	144	74	491
FY19	Final	280	201	68	549
	YTD	203	146	50	399
FY20	Projected	271	195	67	533

EMERGENCY OPERATIONS DIVISION					
		HazMat Response	Avg. On-Scene	EOC Activations	Total
FY18	Final	240	1:21	24	264
FY19	Final	230	1:18	24	254
	YTD	186	1:43	9	195
FY20	Projected	249	1:39	12	261

PREVENTION DIVISION					
		Fire Code Inspections	Fire/Life Safety Inspections	Complaint Follow-Up	Total
FY18	Final	7,201	5,123	987	13,311
FY19	Final	6,991	5,126	1,020	13,137
	YTD	5,523	3,907	923	10,353
FY20	Projected	7,384	5,224	1,233	13,841

OP. SUPPORT DIVISION: COMMUNICATION/OUTREACH					
		Outreach Events	Media Engagement	Youth Fire Program	Total
FY18	Final	192	1,728	133	2053
FY19	Final	286	1,675	113	2,074
	YTD	233	2,626	103	2,961
FY20	Projected	307	3,460	136	3,903

SERVICE SUPPORT DIVISION					
		Walk-In	Phone	Electronic	Total
Information Requests/Management					
FY18	Final	2,633	21,357	13,140	37,130
FY19	Final	2,454	23,713	12,158	38,325
	YTD	2,141	13,485	11,290	26,916
FY20	Projected	2,863	18,029	15,095	35,987

- Field Training Manual based on requirements of the position as it pertains to (TCOLE/TCFP) tasks or job performance requirements. The task book portion of the manual meets the requirements as outlined by the National Fire Protection Association (NFPA) standards.
 - Several agencies from Texas and out of Texas have requested copies of our task book to start their program.
 - HCFMO was the first fire marshal's office in the state to implement this practice as a policy.
- HCFMO conducts annual performance evaluations of all employees that also allow for employee feedback for internal growth and recommendations for gaps identified within the agency.
- HCFMO utilizes a nationally recognized third-party software to document, conduct administrative review, and provide summary output of the delivery of HCFMO core services.
- HCFMO was audited by Harris County Auditor's Office in accordance with County policy and procedures.

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.

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:

213 - Fire Marshal

FY19/20 General Fund Adopted Budget: **\$8,028,000**

Rollover Budget Received in FY19/20: **\$529,401**

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?*

PLEASE NOTE: SUPPLEMENTAL DOCUMENT "ORGANIZATIONAL OVERVIEW" HAS STATS, ORG CHARTS, STATUTE AUTHORITY - THIS CLARIFIES EACH ITEM BELOW.

1	Services Support Labor & Benefits - The Harris County Fire Marshal's Office Service Support Division is responsible for effective accounting, budgeting, employee personnel assistance, and payroll procedures. This division supplies required documentation for purchases authorized by Commissioner's Court and assists all divisions with preparation of the annual budget. This division is responsible for overall HR of HCFMO and ensures compliance with HRRM, Auditors, and all other county policies.	\$481,102	4	0	\$0		
2	Investigations -- The Harris County Fire Marshal's Office Investigation Division is responsible for investigating fires, explosions, and acts of arson in unincorporated Harris County. Certified through the Texas Commission on Law Enforcement and the Texas Commission on Fire Protection, HCFMO Investigators respond to calls for service from fire, law enforcement, municipal, and government agencies. Investigators coordinate the filing of criminal charges through the Harris County District Attorney's Office along with investigating insurance fraud as it relates to the crime of arson and other potential crimes.	\$2,028,681	21	0	\$0		
3	Prevention, Evidence -- The Harris County Fire Marshal's Office Prevention Division is responsible for conducting all fire and life safety inspections in the unincorporated areas of Harris County. Inspection services provided include but are not limited to: fire code inspections of newly constructed commercial structures, licensed facility inspections, public, private, and charter school inspections, all county facilities managed by HCFPM and response to citizen, fire department, and other agency fire safety complaints.	\$292,650	3	2	\$217,389	74.3%	1.1 Yes
4	Emergency Operations - The Harris County Fire Marshal's Office Emergency Operation Division is responsible for conducting hazardous materials response throughout Harris County and the 13 County H-GAC region. This is accomplished through our nationally recognized FEMA Type 1 HazMat Response Team. The role and mission of the division is enhanced to include actively supporting drug interdiction efforts, homeland security initiatives, environmental crime investigations, and law enforcement task force operations alongside local, state, and federal agencies. HazMat Team is also responsible for assisting the Harris County Institute of Forensic Sciences with post-mortem examinations that may involve hazardous materials or substances.	\$2,625,376	23	9	\$920,554	35.1%	1.2 Yes

Department: **213 - Fire Marshal**

FY19/20 General Fund Adopted Budget:	\$8,028,000
Rollover Budget Received in FY19/20:	\$529,401

5	Operations Support - <i>The Harris County Fire Marshal's Office Operational Support Division is responsible for managing and overseeing the Agency's strategic planning initiatives, training management, logistical management, liaison program, intelligence gathering, and outreach services. This group of highly trained professionals operate independently to accomplish critical tasks both internally and externally to the Agency.</i>	\$1,481,590	15	1	\$151,039	10.2%	1.3	Yes
6	Department non-labor operating budget	\$1,662,364						
7								
8								
9								
10								

Department-Estimated Totals	\$8,571,764	66	12	\$1,288,982	15.0%
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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 #1: Department Mission and Metrics

- **Agency**
 - HCFMO has currently contracted with a third-party economist to conduct an evaluation of the Agency's overall budget and provide recommendations. Projected delivery of work product is March of 2020.
- **Inspection Division**
 - HCFMO utilizes a third-party anonymous web-based survey application to gather customer satisfaction data.

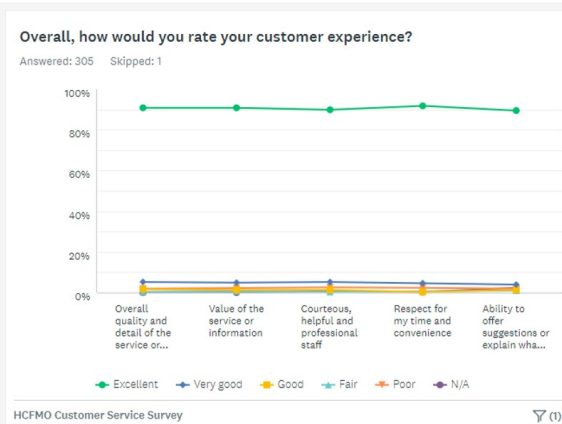
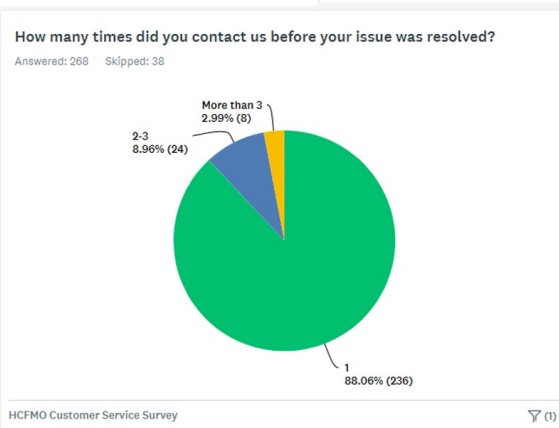
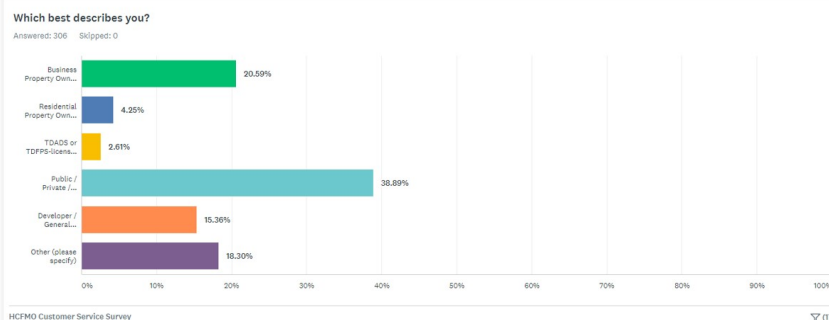


HCFMO
Harris County Fire Marshal

HCFMO Prevention Division

Customer Satisfaction Survey

2018-2019



- **Investigation Division**
 - HCFMO monitors case closure rates of arson incidents with national statistics identified by the FBI's *Uniform Crime Report (UCR)*.

Case Clearance Rate Comparison						
FY	National FBI Uniform Crime Report Data			Harris County Fire Marshal's Office Data		
	Known Offenses	Cleared by arrest		Known Offenses	Cleared by arrest	
FY2017	42,131	8,763	20.8%	305	101	33.1%
FY2018	40,416	8,770	21.7%	304	76	25.0%
FY2019	Pending Data (currently unavailable)			253	64	25.3%
FY2020				195	49	25.1%
Projected	data not yet available			260	65	25.1%

Form #3: Budget Expansion Justification Sheet

Department: Harris County Fire Marshal's Office

Functional Area: Fire Marshal's Office Inspection Division

Dept. Funding Priority #: 1.1

Funding Request*:

Start-Up Costs (One-time)	\$	57,252
Cost of Positions (Recurring)		160,137
Other Recurring Costs		
Total Request	\$	217,389

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 County Fire Marshal's Office (FMO) is increasing personnel, response vehicles, and equipment gaps as referenced in the PENTA Harris County Multi-Agency Coordinating Group Gap Analysis. This request is a result of the Penta-Harris County Multi-Agency Coordinating Group "GAP" Analysis report approved by the Harris County Commissioner's Court on September 10, 2019.
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.
In response to the analysis these positions would assist in addressing hazardous material facility identification/verification, conduct fire and life safety inspections, assist in guiding pre-planning activities by Emergency Operations Division, communicate with other first responders (law enforcement, fire, OEM, Public Works, and EMS), and assist with administrative support.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
These positions will assist in implementation of new processes through the adopted Harris County Fire Code and gaps identified in the third-party gap analysis.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The measure of effectiveness will be determined by the collected statistical data that is captured monthly.
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.)?
FMO will continue to provide the Commissioner's Court with monthly statistical reporting and Annual Report that will include all measured data for the agency.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Based on 26 Pay Periods and including benefit costs, the HazMat Inspector will be \$94,886.59 and HazMat Inspection Administrative Assistant will be \$65,250.88 for a total of \$217,389.47.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
HCFMO has identified existing space but will work with Facilities and Property Maintenance (FPM)/Harris County Engineering department on additional office space capacity.

**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 Fire Marshal's Office

Functional Area: Fire Marshal's Office Operational Support Division

Dept. Funding Priority #: 1.2

Funding Request*:

Start-Up Costs (One-time)	\$	84,100
Cost of Positions (Recurring)		836,454
Other Recurring Costs		
Total Request	\$	920,554

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 County Fire Marshal's Office (FMO) is increasing personnel, response vehicles, and equipment gaps as referenced in the PENTA Harris County Multi-Agency Coordinating Group Gap Analysis. This request is a result of the Penta-Harris County Multi-Agency Coordinating Group "GAP" Analysis report approved by the Harris County Commissioner's Court on September 10, 2019.
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.
In response to the analysis these positions will provide emergency response capabilities including multi-faceted response operations and pre-planning activities throughout Harris County in compliance with national standards along with providing administrative support services.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
These positions were identified in the gap analysis as additional response needs to meet the growing demands in Harris County.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The measure of effectiveness will be determined by the collected statistical data that is captured monthly, number of hazard occupancies that have been preplanned and response made.
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.)?
FMO will continue to provide the Commissioner's Court with monthly statistical reporting and Annual Report that will include all measured data for the agency.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Based on 26 Pay Periods and including benefit costs, the eight (8) Hazardous Materials Technicians will be \$771,203.44 (Avg. per is 96,400.43) and Hazardous Materials Administrative Assistant \$65,250.88 for a total of \$920,554.32.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
HCFMO has identified existing space and is working through a Memorandum of Understanding with the County Attorney's Office and a local Emergency Services District to house the west-side operations team.

**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 Fire Marshal's Office

Functional Area: Fire Marshal's Office Operational Support Division

Dept. Funding Priority #: 213

Funding Request*:

Start-Up Costs (One-time)	\$	56,152
Cost of Positions (Recurring)		94,887
Other Recurring Costs		
Total Request	\$	151,039

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 County Fire Marshal's Office (FMO) is increasing personnel, response vehicles, and equipment gaps as referenced in the PENTA Harris County Multi-Agency Coordinating Group Gap Analysis. This request is a result of the Penta-Harris County Multi-Agency Coordinating Group "GAP" Analysis report approved by the Harris County Commissioner's Court on September 10, 2019.
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.
In response to the analysis this position would coordinate training for law enforcement through basic hazardous materials, PPE safety, and incident management training such as the county Blue NIMS program and FEMA requirements. In addition to providing training capabilities, these personnel would also provide emergency response support services including safety officer, sUAS "drone" operator, and hazmat technicians if 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.
This position was identified as a gap in enhancing the overall training capacity to reach the multitude of public safety professionals for training in the third-part gap analysis.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The measure of effectiveness will be determined by the collected statistical data that is captured monthly in the number of classes conducted, personnel trained, and new training opportunities identified.
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.)?
FMO will continue to provide the Commissioner's Court with monthly statistical reporting and Annual Report that will include all measured data for the agency.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Based on 26 Pay Periods and including benefit costs, the Operational Support Training Specialist will be \$94,886.59.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
HCFMO has identified existing space until funding of the additional training facility identified in the gap analysis and submitted to Harris County CIP is completed.

**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.*

Reed, Rodney (Fire Marshal's Office)

From: Christensen, Laurie (Fire Marshal's Office)
Sent: Thursday, November 7, 2019 3:59 PM
To: Reed, Rodney (Fire Marshal's Office)
Subject: Fw: As Discussed - Timeline Requested - Let me know if you have any additional questions

From: Seat, Kevin (Budget Management) <Kevin.Seat@bmd.hctx.net>
Sent: Tuesday, September 24, 2019 12:12 PM
To: Christensen, Laurie (Fire Marshal's Office) <Laurie.Christensen@fmo.hctx.net>
Cc: Reed, Rodney (Fire Marshal's Office) <Rodney.Reed@fmo.hctx.net>; Royall, Bob (Fire Marshal's Office) <Bob.Royall@fmo.hctx.net>; Porter, Amanda (Budget Management) <Amanda.Porter@bmd.hctx.net>
Subject: RE: As Discussed - Timeline Requested - Let me know if you have any additional questions

Thank you Laurie.

Please send 3441 position forms to Amanda to create the new positions in advance of the start dates. We'll prepare a budget transfer for the current year positions and equipment and send for your signature.

Kevin
(713) 274-1179

From: Christensen, Laurie (Fire Marshal's Office) <Laurie.Christensen@fmo.hctx.net>
Sent: Monday, September 23, 2019 3:38 PM
To: Seat, Kevin (Budget Management) <Kevin.Seat@bmd.hctx.net>
Cc: Reed, Rodney (Fire Marshal's Office) <Rodney.Reed@fmo.hctx.net>; Royall, Bob (Fire Marshal's Office) <Bob.Royall@fmo.hctx.net>
Subject: As Discussed - Timeline Requested - Let me know if you have any additional questions

Phased	Position	Level	Hourly	Position Begin Date
FY20	Training Specialist	I	\$ 31.52	12/09/2019
FY20	Training Admin	IV	\$ 20.00	10/21/2019
FY20	HazMat Inspector	I	\$ 31.52	10/21/2019
FY20	HazMat Technician	I	\$ 31.52	10/14/2019
FY20	HazMat Technician	I	\$ 31.52	10/14/2019
FY20	HazMat Technician	II	\$ 28.11	12/02/2019
FY20	HazMat Technician	II	\$ 28.11	12/02/2019

FY21	Training Specialist	I	\$ 31.52	04/06/2020
FY21	HazMat Inspector	I	\$ 31.52	03/09/2020
FY21	HazMat Inspector Admin	IV	\$ 20.00	03/09/2020

FY21	HazMat Technician	I	\$ 31.52	04/06/2020
FY21	HazMat Technician	I	\$ 31.52	04/06/2020
FY21	HazMat Technician	I	\$ 31.52	04/06/2020
FY21	HazMat Technician	I	\$ 31.52	07/06/2020
FY21	HazMat Technician	II	\$ 28.11	07/06/2020
FY21	HazMat Technician	II	\$ 28.11	07/06/2020
FY21	HazMat Technician	II	\$ 28.11	09/07/2020
FY21	HazMat Technician	II	\$ 28.11	09/07/2020
FY21	Admin	IV	\$ 20.00	04/06/2020



Laurie L. Christensen CFPS, FM, FEMT
Fire Marshal

Harris County Fire Marshal's Office
7701 Wilshire Place, Houston Texas 77040

Office: (713) 274-1700

Direct: (713) 274-1777

Cell: (281) 850-8467

LLC@hctx.net

www.hcfmo.net





WHO WE ARE

The Harris County Fire Marshal's Office (HCFMO) is a specialized law enforcement agency that provides essential public safety services, primarily in the unincorporated areas of Harris County. HCFMO relies on a "customer first" operational philosophy to achieve agency goals and balance community risks regarding fire/life safety and emergency response within the 1777 square miles of Harris County; while encouraging a strong and sustainable economy.



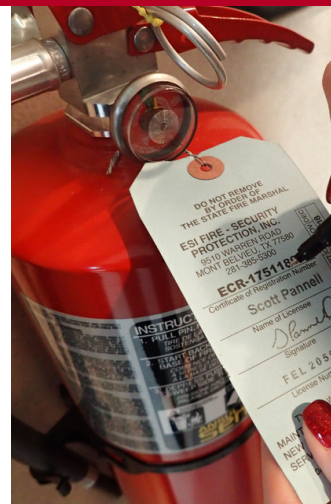
INVESTIGATION

Texas Local Government Code, Chapter 352, Subchapter B authorizes the County Fire Marshal to investigate the cause, origin and circumstances of any fires in the unincorporated areas of the county, including the right to enter and examine a structure where a fire has occurred.

If the County Fire Marshal determines that further investigation of a fire or of an attempt to set a fire is necessary, the Marshal may subpoena witnesses and documents, administer oaths; take and preserve written statements, affidavits, and depositions; and file criminal charges for arson, attempted arson, conspiracy to defraud, failure to cooperate or any other crime against a person the Marshal believe to be guilty.

Texas Local Government Code, Chapter 352.016 authorizes the County Fire Marshal to inspect for fire or life safety hazards any structure, appurtenance, fixture, or real property located within 500 feet of a structure, appurtenance, or fixture. Further, the Marshal shall inspect a structure for fire or life safety hazards if call on to do so, or in response to a complaint. Harris County is currently under the 2012 Fire Code. The 2018 Fire Code has been adopted and goes in to effect September 2019. The County Fire Marshal may order the owner or occupant of the premises to correct the hazardous situation. If ordered to do so, an owner or occupant shall correct the hazardous situation in accordance with the order.

PREVENTION



EMERGENCY OPS

Emergency Operations is responsible for the effective planning, mitigation and recovery from emergencies and disasters—whether natural, accidental or deliberate. This program supports local fire departments and law enforcement with hazardous spills and chemical releases.

Local Government Code, Section 352.019, authorizes the county fire marshal to coordinate specific firefighting activities in the county. On request, the county fire marshal may assist an emergency services district (ESD) to accomplish its powers and duties, act as the incident commander in a major event, and/or suggest voluntary guidelines for certain fire departments about fire incident reporting, emergency incident management, firefighter certification, and automatic mutual aid. Fire departments and Emergency Services Districts are NOT obligated to adopt such guidelines.



Organizational Overview

Harris County Fire Marshal's Office

2019



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STATUTORY AUTHORITY OF THE FIRE MARSHAL'S OFFICE

The Harris County Fire Marshal's Office (HCFMO) is a specialized law enforcement agency that provides essential public safety services, primarily in the unincorporated areas of Harris County. HCFMO relies on a "customer first" operational philosophy to achieve agency goals and balance community risks regarding fire/life safety and emergency response within the 1777 square miles of Harris County; while encouraging a strong and sustainable economy.

Primary Statutes

Local Government Code, Title 11. Public Safety, Chapter 352. County Fire Protection, Subchapter B. County Fire Marshal.

Sec. 352.011. Creation of Office; Term – The commissioners court of a county may establish the office of county fire marshal and provide office facilities, equipment, transportation, assistants, and professional services for that office.

- Sec. 352.013. Investigation of Fires
- Sec. 352.015. Arson Investigation
- Sec. 352.016. Inspection or Review of Plan for Fire or Life Safety Hazards
- Sec. 352.019. Cooperation with other Fire Protection Agencies

Local Government Code, Title 7. Regulation of Land Use, Structures, Businesses, and Related Activities, Chapter 233. County Regulation of Housing and other Structures, Subchapter C. Fire Code in Unincorporated Area.

Sec. 233.061. Authority to Adopt and Enforce Fire Code – The commissioners court of a county with a population of over 250,000 or a county adjacent to a county with a population over 250,000 may adopt a fire code and rules necessary to administer and enforce the fire code.

- Sec. 233.062. Application and content of Fire Code
- Sec. 233.063. Building Permit, Application
- Sec. 233.064. Inspections
- Sec. 233.065. Fees

Local Government Code, Title 11. Public Safety, Chapter 353. County Hazardous Materials Services.

Sec. 353.003. Hazardous Materials Services – A county may provide hazardous materials services, including a response to an incident involving hazardous material that has been leaked, spilled, released, or abandoned.

Texas Government Code, Chapter 418 Texas Disaster Act of 1975 (Emergency Management) Role is listed under law enforcement, shelter operations, and personnel surge capacity planning.

Additional County Regulations/Memorandum of Understanding

- Sexually Oriented Business Regulations
- Commissioners Court Regulation Game Room Regulations - Commissioners Court Regulation
- Fire Alarm Permits - Commissioners Court Regulation
- Inspection of all county properties in COH jurisdiction including NRG/Astrodome
- Harris County Fire Code (2018 International Fire Code)



AGENCY OVERVIEW

Mission

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

Core Values

Integrity – Commitment – Excellence

The Fire Marshal's Office will accomplish these core values through our operational philosophy of serving our customers, whether you work, live, or visit Harris County. We are here to serve you.

Harris County Fire Marshal



Laurie L. Christensen, CFPS, FM, FEMT, MS

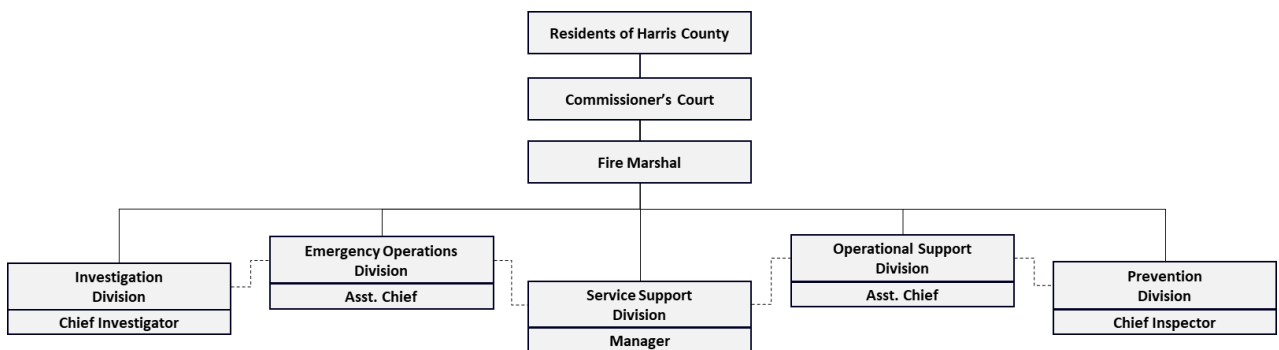
Office: 713-274-1777

Cell: 281-850-8467

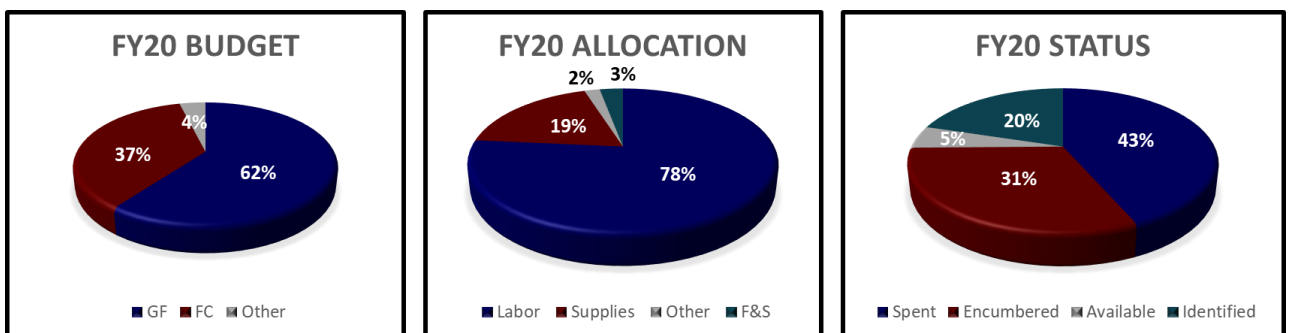
Email: LLC@hctx.net

Marshal Christensen has been with the Harris County Fire Marshal's Office for the past 14 years. She is a graduate of Sam Houston State with a Master's in Criminal Justice Leadership and Management. She also holds certification as an accredited Fire Marshal, Certified Fire Protection Specialist, Master Peace Officer, and a Certified Head of Department Texas Fire Commission.

Organizational Structure



FY20 Financial Standings



- HCFMO projects to remain within budget for the remainder of the fiscal year;
- HCFMO coordinates with Budget Management, Purchasing, Auditors, and Commissioners Court to provide statistics and financial wellness of HCFMO.

FY20 Operational Highlights

Incident/Event(s) Responses

- HCFMO responded to the Intercontinental Terminals Company (ITC) industrial incident to provide tactical atmospheric air monitoring, suppression actions, technical command and control assistance, as well as origin and cause investigation.
- Participated in the PENTA Consortium Gap Analysis as directed by Commissioners Court following the ITC incident which led to recommendations for the significant enhancements of training, inspection, and hazardous materials response services to Harris County.
- HCFMO responded to the KMCO industrial and fatality incident to provide incident stabilization, infrastructure protection, technical command and control assistance, hazard mitigation, along with origin and cause investigations.
- HCFMO served as the lead Law Enforcement Agency for Fire Life Safety and CBRNE Joint Hazardous Assessment Team operation for India's Prime Minister Modi and President of the United States of America visit to Harris County.
- HCFMO responded to a multi-casualty incident at the ExxonMobil Baytown Olefins Plant Fire to provide origin and cause investigative services.

Organizational

- Recommended legislative enhancement to Local Government Code 352 to authorized County Fire Marshals to provide training to all first responders, including law enforcement.
- Developed and received copyright for incident command training designed specifically for law enforcement called *Blue NIMS: Street Level Incident Command*.
- Educated Harris County Criminal Judges on the HCFMO Youth Fire Setters program to provide additional educational options to juveniles charged with arson or fire related incidents.
- Implemented the only fully compliant FAA small unmanned aerial system (sUAS) program to enhance HCFMO response capabilities.
- HCFMO hosted a joint specialized, classified training, and full-scale field exercise with all regional hazmat teams in conjunction with the 6th Civil Support Team, Edgewood Proving Grounds, and the Federal Bureau of Investigation on live chemical laboratories and 4th Generation Nerve Agents.
- HCFMO received donation through K94cops to add a second canine accelerant detection team to the Investigations Division.
- HCFMO personnel were selected to provide instruction in the Fire Executive Management (FEMT) Program at the Bill Blackwood Law Enforcement Management Institute of Texas.
- Assisted other agencies in Harris County with training new fire investigators through HCFMO's Field Training Officer Program.
- HCFMO with the assistance of HC Engineering and approval of Commissioners Court adopted the 2018 Harris County Fire Code.
- Five employees attended and graduated from the Harris County Sheriff's basic reserve peace officer night academy.
- One employee attended and graduated the FEMT program through Sam Houston State University.
- HCFMO conducted and completed 1000+ school inspections prior to the beginning of the school year 2019-2020.

Outlook for FY2021

- In accordance with the PENTA Gap Analysis, implement hazardous materials awareness training in compliance with NFPA 472 for all Harris County law enforcement through HCFMO online learning management system pending Commissioners Court approval.
- Develop framework for meeting the recommendations set forth in the PENTA *Gap Analysis* for HazMat Inspections and other related one-year implementation strategies.
- Add personnel and equipment to the Harris County Hazardous Materials Response Team to move towards the establishing of a west-side HazMat Team as authorized by Commissioners Court.
- Enhance the Harris County Hazardous Materials Response Team capabilities with upgrades to several tactical technologies.
- Leverage national standards for conducting facility pre-plans of identified occupancies throughout Harris County in conjunction with various response partners to improve response and resiliency.
- Utilize third-party partners to review HCFMO practices to ensure transparency of operations and fiscal responsibility of tax payers' monies.
- Institute the issuance and management of operational permits, as defined by fire code regulations by hiring three additional personnel (*pending Court approval*) to enhance relationships with industry and other partners throughout Harris County.
- Develop and implement follow up strategies for the HCFMO Investigation's Division to enhance adjudication of open and cold criminal cases.
- Continue to seek third-party employee certifications to ensure the application of best-practices and standards to all HCFMO services.
- HCFMO to continue to use online mediums to enhance fire and life safety messaging to all Harris County residents.
- Continue to encourage inclusive relationships by being the bridge between county, private, and volunteer agencies.

SERVICE SUPPORT DIVISION

The Harris County Fire Marshal's Office Service Support Division is responsible for effective accounting, budgeting, employee personnel assistance, and payroll procedures. This division supplies required documentation for purchases authorized by Commissioner's Court and assists all divisions with preparation of the annual budget.

Organizational Structure

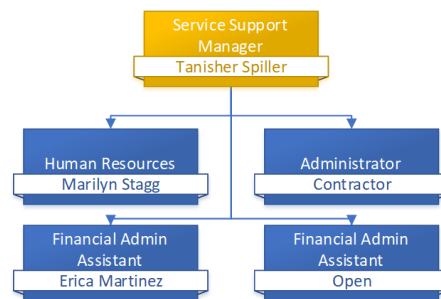
The Service Support Manager reports directly to the Fire Marshal.

Service Support Manager



Tanisher Spiller, MPA
Office: 713-274-1776
Email: TSB@hctx.net

Spiller has been with the Harris County for 10 years and most of that was with the Fire Marshal's Office. She is a graduate of Texas Southern University with a Master's degree in Public Administration and is a Texas Commission Fire Protection certified fire inspector.



Operational Statistics

FY20	SERVICE SUPPORT			
	Walk-In	Phone	Electronic	Total
	Information Requests/Management			
YTD	2,141	13,485	11,290	26,916
Projected	2,863	18,029	15,095	35,987

PREVENTION DIVISION

The Harris County Fire Marshal's Office Prevention Division is responsible for conducting all fire and life safety inspections in the unincorporated areas of Harris County. Inspection services provided include but are not limited to: fire code inspections of newly constructed commercial structures, licensed facility inspections, public, private, and charter school inspections, all county facilities managed by HCFPM and response to citizen, fire department, and other agency fire safety complaints.

Organizational Structure

The Chief Inspector reports directly to the Fire Marshal.

Chief Inspector

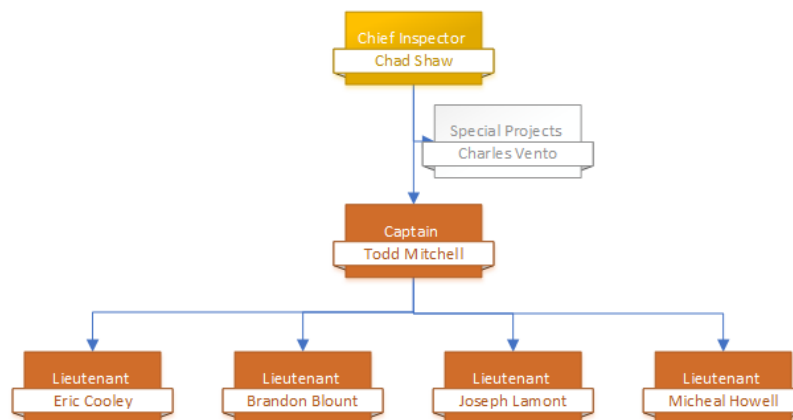


Chad Shaw, CFPS, FEMT

Office: 713-274-1741

Email: Chad.Shaw@fmo.hctx.net

Chief Shaw has been with the Harris County Fire Marshal's Office for 15 years. He is a Master Peace Officer and holds certifications as a Certified Fire Protection Specialist through the NFPA, is a graduate of FEMT, and Texas Commission Fire Protection Intermediate Inspector and Advanced Arson Investigator.



Operational Statistics

FY20	PREVENTION DIVISION			
	Fire Code Inspections	Fire/Life Safety Inspections	Complaint Follow-Up	Total
YTD	5,523	3,907	923	10,353
Projected	7,384	5,224	1,233	13,841

INVESTIGATION DIVISION

The Harris County Fire Marshal's Office Investigation Division is responsible for investigating fires, explosions, and acts of arson in unincorporated Harris County. Certified through the Texas Commission on Law Enforcement and the Texas Commission on Fire Protection, HCFMO Investigators respond to calls for service from fire, law enforcement, municipal, and government agencies. Investigators coordinate the filing of criminal charges through the Harris County District Attorney's Office along with investigating insurance fraud as it relates to the crime of arson and other potential crimes. HCFMO Investigators conduct scene investigations for electrocutions through formal M.O.U. with the Harris County Institute of Forensic Sciences.

Organizational Structure

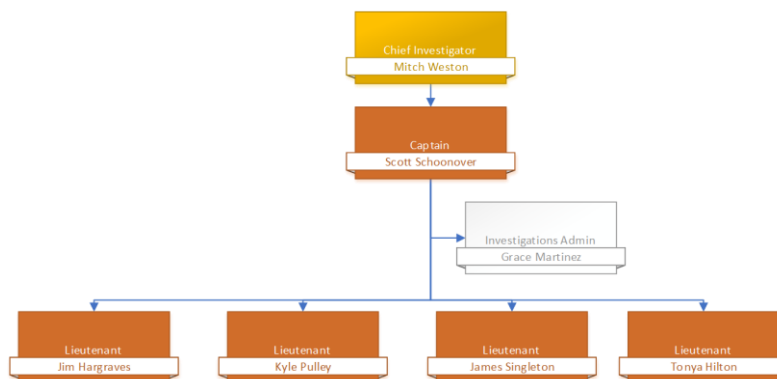
The Chief Investigator reports directly to the Fire Marshal.

Chief Investigator



Mitchell Weston
Office: 713-274-1653
Email: Mitch.Weston@fmo.hctx.net

Chief Weston has been with the Harris County Fire Marshal's Office for the past 15 years. He holds a Bachelor's degree from Sam Houston State University in Criminal Justice, is a Master Peace Officer and TCFP Master Arson Investigator.



Operational Statistics

FY20	INVESTIGATION DIVISION			
	On-Scene Investigations	Investigation by Consult	Follow Up Investigation	Total
YTD	637	1,235	364	2,236
Projected	850	1,650	480	2,980

EMERGENCY OPERATION DIVISION

The Harris County Fire Marshal's Office Emergency Operation Division is responsible for conducting hazardous materials response throughout Harris County and the 13 County H-GAC region. This is accomplished through our nationally recognized FEMA Type 1 HazMat Response Team. The role and mission of the division is enhanced to include actively supporting drug interdiction efforts, homeland security initiatives, environmental crime investigations, and law enforcement task force operations alongside local, state, and federal agencies. HazMat Team is also responsible for assisting the Harris County Institute of Forensic Sciences with post-mortem examinations that may involve hazardous materials or substances.

Organizational Structure

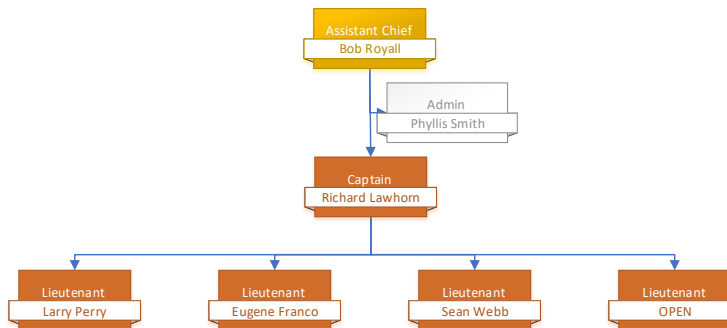
The Assistant Chief of Emergency Operation reports directly to the Fire Marshal.

Assistant Chief, Emergency Operation



Robert "Bob" Royall
Office: 713-274-1712
Email: Bob.Royall@fmo.hctx.net

Chief Royall has been with the Harris County Fire Marshal's Office for the past 14 years. Royall is Chairman of the Texas Emergency Management Advisory Committee and community emergency response coordinator for the Greater Harris County LEPC. He serves as the Chairman of the IAFC HazMat Committee, is a principal member of the NFPA 472, 475, and 1072, and is certified as a TCFP Advanced Structural Firefighter, Officer, and HazMat Technician.



Operational Statistics

FY20	EMERGENCY OPERATION DIVISION			
	HazMat Response	Avg. On-Scene Hours/Incident	EOC Activations	Total
YTD	186	1:43	9	195
Projected	249	1:39	12	261

OPERATIONAL SUPPORT DIVISION

The Harris County Fire Marshal's Office Operational Support Division is responsible for managing and overseeing the Agency's strategic planning initiatives, training management, logistical management, liaison program, intelligence gathering, and outreach services. This group of highly trained professionals operate independently to accomplish critical tasks both internally and externally to the Agency.

Organizational Structure

The Assistant Chief of Operational Support reports directly to the Fire Marshal.

Assistant Chief, Operational Support

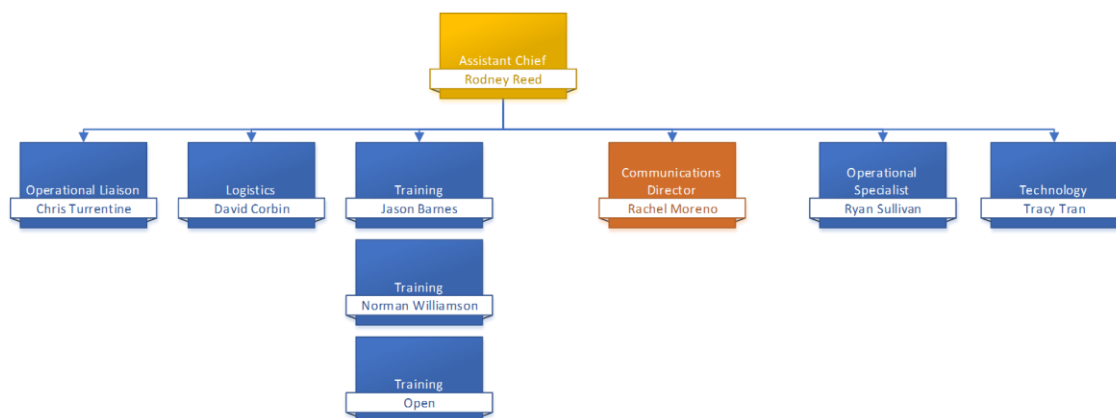


Rodney Reed

Office: 713-274-1717

Email: Rodney.Reed@fmo.hctx.net

Chief Reed has been with the Harris County Fire Marshal's Office for the past 6 years. He is a graduate from Texas A&M University and holds a Master of Science degree in Emergency Management Services, is a TCFP certified Fire Investigator, and served as a Captain in the United States Army. Reed serves on the Department of Homeland Security First Responder's Resource Group, the Environmental Crimes Committee for the International Association of Chiefs of Police, and serves as a technical information specialist with Texas A&M Task Force 1.



Operational Statistics

FY20	OPERATIONAL SUPPORT			
	Hosted	Taught	Safety Responses	Total
YTD	203	146	50	399
Projected	271	195	67	533

COMMUNICATIONS SECTION

The Harris County Fire Marshal's Office Operational Support Division houses the Outreach Section that consists of three critical components: fire and life safety education, public relations and communication, and youth fire setter intervention. The outreach section coordinates with local partners to provide fire and life safety education messages, which align with national and locally developed strategies.

The Youth Fire Setter Intervention Program assists in community based juvenile fire awareness and intervention programs. This free program seeks to provide preventative education to children, adolescents, parents, and caregivers. It is the only program of this kind in the region.

Organizational Structure

The Communication Director reports directly to the Assistant Chief of Operational Support.

Communications Director

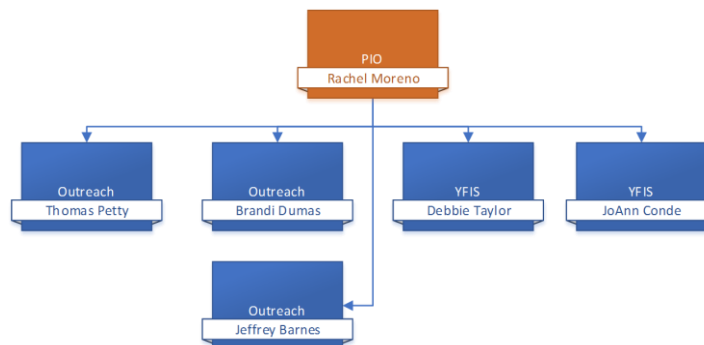


Rachel Moreno, M.S., MPIO

Office: 713-274-1789

Email: Rachel.Moreno@fmo.hctx.net

Moreno has been with the Harris County Fire Marshal's Office for the past 4 years. She holds a Master's degree from the University of Louisiana-Lafayette in Communications, is a Master Public Information Officer, and an adjunct instructor for Sam Houston State University. Is a certified TCFP Fire Investigator – also certified public information officer.



Operational Statistics

FY20	OUTREACH			
	Outreach Events	Media Engagement	Youth Fire Program	Total
YTD	233	2,626	103	2,961
Projected	307	3,460	136	3,903

DISASTER RESPONSE/EMERGENCY OPERATIONS CENTER SUPPORT

The Harris County Fire Marshal's Office coordinates directly with the Harris County Office of Homeland Security and Emergency Management to staff key personnel to assist in the Harris County Emergency Operations Center (EOC). The role of the Agency during disaster operations is to staff the Fire/Rescue/HazMat Branch (Fire Desk) in the EOC to provide critical coordination and operational support between County Officials and the emergency response partners throughout Harris County, the Region, the State, and with Federal partners.

This is accomplished through a dedicated EOC Activation Team of twelve people who provide 24-hr continuous operations over the duration of the incident. Additionally, HCFMO supports the Harris County staging of response resources to assist in life saving response operations, provides support in shelter management, and staffs public information officers in the Joint Information Center.

2019 EOC Activations

March:	ITC Chemical Plant Fire
April:	KMCO Chemical Plant Fire
May:	Severe Weather Storm Incident
July:	Tropical Storm Barry
September:	Tropical Storm Imelda
September:	Howdy Modi/POTUS
October:	Houston Astros ALDS
October:	Houston Astros ALCS
October:	Houston Astros World Series

OPERATIONAL ENHANCEMENTS

Sexually Oriented Business & Game Room Task Force

With the support of Harris County Commissioner's Court, the HCFMO serves with a range of law enforcement agencies throughout the County to assist in Task Force operations to minimize the impacts associated with sexually oriented businesses and game rooms. This includes but is not limited to human trafficking, prostitution, illegal gambling, and drug activity. HCFMO's dual function as law enforcement and fire and life safety inspectors, HCFMO is able to assist in preventing businesses from operating illegally.

Active Shooter Response

Based on the dual certification of HCFMO employees (law enforcement/fire), the HCFMO is actively engaged with local law enforcement, other response agencies, building owners, and school officials to serve as a bridge for bringing together effective, efficient, and safe response operations to active shooters while ensuring facilities are aligned with recommended and mandatory practices for fire/life safety. Fire Marshal Christensen also serves as a principle member of the *NFPA 3000: Standard for an Active Shooter/Hostile Event Response (ASHER) Program*. She is also a founding member of the Texas School Safety and Security Council.

The Agency has also developed and copy written Blue NIMS: Street Level Incident Command which serves as a training bridge to introduce and reinforce command and management principles for law enforcement in all environments. This course is currently being deployed by the Harris County Sheriff's Office.

Local Emergency Planning Committee (LEPC)

Formed under the Emergency Planning and Community Right-to-Know Act (EPCRA), HCFMO serves as an executive member on the Great Harris County LEPC. The LEPC's role is to review emergency response plans, receive Tier II reports, and ensure information about chemicals is provided to our community and citizens.

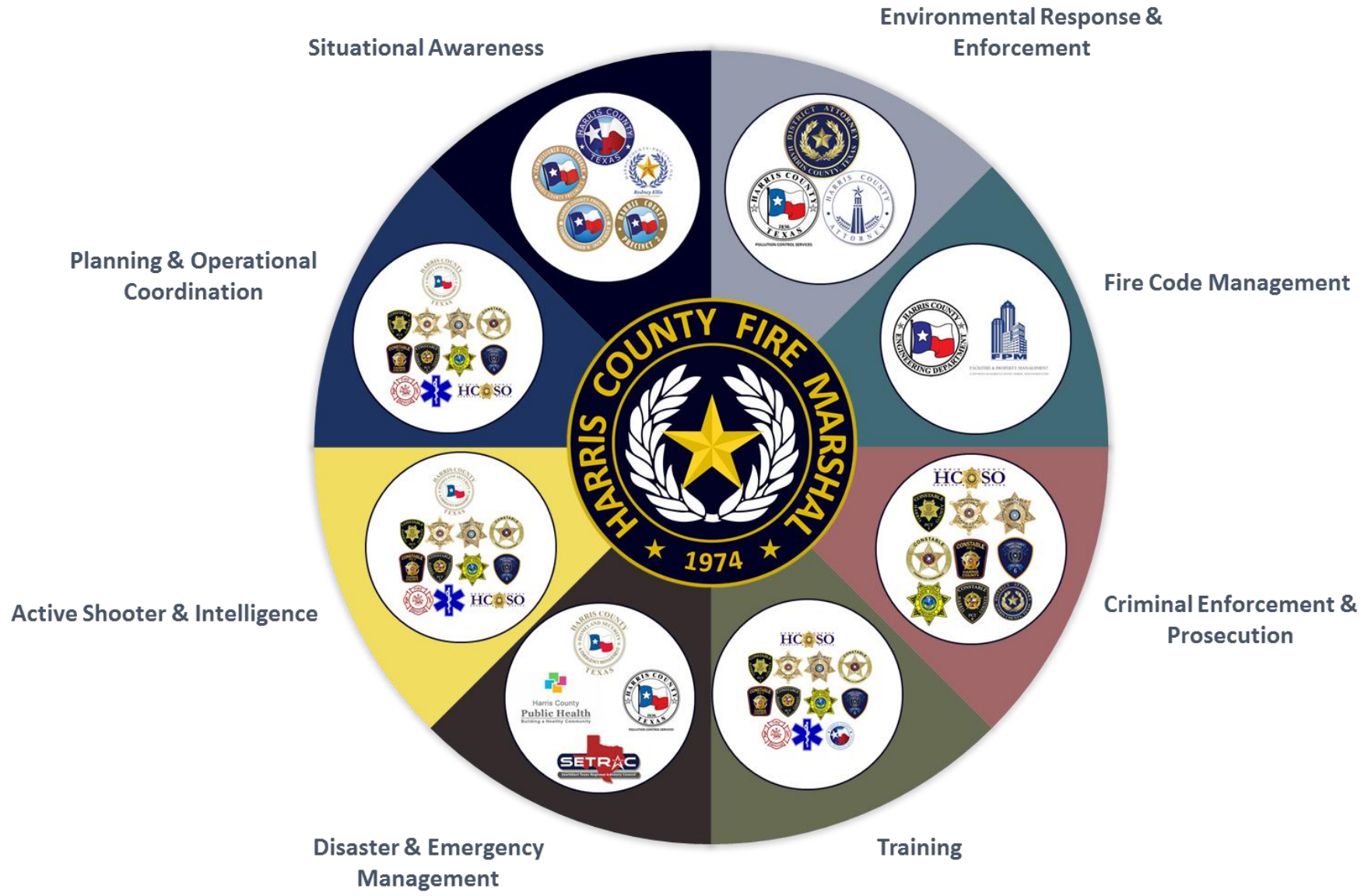
Port Security

The HCFMO HazMat Response Team coordinates closely with the U.S. Coast Guard, local law enforcement, and industry to ensure initiatives and response in the port are safe for our response partners and residents of Harris County.

Fire Department Liaison

As outlined in Local Government Code 352.019, HCFMO coordinates the work of the various fire-fighting and fire prevention units in the county. This is a critical role because fire departments in unincorporated Harris County are managed under Emergency Services Districts (ESD) which operate as elected political subdivisions of the State. Ensuring information flow and transparency allows the Commissioner's Court to be properly informed of issues and serves as an information liaison from the Court to the ESDs.

HCFMO CONNECTIVITY MATRIX



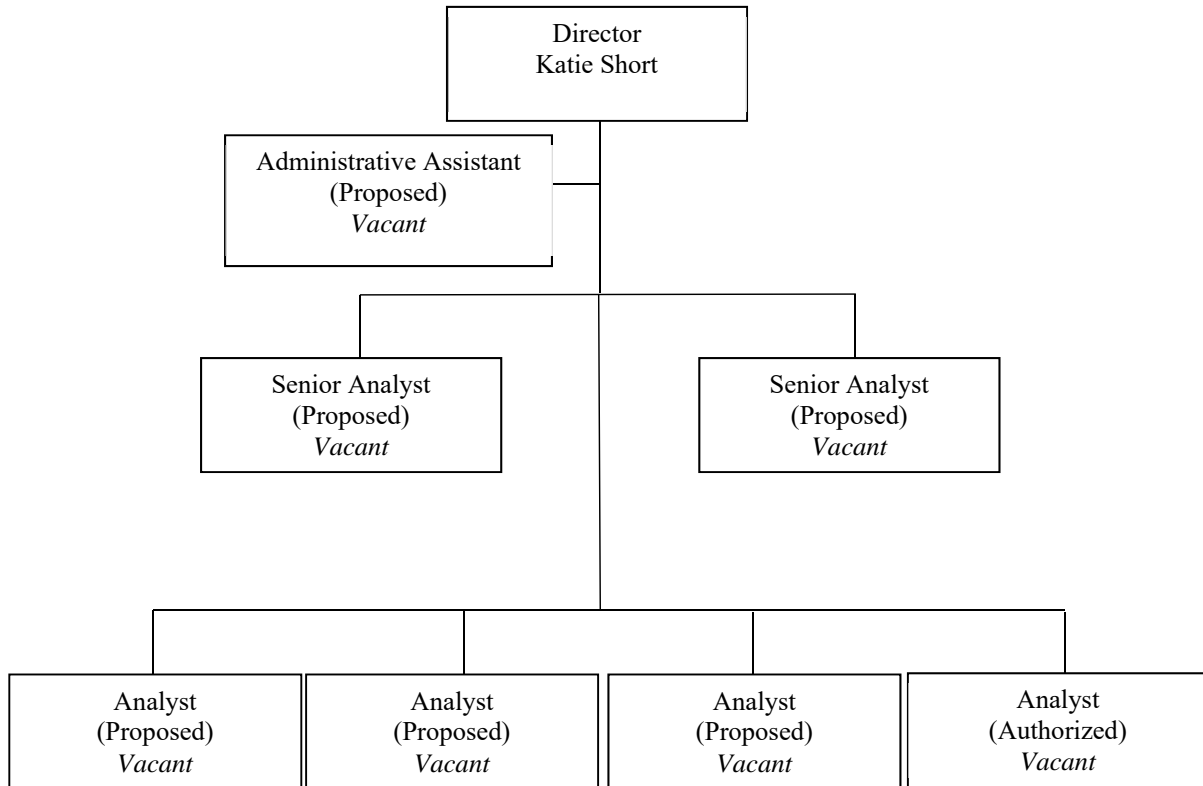


Commissioners Court Analyst's Office

New department effective October 2019

Department Provided Information

Commissioners Court's Analyst's Office
Proposed Fiscal Year 2021 Organizational Chart



Form #1: Department Mission and Metrics

Commissioners Court Analyst - 112

A) Department Purpose/Mission

Per the April 30, 2019 Commissioners Court, the mission of the Commissioners Court's Analyst's Office is as follows:

"To serve Commissioners Court and their staff by being the primary provider of timely and accurate reports related to the efficiency and effectiveness of various County operations, to include fiscal and policy analysis that support the strategic planning, decision-making, and requests of Commissioners Court. The Director of the Commissioners Court's Analyst's Office will report directly to Commissioners Court, in close coordination with other departments as applicable, on the status of all ongoing reports and upcoming reports.

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

(Note that the above mission statement has been amended to reflect differentiation of the function of the Analyst's Office from existing function of the Auditor's Office.)

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

The Analyst's Office, staffed with a Director in October 2019, does not yet have accomplishments, as they might align with the proposed performance measures, to report as of the date of this submission. That said, the Office is underway on: (1) Interviewing for positions as they are authorized to staff the Office, (2) Working with Court members to confirm the process by which requests will come to the Office, (3) Producing internal materials (e.g. Policies and Procedures, Style Guide, etc.).

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

The Analyst's Office is working to confirm the workflow process and associated performance measures to ensure the Office effectively and efficiently meets the needs of the members of Commissioners Court and their staff.

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

The Analyst's Office responsibilities are entirely new as of the current fiscal year. The Office's responsibilities, at this juncture, are outlined in the Department Mission (Section A above), and in summary, they include: (1) Fielding requests for policy

Form #1: Department Mission and Metrics

analyses from members of Commissioners Court, and (2) Producing operational assessments at the request of members of Commissioners Court.

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

The Analyst's Office is in the process of incurring costs of starting up, including the purchase of new technology (e.g. printers, laptops, monitors, etc.) and supplies. It is anticipated that these one-time expenditures will likely carry into the new fiscal year with the anticipated growth of the Office.

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 measures, for both Policy Analysis and Operational Assessments, will include:

- Number of requests received
- Numbers of reports produced
- Number of ongoing reports
- Average, median, and full range of number of staff hours per report
- Average number of reports per research staff member

Because the Analyst's Office has not yet had the chance to produce associated work product, there are no performance measures on which to 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.

External performance measures will include:

- Number of recommendations from Operational Assessments implemented
- Summary of Annual Survey, based on responses from Court members and staff, for both Policy Analysis and Operational Assessments

Because the Analyst's Office has not yet had the chance to produce associated work product, there are no performance measures on which to report.

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:

Commissioners Court's Analyst's Office

FY19/20 General Fund Adopted Budget:

\$0

(New department started in October 2019)

Rollover Budget Received in FY19/20:

\$0

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	<u>Policy Analysis:</u> The Analyst's Office completes policy analyses on an ad hoc basis at the direction of individual members of Commissioners Court. These reports are anticipated to be shorter in length than the Office's Operational Assessments.	\$0	0	4.3	\$734,411		1	Yes
2	<u>Operational Assessment:</u> The Analyst's Office completes assessments of functions, programs, services administered by the County, at the direction of Commissioners Court.	\$0	0	2.4	\$438,461		2	Yes
3	<u>Administration:</u> The Analyst's Office maintains the administrative functions necessary to operate a County department.	\$0	0	1.3	\$202,059		3	Yes
4								
5								
6								
7								
8								
9								
10								

Department-Estimated Totals

\$0

0

8

\$1,374,931

* 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: Commissioners Court's Analyst's Office

Functional Area: Policy Analysis
 Dept. Funding Priority 1
 #:

Funding Request*:

Start-Up Costs (One-time)	\$	17,400
Cost of Positions (Recurring)		587,011
Other Recurring Costs		<u>130,000</u>
Total Request	\$	734,411

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

Created in April 2019 and staffed with a Director in October 2019, the Analyst's Office is charged with the duty to perform Policy Analysis as requested by the members of Harris County's Commissioners Court. Specifically, the Analyst's Office is required, "To serve Commissioners Court and their staff by being the primary provider of timely and accurate reports related to the efficiency and effectiveness of various County operations, to include fiscal and policy analysis that support the strategic planning, decision making, and requests of Commissioners Court."

In this capacity, the Analyst's Office will aid the Court and County departments in fielding the ad hoc research requests from Court members, which are typically shouldered by individual departments. As noted in Form 2, these analyses are anticipated to be shorter in form than the Office's Operational Assessments.

As the Analyst's Office is in its nascent stage of formation, there is a need for additional analytical staff and resources to meet the Office's 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 costs outlined above include the following to aid the Office in meeting its mandate:

- One-time costs for equipment (e.g. laptops, monitors, etc.) and supplies (e.g. paper, letterhead, etc.), which are divided proportionally among the Office's services;
- Ongoing costs for staff, supplies, subscriptions, and training, as well as an allocation for recommended consulting services (\$75,000) to aid with augmenting staff capacity, if 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.

The proposed office structure was informed by the structure of other similar offices, including the Texas House Research Organization, the Texas Legislative Budget Board, and the San Francisco Legislative Analyst's Office, in addition to ongoing conversations with members of Commissioners Court and their staff to assess need and expectations.

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

Current and Aspirational Performance Measures for the Analyst's Office:

- Number of requests received
- Numbers of reports produced
- Number of ongoing reports

**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.*

- Average, median, and full range of number of staff hours per report
- Average number of reports per research staff member
- Summary of Annual Survey, based on responses from Court members and staff

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 Office will report on the status of the above performance measures at the midyear for Fiscal Year 2021. Additionally, the Office will report on all performance measures in each of the Office's annual budget reports.

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

The following positions, with associated base salary estimates, estimated FTE allocations, and corresponding pay periods, comprise the Office's capacity to meet the proposed Policy Analysis function:

- Director, \$165,000, at 0.35 FTE (across 26 pay periods)
- Senior Analyst, \$116,480, at 1.2 FTE (across 26 pay periods)
- Analyst, \$81,000, at 2.8 FTE (across 26 pay periods)

This priority is the Office's first funding priority for Fiscal Year 2021 because this function may aid Court members in addressing some immediate research needs. The allocation of staff is reflective of this function's priority.

Please note that the budget estimates at the top of this form reflect the addition of the County's recommended benefits multiplier plus health benefits.

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

The current floor on which the department is housed could accommodate the department at its proposed size, provided that the offices are outfitted with sufficient seating and that all offices on the floor are determined to be suitable for occupation.

***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: Commissioners Court's Analyst's Office

Functional Area: Operational Assessment
 Dept. Funding Priority 2
 #:

Funding Request*:

Start-Up Costs (One-time)	\$	9,000
Cost of Positions (Recurring)		324,661
Other Recurring Costs		<u>104,800</u>
Total Request	\$	438,461

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

Created in April 2019 and staffed with a Director in October 2019, the Analyst's Office is charged with the duty to perform Operational Assessments as requested by the members of Harris County's Commissioners Court. Specifically, the Analyst's Office is required to "conduct [operational assessments] for County departments with department heads appointed by Commissioners Court," at the direction of the members of Commissioners Court. Further, "at the authorization of Commissioners Court, similar [assessments] may be conducted if requested by elected department heads seeking services from this office."

The Analyst's Office will complete assessments of functions, programs, and services administered by the County, at the direction of Commissioners Court. These Operational Assessments will be more detailed in nature and/or broader in scope than the Policy Analysis.

As the Analyst's Office is in its nascent stage of formation, there is a need for additional analytical staff and resources to meet the Office's 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 costs outlined above include the following to aid the Office in meeting its mandate:

- One-time costs for equipment (e.g. laptops, monitors, etc.) and supplies (e.g. paper, letterhead, etc.), which are divided proportionally among the Office's services;
- Ongoing costs for staff, supplies, subscriptions, and training, as well as an allocation for consulting services (\$75,000) to aid with augmenting staff capacity, if needed.

While the Operational Assessments are an important component of the Analyst's Office mandate, it is not listed as the first funding priority for the Office's first year of operation as the shorter form analyses may aid Court members in addressing any immediate needs.

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 proposed office structure was informed by the structure of other similar offices, including the Texas House Research Organization, the Texas Legislative Budget Board, and the San Francisco Legislative Analyst's Office, in addition to ongoing conversations with members of Commissioners Court and their staff to assess need and expectations. Additionally, feedback received from Human Resources on payroll estimates is also included.

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.*

Current and Aspirational Performance Measures for the Analyst's Office:

- Number of requests received
- Average, median, and full range of number of staff hours per report
- Number of program assessments completed
- Number of recommendations from Assessments implemented (when applicable)
- Summary of Annual Survey, based on responses from Court members and staff

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 Office will report on the status of the above performance measures at the midyear for Fiscal Year 2021. Additionally, the Office will report on all performance measures in each of the Office's annual budget reports.

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

The following positions, with associated base salary estimates, estimated FTE allocations, and corresponding pay periods, comprise the Office's capacity to meet the proposed Policy Analysis function:

- Director, \$165,000, at 0.4 FTE (across 26 pay periods)
- Senior Analyst, \$116,480, at 0.8 FTE (across 26 pay periods)
- Analyst, \$81,000, at 1 FTE (across 26 pay periods)

This staffing orientation would allow one full-time staff person to work on an assessment through the duration of the assessment, affording the Office consistency on these long-term reports.

Please note that the budget estimates at the top of this form reflect the addition of the County's recommended benefits multiplier plus health benefits.

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

The current floor on which the department is housed could accommodate the department at its proposed size, provided that the offices are outfitted with sufficient seating and that all offices on the floor are determined to be suitable for occupation.

***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: Commissioners Court's Analyst's Office

Functional Area: Administration
 Dept. Funding Priority 3
 #:

Funding Request*:

Start-Up Costs (One-time)	\$	5,600
Cost of Positions (Recurring)		188,259
Other Recurring Costs		8,200
Total Request	\$	202,059

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

Created in April 2019 and staffed with a Director in October 2019, the Analyst's Office is charged with conducting nonpartisan policy research at the request of the members of the Harris County Commissioners Court.

As the Analyst's Office is in its nascent stage of formation, there is a need for administrative support and resources to aid the Office in meeting its 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 Analyst's Office seeks to staff adequately the administrative duties of the Office, including, but not limited to: ordering supplies, processing purchase orders, aiding with payroll, among other administrative functions. The majority of administrative duties will be handled by the Office's Administrative Assistant, but there are functions required of the Director, including human resources-related functions, and to a lesser extent, the Senior Analysts, too.

This Administrative function shares in the one-time costs of associated office equipment (e.g. printers, laptops, etc.) and supplies (e.g. business cards and letterhead), which are divided proportionally among the Office's other services. This function also shares in the recurring costs for supplies, subscriptions, 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.

This approach was generated based on estimates from other departments within the County of similar size, in addition to feedback received from Human Resources on payroll estimates.

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

The Analyst's Office proposes tracking the following performance measures. While these measures are related to the Office's other services, the Office's administrative function will support these tasks, at the very least, indirectly.

Current and Aspirational Performance Measures for the Analyst's Office, for both Policy Analysis and Operational Assessments:

- Number of requests received
- Numbers of reports produced
- Number of ongoing reports
- Average, median, and full range of number of staff hours per report

**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.*

- Average number of reports per research staff member
- Number of recommendations from Assessments implemented (when applicable)
- Summary of Annual Survey, based on responses from Court members and staff

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 Office will report on the status of the above performance measures at the midyear for Fiscal Year 2021. Additionally, the Office will report on all performance measures in each of the Office's annual budget reports.

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

The following positions, with associated base salary estimates, estimated FTE allocations, and corresponding pay periods, comprise the Office's proposed Administrative function:

- Administrative Assistant, \$74,800, at 1 FTE (across 26 pay periods)
- Director, \$165,000, at 0.3 FTE (across 26 pay periods)
- Senior Analyst, \$116,480, at 0.1 FTE (across 26 pay periods)

Please note that the budget estimates at the top of this form reflect the addition of the County's recommended benefits multiplier plus health benefits.

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

The current floor on which the department is housed could accommodate the organization structure as proposed in these budget documents, provided that the offices are outfitted with sufficient seating and that all offices on the floor are determined to be suitable for occupation.

***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 Commissioners Court's Analyst's Office
Response to Supplemental Budget Questions from the County Judge's Office

1. What is the mission of the CCAO?

Per the April 30, 2019 Commissioners Court, the mission of the Commissioners Court's Analyst's Office is as follows:

“To serve Commissioners Court and their staff by being the primary provider of timely and accurate reports related to the efficiency and effectiveness of various County operations, to include fiscal and policy analysis that support the strategic planning, decision making, and requests of Commissioners Court. The Director of the Commissioners Court's Analyst's Office will report directly to Commissioners Court, in close coordination with other departments as applicable, on the status of all ongoing reports and upcoming reports.

“Additionally, at the request of Commissioners Court, the Office will conduct [operational assessments] for County departments with department heads appointed by Commissioners Court. At the authorization of Commissioners Court, similar [assessments] may be conducted if requested by elected department heads seeking services from this office.”

(Note that the above mission statement has been amended to reflect differentiation of the function of the Analyst's Office from existing function of the Auditor's Office.)

2. Why is the CCAO important? What need is it filling/what problem is it trying to solve?

The Commissioners Court's Analyst's Office is sole department in the County that offers a singular commitment to the production of policy and fiscal analyses as well as operational assessments, as requested by Commissioners Court. The Office will be comprised of experienced analytical staff with expertise in both qualitative and quantitative analysis to provide the Court members and staff with reliable, thorough analysis of policy and fiscal matters. The work produced by this Office may aid members of Commissioners Court's in policy decision-making, and help chronicle Court's policy decision-thinking.

3. What programs and services will the CCAO provide?

At this juncture, the Analyst's Office will provide the following resources to the members of Commissioners Court, as mandated by the Office's mission: (1) Fielding requests for policy analyses from members of Commissioners Court, and (2) Producing operational assessments at the request of members of Commissioners Court.

4. What is the staffing model and organization chart for the CCAO?

The proposed office structure was informed by the structure of other similar offices, including the Texas House Research Organization, the Texas Legislative Budget Board, and the San Francisco Legislative Analyst's Office, in addition to ongoing conversations with members of Commissioners Court and their staff to assess need and expectations. See the attached chart.

5. How will you evaluate the success of the CCAO? What specific metrics will you use to measure success?

The following performance measures are currently the measures the Office intends to use to assess performance:

- Number of requests received
- Numbers of reports produced
- Number of ongoing reports
- Average, median, and full range of number of staff hours per report
- Average number of reports per research staff member
- Number of recommendations from Operational Assessments implemented
- Summary of Annual Survey, based on responses from Court members and staff

That said, the final two measures, (1) the number of recommendations implemented and (2) the results of the annual survey, may be the most informative of the impact this Office has. A success for the first year would include an overall positive assessment from the Court members and staff. For the years beyond, the implementation of the recommendations from the Office's operational assessments would go to demonstrating the usefulness of the Office.

6. How much of CCAO's work will be done by internal County staff vs. external consultants?

It is expected that the majority of the Analyst's Office work will be completed by County staff. This is chiefly because the Office's ability to produce reports will in part rely on the relationships the Office builds with County departments. The addition of temporary contractors may be useful in some contexts, but in general, would not afford the Office the opportunity for relationship-building.

7. What are the key milestones or accomplishments that CCAO will achieve in the upcoming year? What is the estimated completion date for these milestones or accomplishments?

Key milestones for the Analyst's Office for the coming year include: (1) the regular production of policy analyses for all members of Commissioners Court, which the Office hopes to have underway in early 2021, and (2) the commencement of the operational assessments following the start of the next fiscal year. Beyond that, the Office will

consider additional milestones, including reporting on proposed performance measures, at the midyear review.

8. Will the CCAO attempt to obtain federal, state or other external funding sources?

The Analyst's Office, as an extension of Commissioners Court, does not, at this time, intend to seek external funding. That said, the Office is not opposed to considering it once staffed, and if it is a priority of Court that the Office do so, it will.

9. How will the CCAO work with Commissioners Court and County departments?

The specifics of the Office's workflow are still under review, and once that process is reviewed and approved, it will be shared.

610-COUNTY AUDITOR

Data as of: 11/11/2019

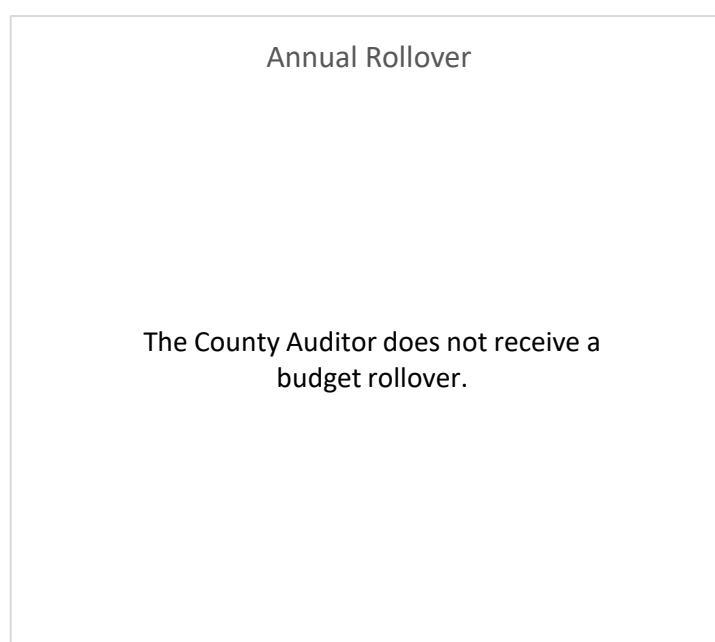
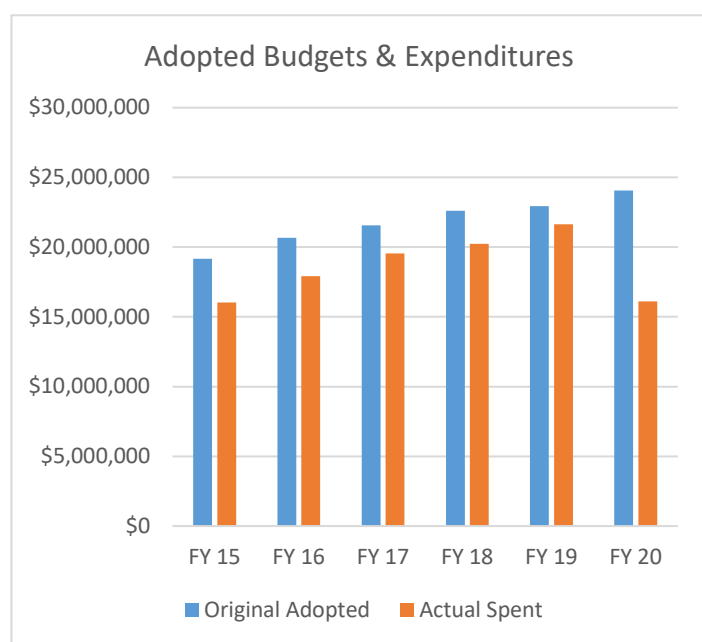
Avg. Annual Budget Increase Last 5 Years: 4.7%

FY 20 Adopted Budget Per Capita (Harris County): \$5.12

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$19,158,870	\$20,674,165	\$21,559,923	\$22,599,940	\$22,935,000	\$24,062,779
Final Adjusted	\$19,158,870	\$20,674,165	\$21,559,923	\$22,599,940	\$22,933,150	\$24,434,732
Rollover Received	--	--	--	--	--	--
Rollover % of Adopted	--	--	--	--	--	--

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$14,895,132	\$16,778,259	\$18,611,834	\$17,853,467	\$18,830,501	\$14,000,999
Non-Labor/Transfers	\$1,139,948	\$1,131,686	\$928,836	\$2,378,107	\$2,803,436	\$2,112,996
Actual Spent	\$16,035,080	\$17,909,944	\$19,540,670	\$20,231,573	\$21,633,937	\$16,113,995



FY20 Rollover as a % of FY20 Adopted Budget: n/a

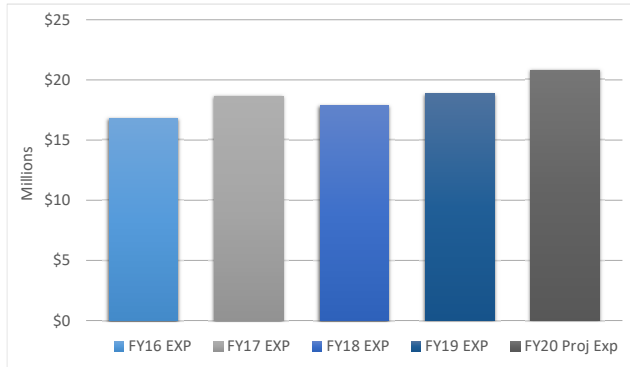
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	5	\$0	\$1,177,042
1010-HURRICANE HARVEY RECOVERY	3	\$0	\$360,491
7657-CDBG-DR 17 HARVEY	2	\$0	\$816,551

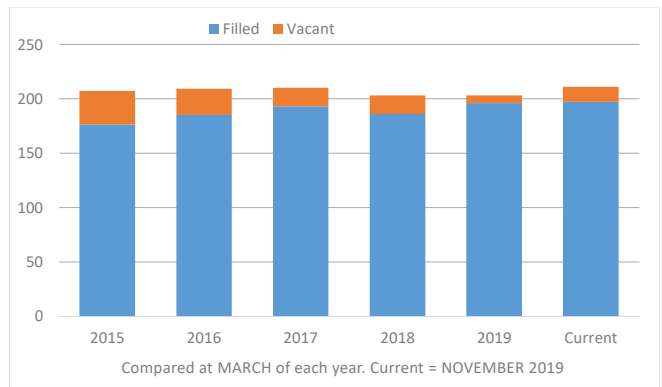
PERSONNEL SUMMARY FOR COUNTY AUDITOR

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

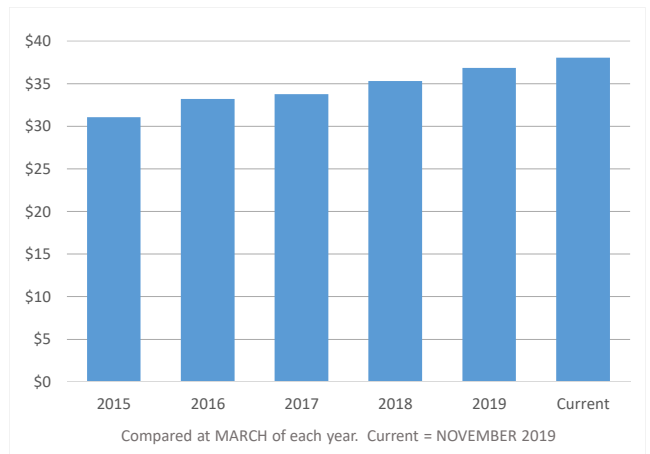


Avg. Salary Increases For Existing Full-Time Employees

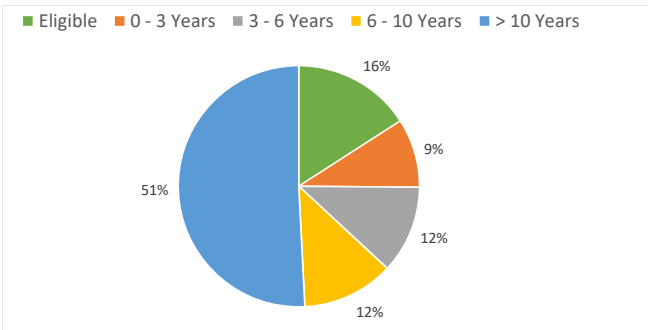
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	176	6.1%	6.1%
Sept 2017	145	14.1%	6.8%
Sept 2016	128	20.1%	6.3%
Sept 2015	108	25.8%	5.9%
Sept 2014	95	33.8%	6.0%

	Filled	Vacant	Total
R32+	197	12	209
Part	0	1	1
Temp	0	1	1

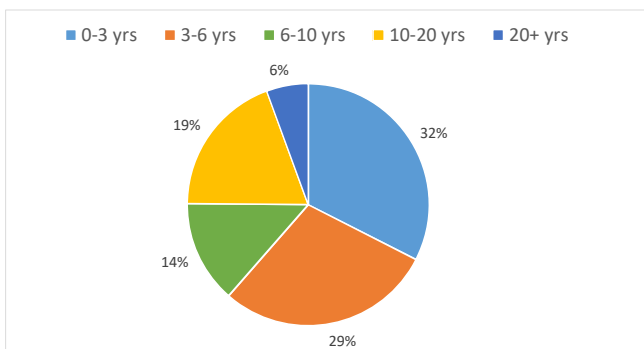
Dept. Average Hourly Base Pay Rate



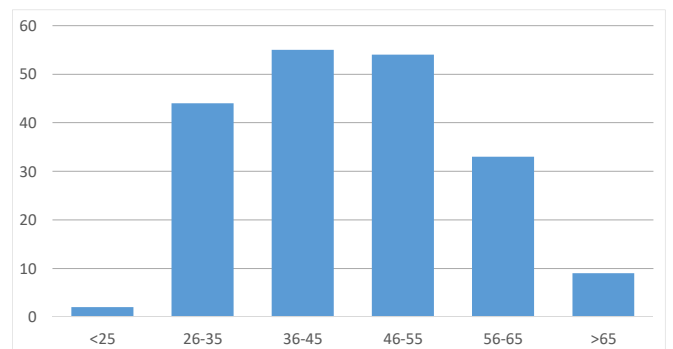
Retirement Eligibility



Employee Tenure



Number of Employees by Age





Department-Provided Information

HARRIS COUNTY AUDITOR'S OFFICE

BUDGET HEARING

December 10, 2019

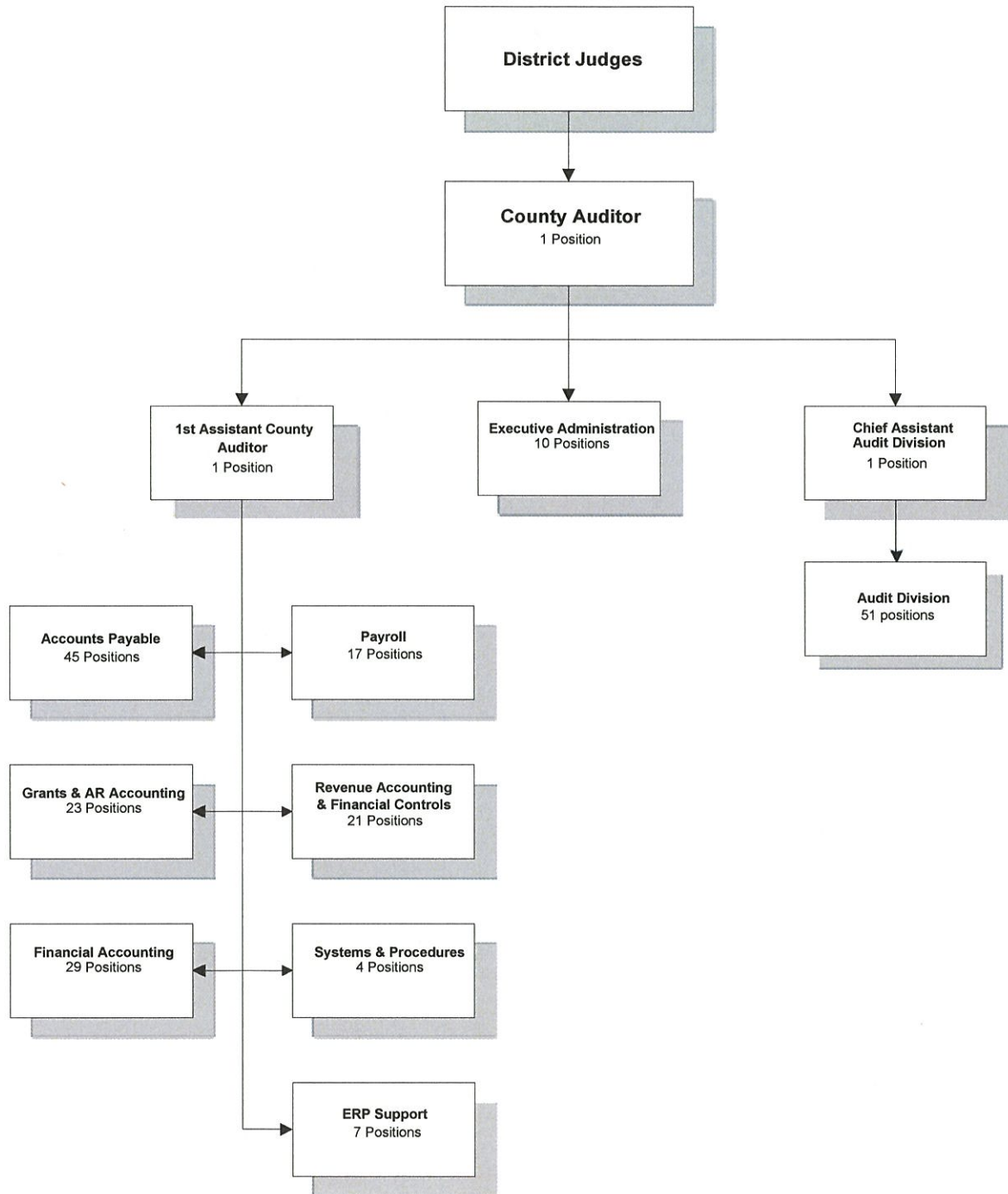


**MICHAEL POST, CPA, MBA
HARRIS COUNTY AUDITOR**



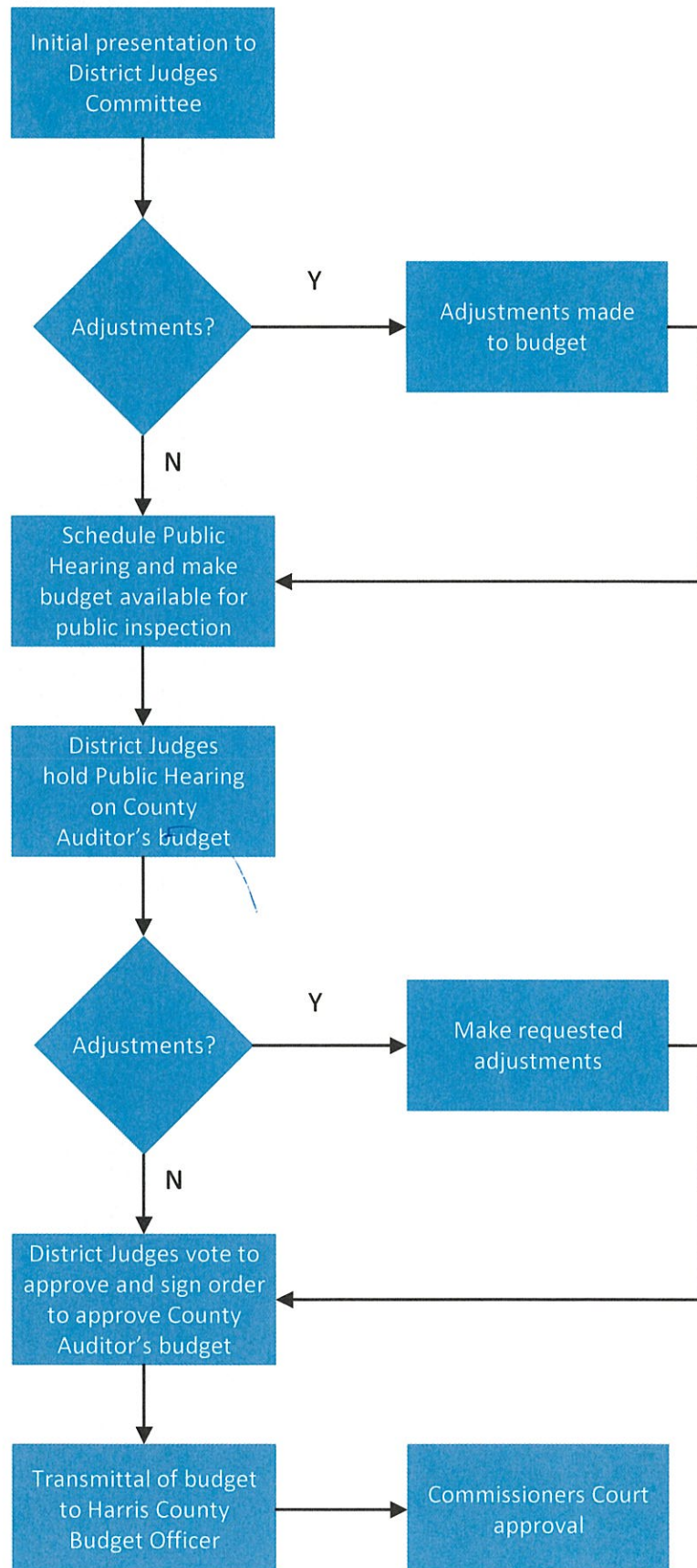
Harris County Auditor's Office

ORGANIZATION CHART



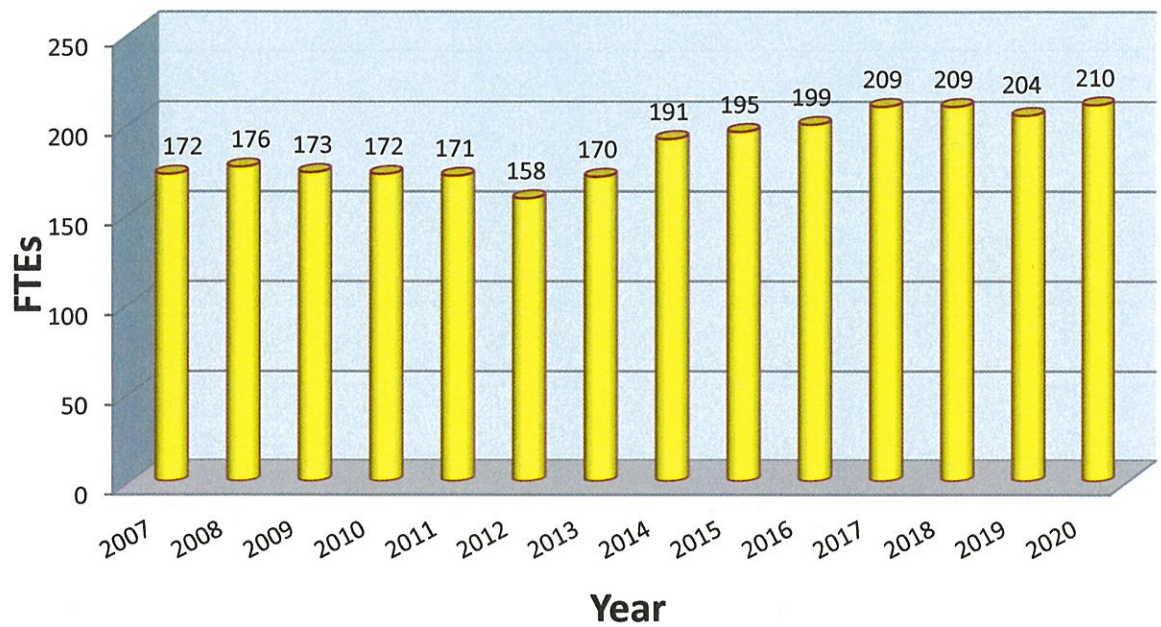
TOTALS:	Executive 12	Accounting 146	Audit 52	=	210
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Harris County Auditor's Office Budget Process

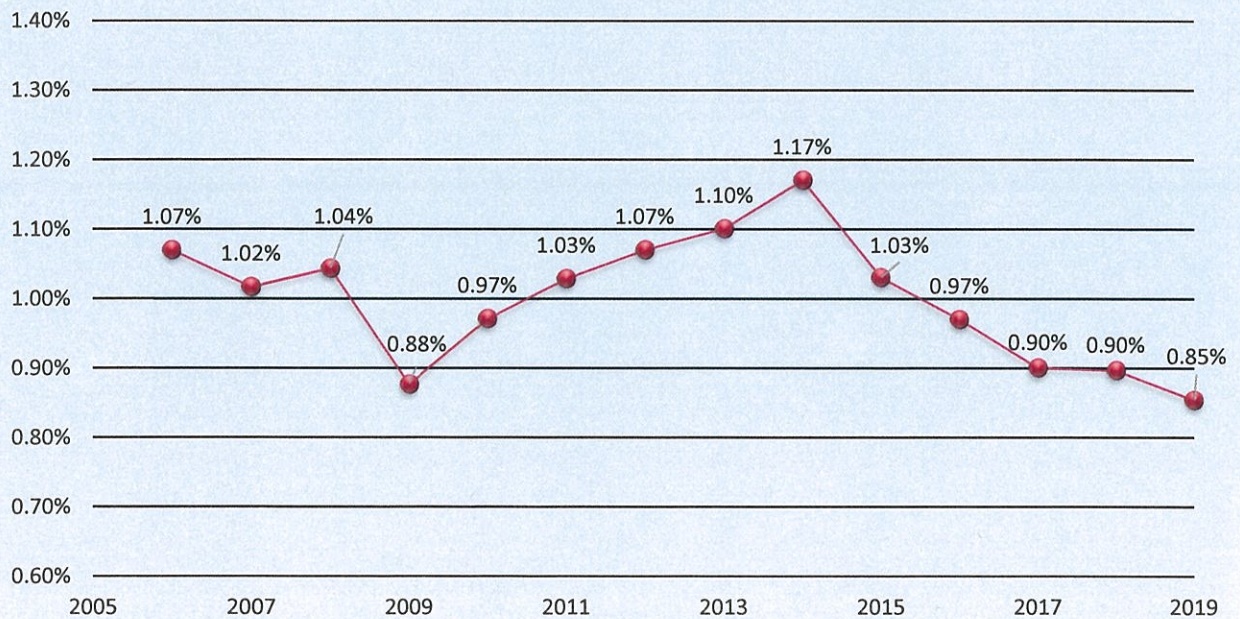


HISTORICAL STAFFING AND BUDGET METRICS

Harris County Auditor's Office Positions



Harris County Auditor's Office Budget as a Percent of the General Fund Budget



HARRIS COUNTY AUDITOR'S OFFICE
Statutory and Other Requirements

Below are excerpts of pertinent statutory and other requirements related to the County Auditor's budget:

Code Section: TX LGC 111.074

Limitation on Budget of the County Auditor - An increase from one fiscal year to the next in the amount budgeted for expenses of the county auditor's office or the salary of an assistant auditor shall not exceed five (5) percent without approval of the Commissioner's court.

Code: TX LGC 152.905

Procedures for Setting Compensation by District Judges - (a) This section applies only to the compensation of the county auditor, assistant auditors, and court reporters. (b) Before setting the amount of annual compensation of the county auditor, assistant auditors, and court reporters, the district judge or judges shall hold a public hearing on the matter at which parties in interest and citizens have an opportunity to be heard. (c) Not earlier than the 30th or later than the 10th day before the date of the hearing, notice of the time, place, and subject of the hearing must be published in a newspaper of general circulation in the county. (d) At the hearing, the district judge or judges shall set the amount of compensation of the county auditor, assistant auditors, and court reporters considered at the hearing. The vote must be recorded, transcribed, and maintained as a public record.

Code: TX LGC 84.021

Assistants - From time to time the county auditor may certify to the district judges a list stating the number of assistants to be appointed, the name, duties, qualifications, and experience of each appointee, and the salary to be paid to each appointee. The district judges after careful consideration of the application for the appointment of the assistants and after inquiry concerning the appointees' qualifications, the positions sought to be filled, and the reasonableness of the requested salaries, shall prepare a list of the appointees that the judges approve and the salary to be paid each. The judges shall certify this list to the Commissioner's court, which shall order the salaries to be paid on the performance of services and shall appropriate an adequate amount of money for this purpose.

615-PURCHASING AGENT

Data as of: 11/11/2019

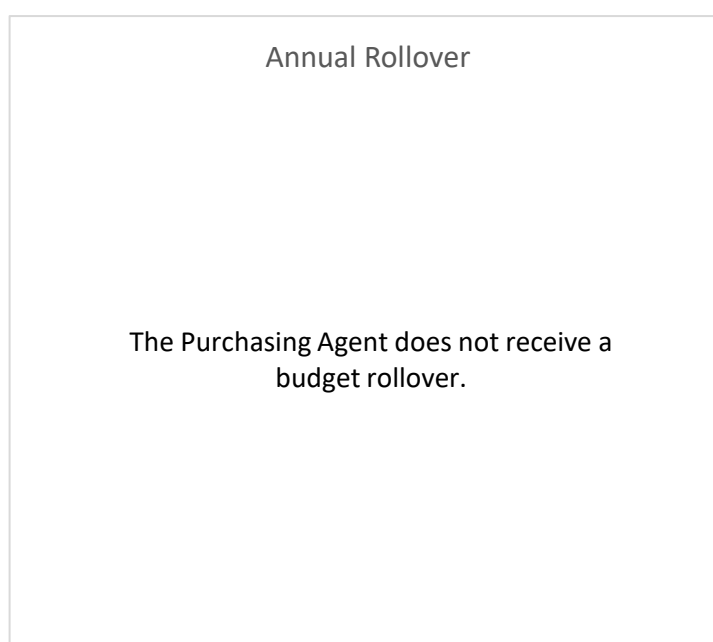
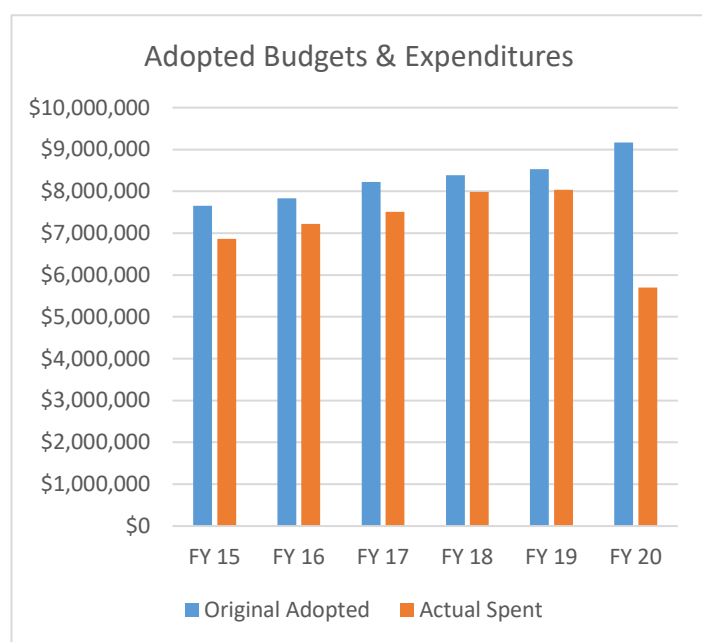
Avg. Annual Budget Increase Last 5 Years: 3.7%

FY 20 Adopted Budget Per Capita (Harris County): \$1.95

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$7,658,286	\$7,835,000	\$8,225,000	\$8,390,000	\$8,528,000	\$9,168,000
Final Adjusted	\$7,676,573	\$7,835,000	\$8,225,000	\$8,390,000	\$8,671,000	\$9,168,000
Rollover Received	--	--	--	--	--	--
Rollover % of Adopted	--	--	--	--	--	--

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$6,653,902	\$6,943,255	\$7,278,939	\$7,771,358	\$7,811,101	\$5,492,510
Non-Labor/Transfers	\$212,155	\$282,150	\$227,389	\$215,483	\$224,660	\$205,751
Actual Spent	\$6,866,057	\$7,225,404	\$7,506,328	\$7,986,841	\$8,035,760	\$5,698,261



FY20 Rollover as a % of FY20 Adopted Budget: n/a

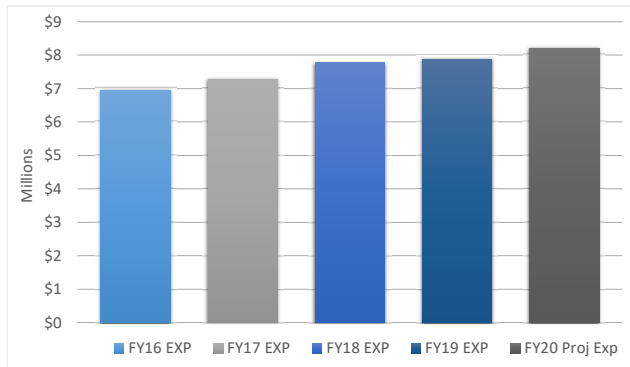
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	6	\$87,396	\$1,080,000
1010-HURRICANE HARVEY RECOVERY	5	\$77,497	\$480,000
5500-CENTRAL SERVICE-VMC	0	\$9,899	\$0
7657-CDBG-DR 17 HARVEY	1	\$0	\$600,000

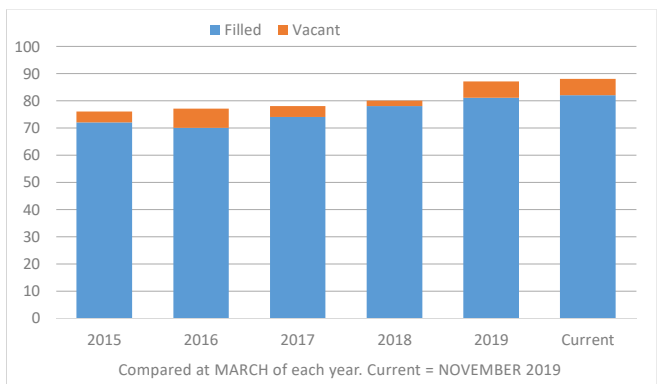
PERSONNEL SUMMARY FOR PURCHASING AGENT

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

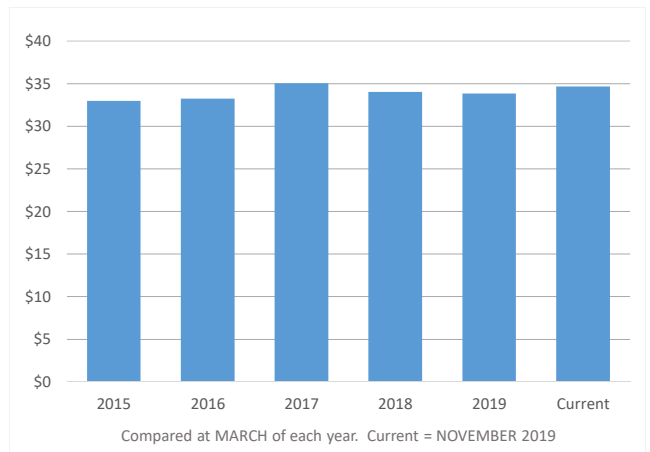


Avg. Salary Increases For Existing Full-Time Employees

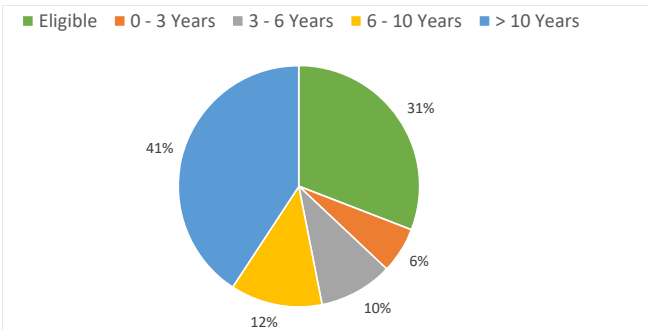
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	62	6.3%	6.3%
Sept 2017	59	7.8%	3.8%
Sept 2016	50	10.6%	3.4%
Sept 2015	47	15.7%	3.7%
Sept 2014	44	22.5%	4.1%

	Filled	Vacant	Total
R32+	82	6	88
Part	0	0	0
Temp	0	0	0

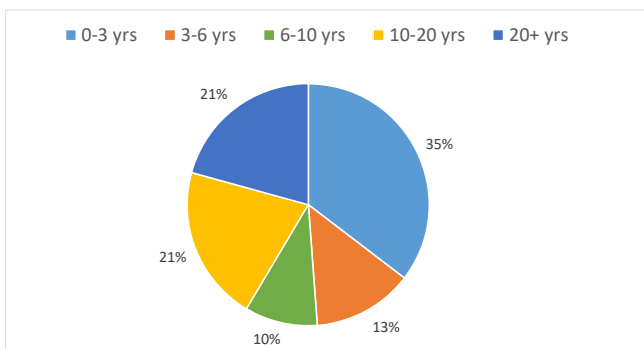
Dept. Average Hourly Base Pay Rate



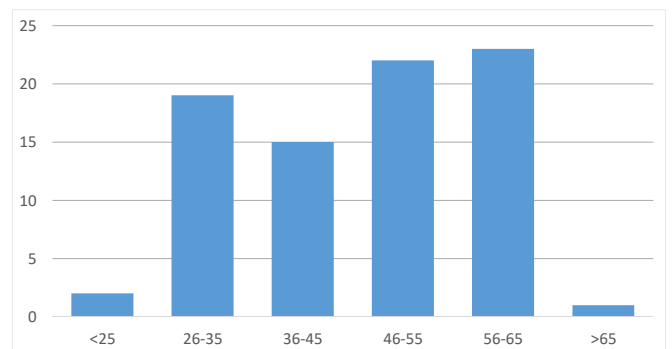
Retirement Eligibility



Employee Tenure

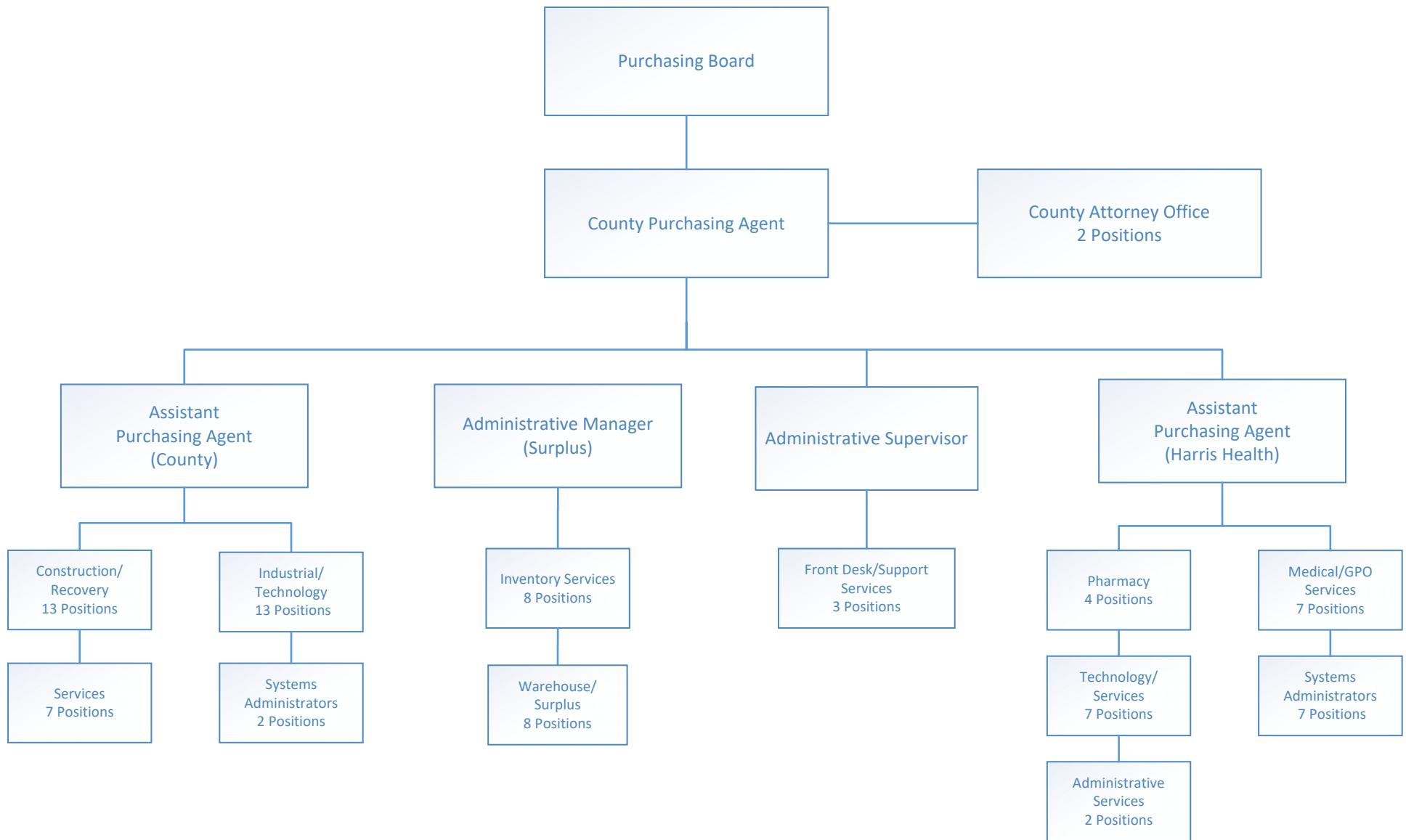


Number of Employees by Age

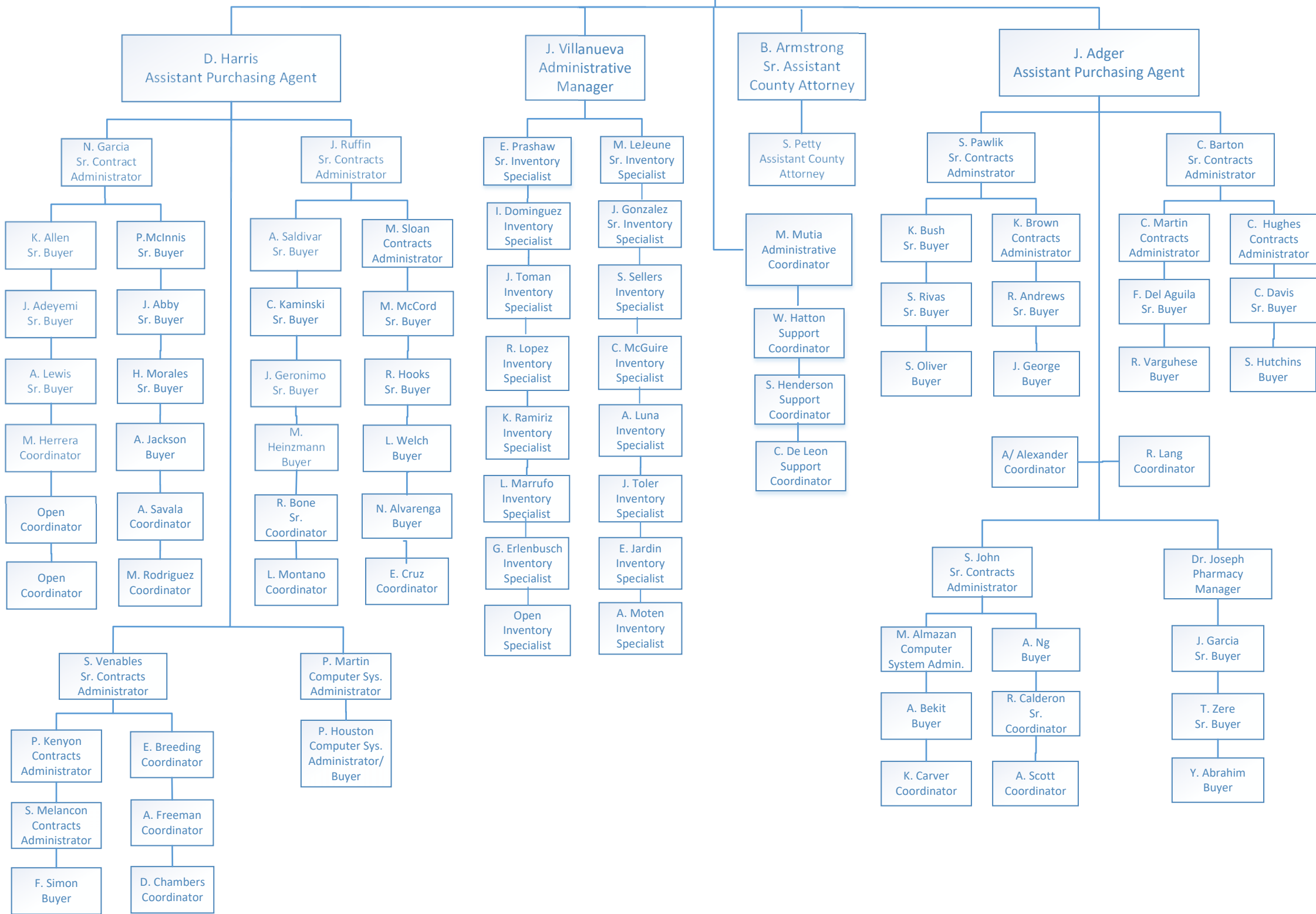




Department-Provided Information



Office of the Harris County Purchasing Agent
DeWight Dopslauf, C.P.M., C.P.C.M.
Purchasing Agent



Form #1: Department Mission and Metrics

Purchasing - 615

A) Department Purpose/Mission

The mission of the Office of the Purchasing Agent is to acquire appropriate goods and services essential to the operation of Harris County government and certain other governmental agencies in a timely and prudent manner, considering quality, value, and economy. All purchases are made in compliance with the Texas Local Government Code (LGC), other relevant law and best business practices. Through anticipation of County requirements, proper planning, preparation and development of its employees, the Purchasing Office actively pursues opportunities for cost savings, economies of scale and broadening and diversification of its vendor base.

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

The following items are accomplishments and/or improvements completed throughout the year.

- Implementation of the B2GNow Diversity Management software to automate data-gathering, tracking and reporting for vendor payments, use of diverse firms and prevailing wage compliance.
- Implementation of an automated workflow process for creation and processing of Court items utilizing the Open Text platform.
- Implementation of GovSpend to provide real-time searching, reporting, and analytical information for goods and services of government agencies throughout the US.
- Creation of the Harris County Federal Procurement Policy Manual, Federal Procurement Procedures Manual, Federal Procurement bid templates and forms.
- Implementation of barcode scanners and software for inventory management to increase efficiencies and eliminate errors with recording data.
- Implementation of online credit card payment option for the sale of public surplus to reduce and/or eliminate the acceptance of cash by staff.
- Various staff have participated and/or been elected to the board of directors with Southeast Texas Association of Public Purchasing (SETAPP) and The Institute of Public Procurement (NIGP), which provides a means of education, training and development necessary to enhance, maintain and support

Form #1: Department Mission and Metrics

best procurement practices, ethical values and statutory requirements.

- Participated in various outreach events throughout the County to assist the vendor community with how to participate in procurement opportunities. The following are a few of the events we attended: (1) Houston Hispanic Chamber of Commerce, (2) Harris County Precinct 2 Small Business Summit, (3) WBEA Business Conference and Matchmaking, (4) Harris County Precinct 2 Builders & Developers Symposium, (5) Asian Chamber of Commerce Summit, (6) Greater Houston Business Procurement Forum

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

Each division reorganized and created/promoted individuals necessary to establish multiple layers of supervision for work task and employee relations. Continued efforts are taking place to refine the automation and workflow processes through PeopleSoft to create more efficient means/methods for departmental creation of requisitions, timely releases of purchase orders, tracking expenditure and create a robust means to allow vendors to access information in relation to their contracts, purchase orders and invoices.

Developed and implemented internal public procurement curriculum based workshops and have delivered over 196 man hours of training for staff.

Implemented Premier Spend Dashboard tool to review contract compliance through detailed spend analysis and product utilization history.

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

In partnership with Harris Health System Supply Chain Management Department, implemented Premier Ascend Contracting to provide additional saving on medical products through standardization. Obtained the responsibility of procuring all Flood Control District's construction projects which previously was carried out and completed by their staff.

With the implementation of PeopleSoft; it was determined the best option to ensure the County inventory was accurate in the new system is to complete a county wide retagging of all fixed assets. The Purchasing Services Division has begun the task; however, with the cooperation of all departments this will take at least six to eight months to complete.

Form #1: Department Mission and Metrics

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

If the B2G software platform is maintained by the newly created Economic Opportunity Department then we will not incur the future maintenance cost which is approximately \$10,000. This fee is based on tracking 200 projects per year; as the project numbers increase the fees 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.

The attached metrics are used to determine department wide productivity and work output; however, the current financial/procurement system does not have the ability to track in detail. With that being said, we utilize manual processes (i.e. spreadsheets) for tracking staff workload, work output and operational efficiencies. Managers/Supervisors complete performance evaluations yearly for each staff member to discuss strengths/weaknesses and set goals for the coming year. The intention is to utilize PeopleSoft to its fullest to measure these factors for improvements and accountability of staff. Attached is a weekly 125 Report which is submitted to management; this report is reviewed to ensure the projects are being carried out in a timely manner and if not a resolution is discussed with staff.

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.

Exploring options to utilize data from organizations such as Institute of Supply Management (ISM), The Institute of Public Procurement (NIGP) and National Contract Management Association (NCMA).

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:

615 - Purchasing Agent

FY19/20 General Fund Adopted Budget:	\$9,168,000
Rollover Budget Received in FY19/20:	n/a

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 Procurement Group - Assist with all aspects of procuring goods and services for the County to include but not limited to the following: process request for purchase orders; development of specifications and procurement packages; advertising and opening of bids; evaluation of goods/services; price negotiations; contract management; vendor verification; procurement and travel card program; prepare agenda items for Commissioners Court; establish County Procurement Rules and Procedures Manual; provide training for staff, departments and vendors; maintain procurement systems, vendor outreach.	\$3,776,319	37	1	\$145,000	3.8%	1	Yes
2	Harris Health Procurement Group - Assist with all aspects of procuring medical products and equipment, pharmaceuticals, and related technology and services for the Harris Health System and Community Health Choice to include but not limited to the following: development of requirements for solicitations; evaluation of goods and services; order goods and services; contract management; Partner with Harris Health Supply Chain Management to provide value analysis and product standardization; vendor verification; prepare agenda items for Commissioners Court, Harris Health System Board of Trustees, and Community Health Choice Board of Directors; establish procurement procedures for Harris Health System and Community Health Choice; provide training for staff, departments and vendors; and maintain procurement systems.	\$3,413,334	28	1	\$116,500	3.4%	2	Yes
3	Administrative Support Group - Operating the switch board; accepting bids from vendors; sending/receiving mail and distributing; complete mail runs between offices; input of timesheets for entire department; purchase order cancellations; process invoice payments for department; complete new employee orientation for department; vendor maintenance; other duties as needed.	\$366,867	4	0	\$0			
4	Purchasing Services Group - Responsible for county inventory records, transfers, sale and disposition of County surplus, salvage and/or abandoned property. Operation of the surplus warehouse, organize and post items on surplus auction site, relocate surplus goods to departments of need, accept payment from customers for items sold, complete department review of inventory for accurate records, inspection and tagging of new fixed assets.	\$1,611,480	17					
Department-Estimated Totals		\$9,168,000	86	2	\$261,500	2.9%		

* 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: **Office of the Purchasing Agent**

Functional Area: County Procurement Group

Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		145,000
Other Recurring Costs		
Total Request	\$	145,000

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 position will be to hire a Procurement Card Manager to implement a county-wide procurement card program. With the upcoming implementation of PeopleSoft we will need a tool to replace the use of blanket purchase orders which will no longer exist with the new system.
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.
Departments will no longer the ability to issue blanket purchase orders to various vendors for small dollar purchases; therefore, this program will allow the end users the ability to utilize a procurement card at all times to complete small dollar transactions for daily operations. General funds will be used; however, many programs such as this offer a rebate on spend which is returned back 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.
Advantages of using a procurement card program is to reduce the cycle time for purchasing transactions; improve supplier relations as suppliers receive payment in 2-4 days; reduction of invoices which may result in reduction in accounts payable staff; reduce or eliminate petty cash accounts.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We can consider the cost to issue a blanket purchase order for all the county departments and compare that to the cost associated with the FTE.
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.)?
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Procurement Card Manager, base salary amount \$100,000, 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: **Office of the Purchasing Agent**

Functional Area: Harris Health Procurement Group

Dept. Funding Priority #: 2

Funding Request*:

Start-Up Costs (One-time)	\$	
Cost of Positions (Recurring)		116,500
Other Recurring Costs		
Total Request	\$	116,500

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>This position will be to hire a Senior Buyer to assist with the growing needs of Harris Health and Community Health Choice. In February 2019, our primary distributor, Cardinal Health, transitioned to the Price-lock program. While providing increased visibility of pricing discrepancies, the daily match exception report has increased from 300-400 items to 3,000-4,000 items per day which causes one FTE to spend their entire day working these pricing discrepancies rather than focusing on procurement projects.</p> <p>In 2019 we provided a dedicated staff member to Community Health Choice projects/services; this position spends approximately .5 FTE devoted to Community Health Choice project/team meetings, onsite coordination and training. While this position is funded by CHC the individual unable to sustain the project workload while carrying out the meetings, onsite coordination, etc.</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>By adding one FTE the Harris Health Procurement Group manager will have the ability to distribute the work for the exception report to this individual and allow the remaining staff to focus on daily procurement projects and services.</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.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
<p>Management will monitor the work output of the staff to ensure the projects are processed timely using the 125 project report; the price discrepancy report is worked daily which will also be monitored by management to ensure the FTE is utilizing time wisely to improve the daily report by working with the suppliers.</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.)?
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
<p>Senior Buyer, base salary amount \$82,500, 26 pay periods</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.*



DeWight Dopslauf, C.P.M., CPPO
Harris County Purchasing Agent

November 12, 2019

Commissioner's court
Harris County, Texas

RE: Purchasing Agent Budget, FY2021

Members of Commissioners court:

The following budget request is presented to you for review; the same budget will be presented to the Purchasing Agent Board for review and approval.

Purchasing's proposed budget for FY2021 is \$9,429,000, which is approximately 2.9% increase from the approved budget for FY2020.

As planned, this year Purchasing established several goals that came to fruition. After months of planning and meeting with Russ Poppe of the Flood Control District and his team, the transition of all construction related projects to our office for procurement has occurred. As the tasks continue to grow with the bond program and recovery efforts the "construction procurement team" will focus on providing superior service while examining ways to improve processes and procedures.

The implementation of the automated workflow for creation and processing of Court Agenda items utilizing Open Text has proven to be key in the standardization of court letters while saving buyers time and reducing errors. Phase two of the implementation is currently underway and is projected to be completed by January 2020.

B2G Now Diversity Management software was implemented mid-year to automate date-gathering, tracking and reporting for vendor payments, use of diverse firms and prevailing wage compliance. The Purchasing Office will maintain the software system until the newly created Economic Opportunity Development department is fully functional and ready to expand the software. The goal of this platform is to ensure prime contractors are paying sub-contractors timely, wage compliance and ability to track the use of Historically Underutilized Businesses (HUB) on County projects.

Now that the County is well underway with the implementation of the new Enterprise Resource Planning (ERP) solution, our involvement requires a significant and long-term commitment from multiple higher-level Purchasing staff, especially with the integration of a new software solution. We continue to meet the needs of the implementation process without staff augmentation.

November 12, 2019
Page Two

The Toll Road Authority, Harris Health System and Community Health Choice continue to reimburse Harris County for purchasing support which is projected to be approximately \$3.7 million for FY2021. Purchasing continues to assess County, Harris Health System and Community Health Choice procurement requirements as needed and reassign staff to provide services in the most efficient manner.

Salaries and benefits comprise 96% of the Purchasing budget. As such, retention of highly skilled and knowledgeable employees is a high priority. Purchasing encourages growth by promoting from within, procurement certifications, providing in-house training, and cross-training employees in diverse commodities that leads to a motivated and flexible staff.

This budget includes a request for two (2) new positions as detailed below;

One (1) Procurement Card Manager

- To implement a county-wide procurement card program. With the upcoming implementation of PeopleSoft we will need a tool to replace the use of blanket purchase orders which will no longer exist with the new system

One (1) Senior Buyer

- To assist with the growing needs of Harris Health System and Community Health Choice; this position will be utilized to handle the recent increase in tasks associated with the Cardinal Health distribution contract and special projects.

The above are essential to meet statutory requirements, maintain or improve current service levels, and continue to negotiate significant contract cost savings. Purchasing budgeted for anticipated needs and will only fill positions that requirements dictate.

Please let me know if you have any questions or need additional information.

Sincerely,

//s// DeWight Dopslauf

DeWight Dopslauf
Purchasing Agent

Attachments

cc: Commissioner Rodney Ellis, Precinct 1
Commissioner Adrian Garcia, Precinct 2
Hon. Steven Kirkland, 334th District Court - Civil
Hon. Ravi Sandill, 127th District Court – Civil
Hon. Hazel Jones, 174th District Court - Criminal
Clay Bowman, Court Administrator

**HARRIS COUNTY PURCHASING
ALL DIVISIONS**

Solicitations Advertised		
County, Harris Health System, and Community Health Choice		
Year	Count	Note
2017	349	
2018	394	
2019	349	YTD
2019	419	Projected

Court Agenda Items		
County Only		
Year	Count	Note
2017	730	
2018	1,048	
2019	832	YTD
2019	998	Projected

Board of Trustees Agenda Items		
Harris Health System		
Year	Count	Note
2017	628	
2018	787	
2019	703	YTD
2019	775	Projected

Board of Directors Agenda Items		
Community Health Choice		
Year	Count	Note
2017	116	
2018	122	
2019	88	YTD
2019	97	Projected

Active Contracts		
County Only		
Year	Count	Note
Current	933	10/31/2019

Active Contracts		
Harris Health System		
Year	Count	Note
Current	1,503	10/31/2019

Active Contracts		
Community Health Choice		
Year	Count	Note
Current	157	10/31/2019

YTD = Calendar Year to Date

Harris County Purchasing			
All Divisions			

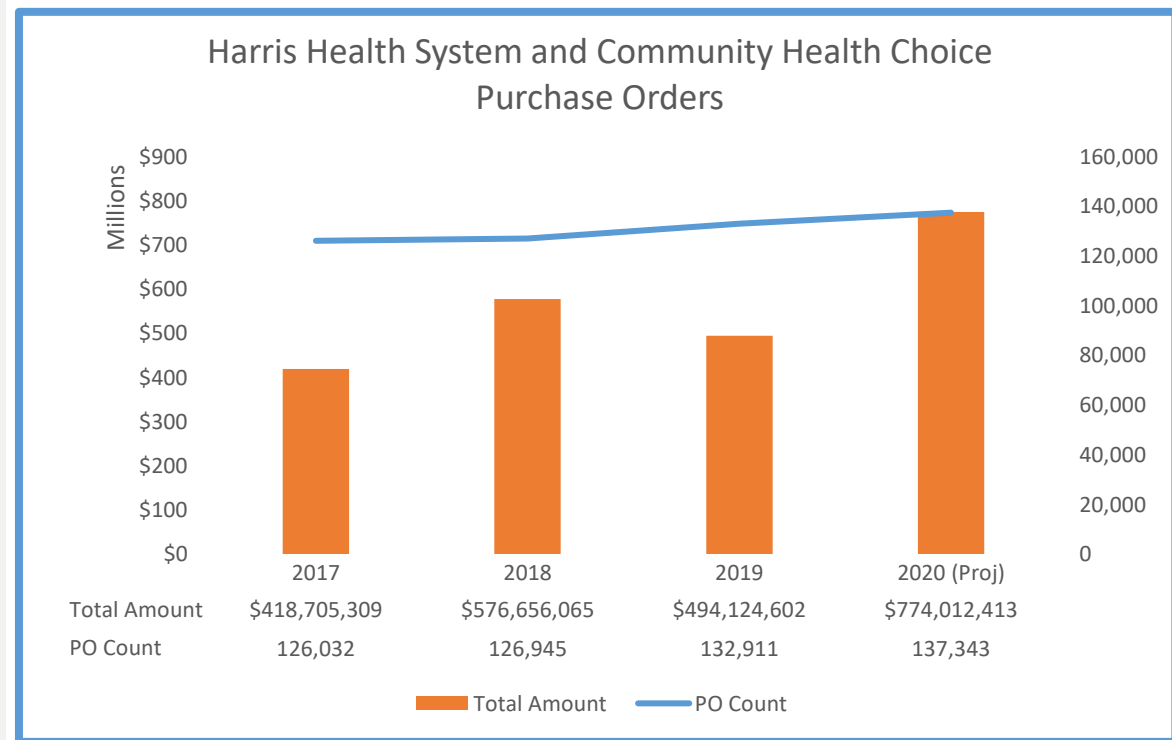
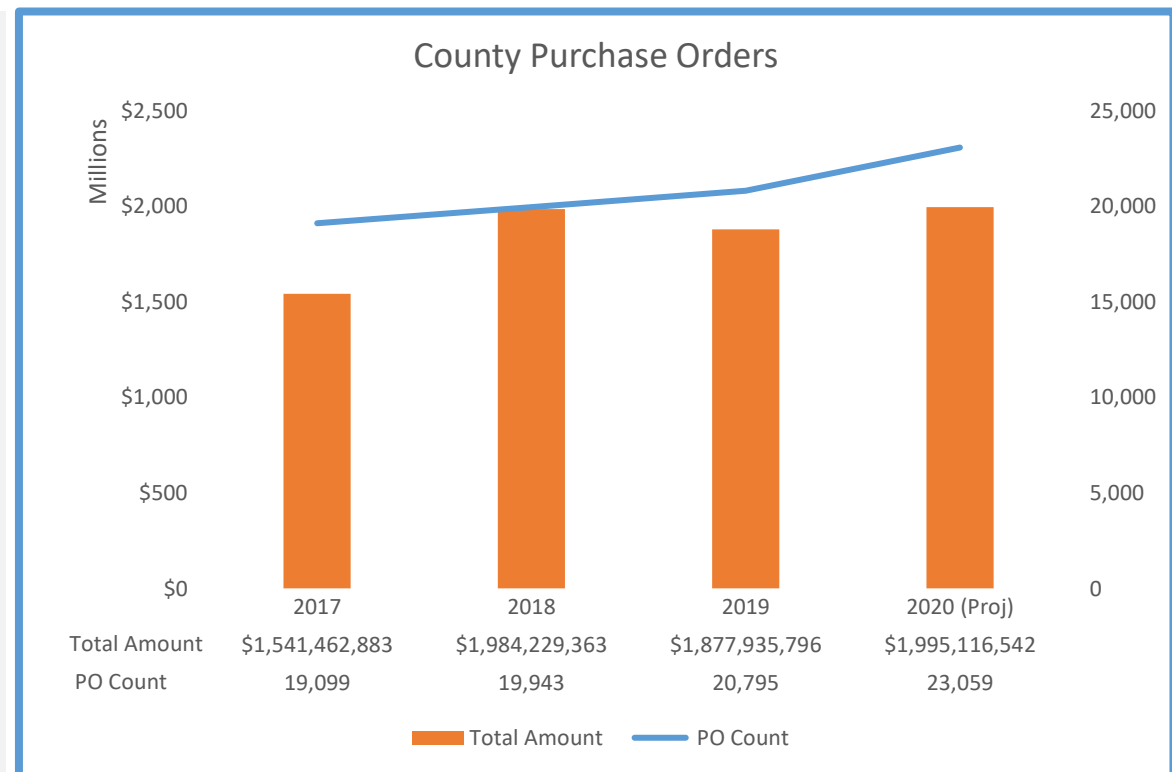
County Purchase Orders			
Fiscal Year	Period	PO Count	Total Amount
2017	03/01/2016 - 02/28/2017	19,099	\$ 1,541,462,883
2018	03/01/2017 - 02/28/2018	19,943	\$ 1,984,229,363
2019	03/01/2018 - 02/28/2019	20,795	\$ 1,877,935,796
2020 YTD	03/01/2019 - 10/31/2019	16,410	\$ 1,394,713,426
2020 (Proj)	03/01/2019 - 02/29/2020	23,059	\$ 1,995,116,542

All Purchase Orders - Harris Health & CHC*			
Fiscal Year	Period	PO Count	Total Amount
2017	03/01/2016 - 02/28/2017	126,032	\$ 418,705,309
2018	03/01/2017 - 02/28/2018	126,945	\$ 576,656,065
2019	03/01/2018 - 02/28/2019	132,911	\$ 494,124,602
2020 YTD	03/01/2019 - 10/31/2019	94,467	\$ 608,513,971
2020 (Proj)	03/01/2019 - 02/29/2020	137,343	\$ 774,012,413

Harris Health Purchase Orders*			
Fiscal Year	Period	PO Count	Total Amount
2017	03/01/2016 - 02/28/2017	124,528	\$ 365,710,260
2018	03/01/2017 - 02/28/2018	125,640	\$ 516,902,613
2019	03/01/2018 - 02/28/2019	131,837	\$ 427,292,929
2020 YTD	03/01/2019 - 10/31/2019	93,673	\$ 572,351,111
2020 (Proj)	03/01/2019 - 02/29/2020	136,118	\$ 717,896,200

Community Health Choice Purchase Orders			
Fiscal Year	Period	PO Count	Total Amount
2017	03/01/2016 - 02/28/2017	1,504	\$ 52,995,049
2018	03/01/2017 - 02/28/2018	1,305	\$ 59,753,452
2019	03/01/2018 - 02/28/2019	1,074	\$ 66,831,673
2020 YTD	03/01/2019 - 10/31/2019	794	\$ 36,162,860
2020 (Proj)	03/01/2019 - 02/29/2020	1,225	\$ 56,116,213

* Excludes Pharmaceutical Purchases of \$100 million (estimated)



			RENEWAL PROCESS						REBID PROCESS											
30 Day Exp Month:		November	Old	Ltr to User		Ltr to Cont'r		Ltr to CC		Spec to User		Spec to CC		New	Advertise		Bid Opening		Awd to CC	
DESCRIPTION		Job #	target	actual	target	actual	target	actual	target	actual	target	actual	Job #	target	actual	target	actual	target	actual	COMMENTS
1	Janitorial Services for HCTRA	14/0088																		Working Specs, Pending updated locations from HCTRA, extension for contract on 8/13 agenda. Extended until 11/30/19 or until new contract is in place.
2	Incident Management Support and Maintenance	14/0099											19/0280	8/23, 8/30, 9/6, 9/13		9/16	9/23			Agreement request sent to CAO 10/16
3	Roadway and Facility Management for HCTRA	15/0039																		Rebidding project, splitting up roadway and facilities. Specs back to HCTRA to add locations. Extension to be on 9/10 agenda. Extending unitl 12/31/19. Working specs to dept for review.
4	Roadway Illumination Poles, Arms and Associated Hardware for HCTRA	14/0226								8/14			19/0306		9/13, 9/20, 9/27	9/30	9/30	10/29	11/12	Award to CC
5	Inspection and Repair of Storm Water Pump Stations for HCTRA	16/0206																		HCTRA wants to rebid project per email on 9/6. Extending current contract 3 months to allow for rebid. Extended until 2/1/20. Working specs now.
6	Print of Statements , Invoices for HCTRA	18/0309	9/27	9/27	8/5	8/5	11/12	11/12												Renewal to CC
60 Day Exp Month:		December	Old	Ltr to User		Ltr to Cont'r		Ltr to CC		Spec to User		Spec to CC		New	Advertise		Bid Opening		Awd to CC	
DESCRIPTION		Job #	target	actual	target	actual	target	actual	target	actual	target	actual	Job #	target	actual	target	actual	target	actual	COMMENTS
1	Steam Distilled and Drinking Bottled Water and Rental of Water Coolers for HC, HCPCD, and HHS	18/0347	10/18	10/18	9/6	9/6	12/3	12/3												Harris Health renewal is on the 12/5 board, HC Renewal to CC.
2																				
3																				
4																				
5																				
6																				
90 Day Exp Month:		January	Old	Ltr to User		Ltr to Cont'r		Ltr to CC		Spec to User		Spec to CC		New	Advertise		Bid Opening		Awd to CC	
DESCRIPTION		Job #	target	actual	target	actual	target	actual	target	actual	target	actual	Job #	target	actual	target	actual	target	actual	COMMENTS
1	Cobra Head Type LED Luminaires for HCTRA	14/0260																		Working specs for Rebid, sent to dept for update on qtys and any scope changes.
2	Inspection and Repair of Storm Water Pump Stations for FCD	18/0342			10/3	10/3														Renewal to Vendor
3																				
4																				
120 Day Exp Month:		February	Old	Ltr to User		Ltr to Cont'r		Ltr to CC		Spec to User		Spec to CC		New	Advertise		Bid Opening		Awd to CC	
DESCRIPTION		Job #	target	actual	target	actual	target	actual	target	actual	target	actual	Job #	target	actual	target	actual	target	actual	COMMENTS
1	Realtor Services for Harris Health System	18/0142			11/5	11/5														Renewal to Vendor
2																				
3																				
4																				

Copy/Paste screening:

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Additional comments:

RFP/Bid/RFQ: Project File

Buyer: Chris Kaminski

Item 1	Requesting Dept(s)		BID - Job No. - Hydro Excavation Services for HCTRA								Estimated Cost: \$0	
	HCTRA, Precinct 2											
Request Date		Spec Approval		Spec/Adv LC		Adv. Schedule		Bid Opening		Award LC		Comments
		target	actual	target	actual	target	actual	target	actual	target	actual	
Working specs to HCTRA for review and revisions. Precinct 2 will no longer be apart of this contract, will include vactor services onto the storm sewer inlet rebid.												

Item 2	Requesting Dept(s)			RFP - Rebid of 14/0221 - District Wide Move Consultant and Mover								Estimated Cost: \$0	
	HHS												
Request Date		Spec Approval		Spec/Adv LC		Adv. Schedule		Bid Opening		Award LC		Comments	
		target	actual	target	actual	target	actual	target	actual	target	actual		
												Specs to dept. for approval.	

Item 3	Requesting Dept(s)		RFP - Event Coordinator for Sylvan Beach Pavilion								Estimated Cost: \$0	
	Harris County											
Request Date		Spec Approval		Spec/Adv LC		Adv. Schedule		Bid Opening		Award LC		Comments
		target	actual	target	actual	target	actual	target	actual	target	actual	
												Working specs sent to dept for review and scope update. Meeting with vendor 11/4 to discuss ending the contract. Precicnt 2 to take the services in house. Termination letter to CAO for review before sending to vendor.

Item 4	Requesting Dept(s)		Bid - Pressure Washing and Restripping of Clinics and Parking Garages for Harris Health								Estimated Cost: \$0	
	Harris Health											
Request Date		Spec Approval		Spec/Adv LC		Adv. Schedule		Bid Opening		Award LC		Comments
		target	actual	target	actual	target	actual	target	actual	target	actual	
												Working specs sent to dept for review and pricing sheet update.

Item 5	Requesting Dept(s)		Bid - Cleaning of Storm Sewer Inlets for Precinct 2 and HCTRA								Estimated Cost: \$0	
	HCTRA and Precinct 2											
Request Date		Spec Approval		Spec/Adv LC		Adv. Schedule		Bid Opening		Award LC		Comments
		target	actual	target	actual	target	actual	target	actual	target	actual	
		9/3				11/15	11/15					
						11/22						
						11/29						

Current job 18/0120 is good until 6/30/20. Precinct 2 has begun utilizing this contract and doubled the amount of work. Specs Advertising.

Item 6	Requesting Dept(s)		Bid - Roadway Sweeping Services for Precinct 2								Estimated Cost: \$0	
	Precinct 2											
Request Date		Spec Approval		Spec/Adv LC		Adv. Schedule		Bid Opening		Award LC		Comments
		target	actual	target	actual	target	actual	target	actual	target	actual	
Developing specs for Precinct 2 now and setting up under 50k PO for services until contract is in place.												

Developing specs for Precinct 2 now and setting up under 50k PO for services until contract is in place.

Item 7	Requesting Dept(s)		RFQ 18/0333 - NEW Legal Services								Estimated Cost: \$0	
	CAO and Tax Office											
Request Date		Spec Approval		Spec/Adv LC		Adv. Schedule		Bid Opening		Award LC		Comments
		target	actual	target	actual	target	actual	target	actual	target	actual	
						10/12	10/12					
						10/19	10/19					
						10/26	10/26	11/12	11/12			
						11/2	11/2					
						11/9						
Cancelling Job 6/25 CC. Dewight pulled from CC. Will not cancel yet												

Cancelling Job 6/25 CC. Dewight pulled from CC. Will not cancel yet

Item 8	Requesting Dept(s)		RFQ 18/0118 - Legal Services								Estimated Cost: \$0	
	HCTRA/CAO											
Request Date		Spec Approval		Spec/Adv LC		Adv. Schedule		Bid Opening		Award LC		Comments
		target	actual	target	actual	target	actual	target	actual	target	actual	
						4/20		5/21				
						4/27						
						5/4						
						5/11						
						5/18						

Cancelling Job 6/25 CC. Dewight pulled from CC. Will not cancel yet

Item 9	Requesting Dept(s)		RFP - Property Acquisition Services rebid of 18/0164								Estimated Cost: \$0	
	HC											
Request Date		Spec Approval		Spec/Adv LC		Adv. Schedule		Bid Opening		Award LC		Comments
		target	actual	target	actual	target	actual	target	actual	target	actual	
												Grant funded project rebid, pending the requisition form and ICE from Shannon Watson.

Item 10	Requesting Dept(s)		Learning Management System								Estimated Cost: \$0	
	HCTRA											
Request Date		Spec Approval		Spec/Adv LC		Adv. Schedule		Bid Opening		Award LC		Comments
		target	actual	target	actual	target	actual	target	actual	target	actual	
												METRO would not allow us to utilize their RFP process completed for these servivces through an interlocal. Working Specs for our own.

201-BUDGET MANAGEMENT

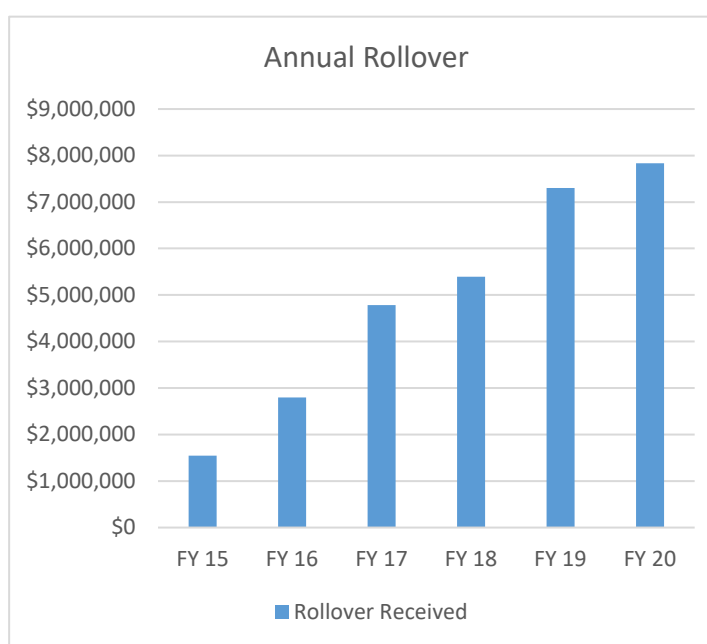
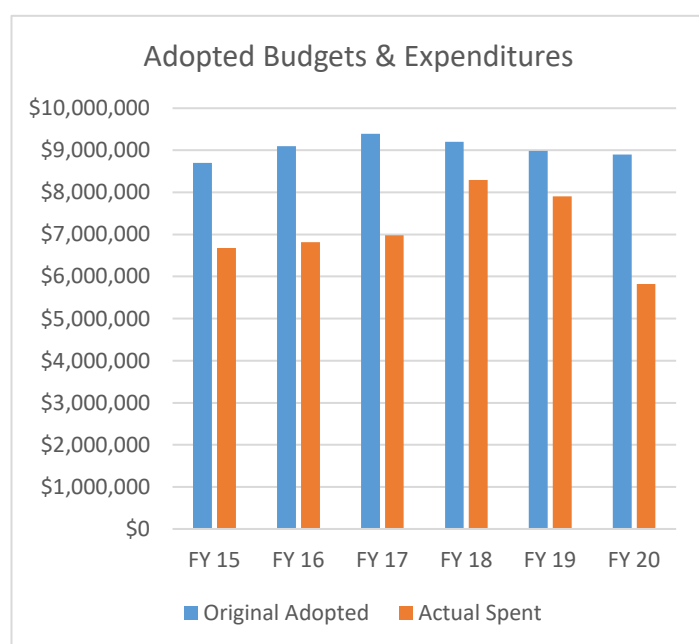
Data as of: 11/11/2019

Avg. Annual Budget Increase Last 5 Years: 0.5%
FY 20 Adopted Budget Per Capita (Harris County): \$1.89

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$8,700,000	\$9,100,000	\$9,390,000	\$9,205,000	\$8,990,000	\$8,900,000
Final Adjusted	\$9,609,095	\$11,750,517	\$12,612,595	\$16,025,919	\$16,277,457	\$16,460,528
Rollover Received	\$1,545,695	\$2,800,517	\$4,784,145	\$5,397,031	\$7,305,248	\$7,832,089
Rollover % of Adopted	18%	31%	51%	59%	81%	88%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$6,232,535	\$6,140,431	\$6,402,141	\$7,143,163	\$6,982,396	\$5,022,958
Non-Labor/Transfers	\$444,544	\$673,386	\$580,018	\$1,147,742	\$927,250	\$795,106
Actual Spent	\$6,677,079	\$6,813,816	\$6,982,158	\$8,290,904	\$7,909,646	\$5,818,063



FY20 Rollover as a % of FY20 Adopted Budget: 88.0%

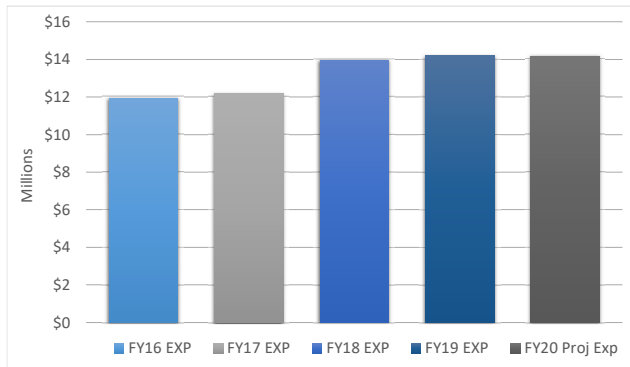
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	63	\$327,150,447	\$461,837,907
5040-PARKING FACILITIES	0	\$0	\$2,626,769
5490-WORKER'S COMPENSATION	4	\$7,553,038	\$46,874,545
5550-RISK MANAGEMENT	45	\$6,372,844	\$7,414,356
55H0-HEALTH INSURANCE TRUST MGMT	11	\$309,796,448	\$399,643,501
55U0-UNEMPLOYMENT INSURANCE	3	\$1,479,337	\$3,135,988
7019-STAR-SUCCESS THRU ADDCTN RCVRY	0	\$0	\$113,340
7234-FLOOD OF MAY 2015	0	\$29,886	\$0
7247-CAMPUS-BSD DROPOUT PREVENTION	0	\$530,952	\$0
7248-MISDEMEANOR VETERANS COURT	0	\$0	\$62,186
7553-HC VETERAN'S COURT	0	\$0	\$125,185
7614-SPECIALTY MISDMNR SOBER CT17	0	\$0	\$378,134
7679-MACARTHUR GRANT	0	\$0	\$904,330
8001-MISC FOUNDATIONS GRANTS	0	\$1,387,942	\$477,524
8046-FELONY MENTAL HEALTH CT	0	\$0	\$82,048

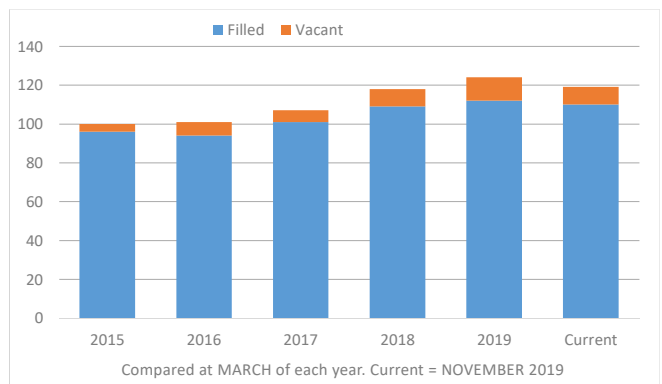
PERSONNEL SUMMARY FOR BUDGET MANAGEMENT DEPARTMENT

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

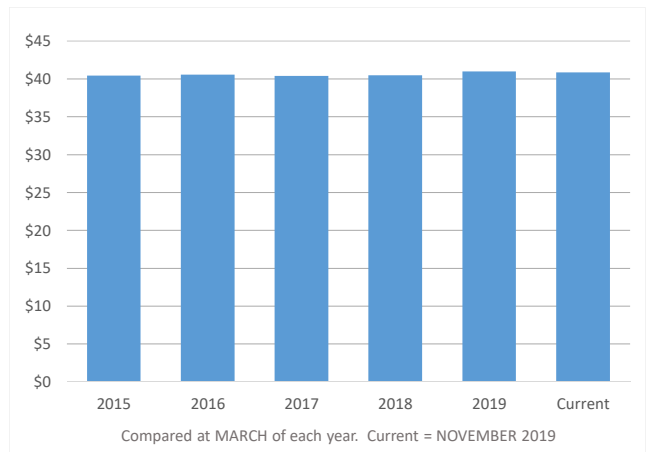


Avg. Salary Increases For Existing Full-Time Employees

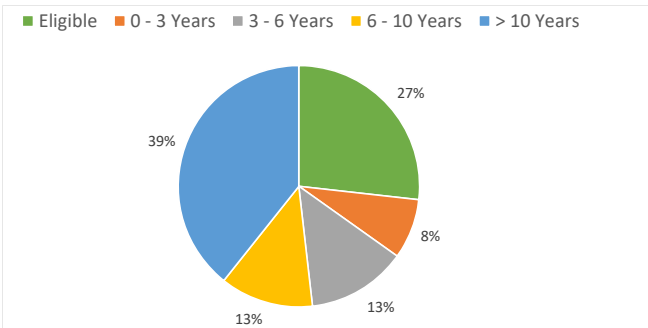
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	91	5.0%	5.0%
Sept 2017	83	8.7%	4.3%
Sept 2016	66	10.6%	3.4%
Sept 2015	62	14.7%	3.5%
Sept 2014	59	19.0%	3.5%

	Filled	Vacant	Total
R32+	110	9	119
Part	0	0	0
Temp	0	0	0

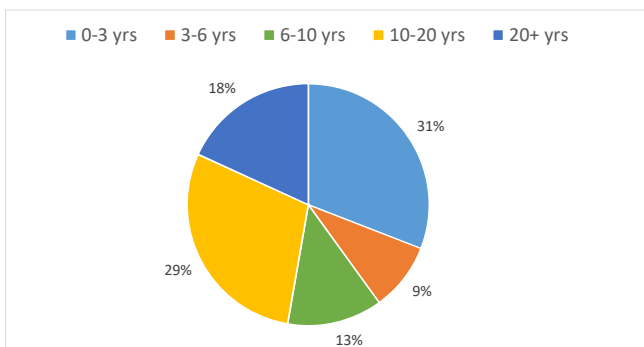
Dept. Average Hourly Base Pay Rate



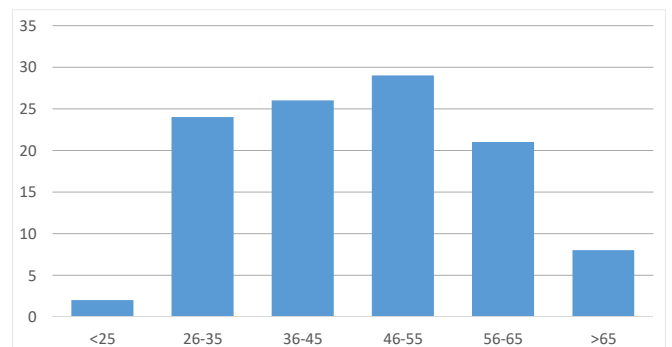
Retirement Eligibility



Employee Tenure



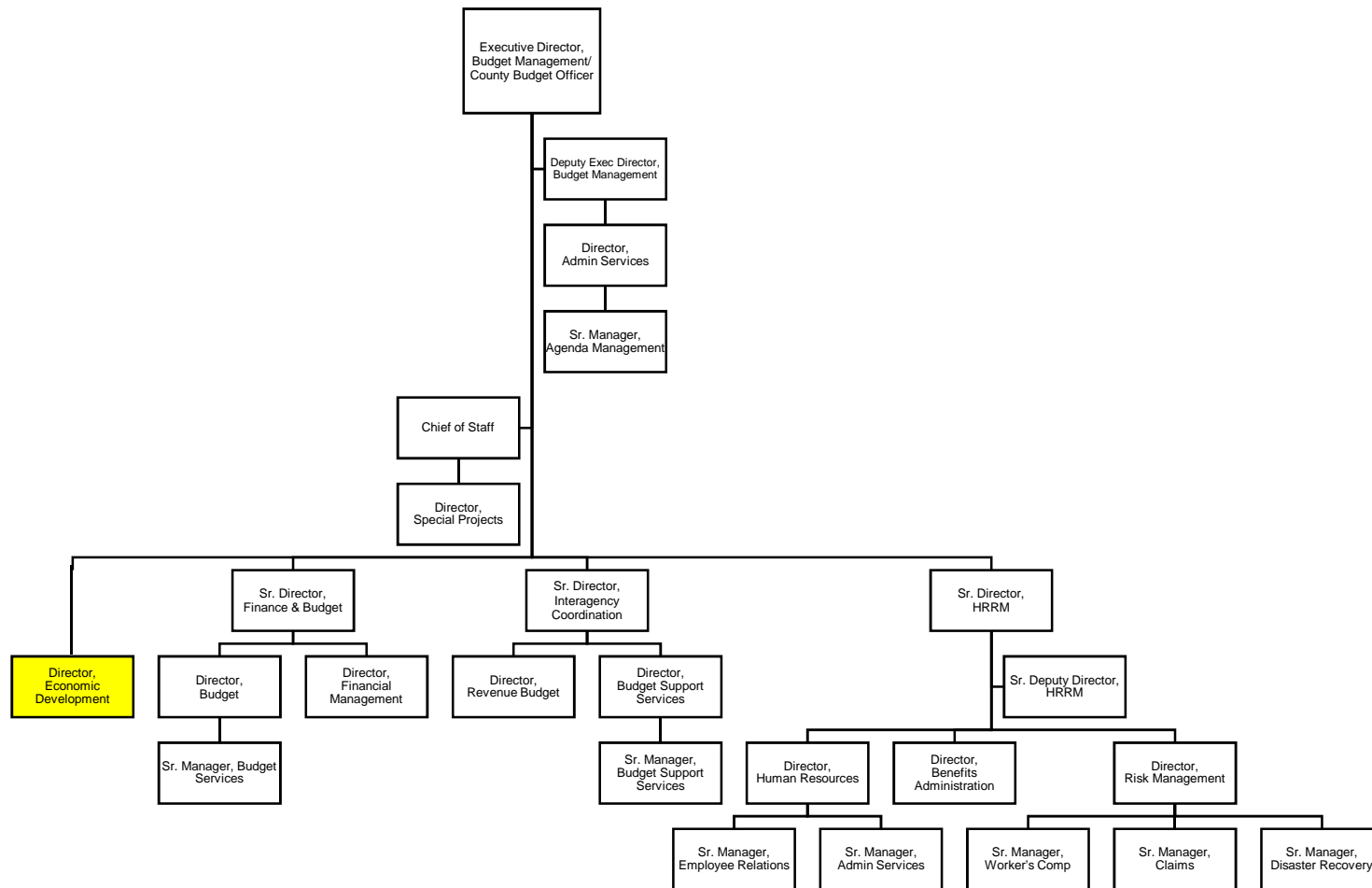
Number of Employees by Age





Department-Provided Information

Budget Management



**The highlighted position will be recommended to be transferred to Office of Economic Opportunity and Equity.*

Form #1: Department Mission and Metrics

Department: Budget Management
Dept. #: 201

Functional Area:

A) Department Purpose and Mission.

Purpose - As specified in Local Government Code (LGC), Chapter 111, Subchapter C, the Budget Officer through the Budget Management Department (BMD) has the primary responsibility of preparing and presenting the annual budget for adoption by Commissioners Court. Consistent with LGC 111.071 and at the direction of Commissioners Court, BMD also engages in projects, initiatives, information gathering and programs to enhance the efficiency and effectiveness of County operations.

BMD manages department budgets, financial resources, interagency partnerships, human resources, employee benefits programs, compensation, training, safety programs and risk management for the County. Other programs managed by BMD that are integral to County operations are the Commissioners Court agenda, Capital Improvements Program (CIP), banking and financial services, parking enterprise fund, grant support services, position control, business intelligence and the ATLAS Geographic Information System.

Mission – To provide timely, accurate, and relevant information to Commissioners Court and departments to support informed decision-making and efficient government, especially as it relates to maximizing the financial resources of the County. BMD prioritizes professional-grade and goal-oriented customer service for the departments and elected officials we serve. We do so with the goal of eliminating obstacles that stand in the way of our customer's vision and mission of providing premier services to the constituents of Harris County. We are here to help each elected official and department with the facilitation, tools, ideas and innovation they need to achieve their public service objectives. BMD always strives to promote transparency and sound fiscal management to ensure the County's near and long-term financial stability.

BMD supports Commissioners Court and county departments as a strategic partner in the recruitment, retention and development of Harris County's most valuable asset, its employees. As the county's workforce continues to change due to workforce trends such as diversity, legislative, and economic factors, BMD assists in compliance and efficiency by maintaining and updating policies and programs to provide departments support with their employment needs. BMD also supports Commissioners Court and departments in the management of safety and risk to employees, officials and assets of Harris County, and performs an integral role in public assistance disaster recovery.

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

Financial resources and debt management, including banking and merchant services

- Successfully budgeted and managed financial resources in excess of \$9.6B comprising of Operations and Maintenance (O&M), short and long-term debt, and investments. Always done with a vigilant eye on giving Commissioners Court the financial flexibility to respond to pressing policy issues and disasters.
- At the direction of Commissioners Court, budgeted and managed the \$3.1B general fund expenditures and \$4.6B in non-general fund and non-toll road operational budgets. Processed over 1,300 budget transfers and adjustments.
- Provided guidance when internal control problems arose in the Auditor's Office.
- Provided executive leadership as part of the vital effort to switch County purchasing, human resources, and payroll to the PeopleSoft System.

- Continued managing County finances with priorities continuously placed on maintaining the County's strong bond rating and retaining financial flexibility for Commissioners Court and the people of Harris County, which was accomplished in the face of changing Commissioners Court leadership and new policy priorities.
- Increased debt capacity for Flood Control by creating a new Commercial Paper program of \$250M. Working on expanding it to \$500M.
- Reimagined and executed the Capital Improvements Program (CIP) to include developing a Standard Operating Procedure for the program and the participants.
- Managed total investments of \$4.5B for 22 different organizations or funds.
- Total investment interest earned as of 10/31/19 = over \$78M.
- Managed collateral for derivative products.
- No unresolved issues on four Quarterly Investment Internal Audits and continued BMD's leadership role in working directly with external auditors when questions arise.
- Annually update investment policy and maintain compliance with state statutes and internal controls.
- Began investing for the Harris County Sports & Convention Corporation in November 2018. We also manage the investments for all of Harris County, Community Supervision & Corrections, Juvenile Probation, 9-1-1 Emergency Management, Hospital District and the Sports Authority.
- Conducted refunds for savings transactions with total NPV savings of over \$44M for the County and HCTRA.
- Lead the way on the ongoing Payment Card Industry (PCI) project to ensure security and protect personal information when accepting financial transactions using a credit card.
- Conducted research for new issuances of Commercial Paper for engineering and technology projects.
- Refunded Toll Road bonds for a total Net PV savings of \$27,802,863. Maturity range of 2020-2050. Refunded GO bonds for a total Net PV savings of \$16,294,705. Maturity range of 2020-2028. Managed Commercial Paper partial repayments of \$76.4M.
- Monitor and manage all liquidity agreements related to Commercial Paper.
- Met with and responded to numerous rating agency RFIs.
- Executed transactions under the PFIA regulations.
- Made sure debt payments of over \$350M were approved by Court and made on time.
- Continuing disclosure updates for all outstanding debt issuances.
- Research new products for banking and credit cards to improve efficiency.
- Successfully budgeted and managed financial resources in excess of \$447.6M pertaining to the County's self-insured health, workers' compensation and unemployment programs.

Tax rate facilitation

- Worked with Tax Office and Auditor on Truth in Taxation (TNT). Prepared all debt service detailed schedules that are part of TNT. Reviewed all TNT detailed worksheets and related HCAD data.
- Advise Commissioners Court on financial ramifications of tax rate decisions on overall County financial health and flexibility.

Management and Budget Support Services

- Led the creation and funding of three new departments (JAD, CCAO and OEOE), including project managing the selection committees of the department heads and assisting the newly-selected department heads with logistics in establishing the new departments.
- Led the initial air quality operational response, planning, recovery, contracting and website development during the ITC disaster.
- Led the search for a new Pollution Control Services Director and currently leading the search for the Director of Veterans Services and Legislative Relations.
- Conducted or managed numerous studies leading towards pivotal decisions by Commissioners Court. Among the studies completed: Jail Phone Call Pricing, Veteran Services Study Report, Impacts of SB2, TIRZ Analysis, Medical Studies Scope Analysis, Local Engineering Compensation, 9th Floor and Administration Building Security, Property Tax Rates, Exemptions, Hotel and Occupancy Tax, Sports Corp vs Authority, Incentive Analysis, Stray Dog Intake Locations, Bail Bond Reform Cost Analysis, Gap Analysis Cost, History of Bingo Revenue, Special Revenue Study, election worker salary change impact, Safe Surrender Program, Department Compensation reviews, etc.
- Continue to provide leadership in the effort to increase the quality of care in County Jail medical facilities through partnerships with other health stakeholders.
- Provided Commissioners Court with regular reports on population and economic outlook.
- Compiled, edited, scheduled, hosted and archived the Commissioners Court Agenda and Public Meetings while enabling and facilitating electronic access to Commissioners Court agenda items and backup materials.
- Led and developed a process that improves transparency by allowing the County Attorney's Office to approve back up materials for public display before every meeting of Commissioners Court.
- Post-Harvey analysis of property damage was pivotal documentation in obtaining several hundred million dollars in CDBG-DR and HUD funding
- Developed analytics to document homeowner taxation by Commissioners precinct, municipality, school district, and zip code; take-home vehicle usage and gas consumption, Capital Improvement Program, county roads and bridges, IFAS/PeopleSoft payroll reconciliation, investment, debt, and banking metrics.
- ATLAS data portal allows Public Health and Pollution Control field inspectors access to information required to complete their inspections.
- Created operational applications and analytics development for monthly tax auction in support of the Tax Office, Constable Precincts, and Real Property division.
- Web service providing HCAD and related data is consumed by CSD's CaseWorthy application for use by CSD employees and contractors.
- Created BMD website, Economic Development website, and enhanced FMO website with new functionality. With Universal Services, deployed OEM-ATLAS servers at the EOC for use in situations.
- Expanded Budget Management Intranet Portal to allow easy access to budgetary, financial, and current jail population dashboards as well as access to historic Commissioners Court agenda materials.
- Managed RFP for first-floor elevation extraction project that is a precursor project for many Flood Control, Community Services, and Engineering projects and is needed information for prioritizing evacuations in overbank flooding events. Data will be available to all county employees and project partners.
- Worked alongside the County Engineer to develop the CJC Tennant Action Committee to ensure the CJC project continued its forward progress.
- Conducted an RFP for the Parking Management contract.

- Managed 5,000 parking spots and numerous parking special events generating a net revenue of approximately \$2M for Harris County.

Human Resources & Risk Management

- Manage a Human Resources & Risk Management division and payroll that handles more than 17,000 employees, benefits and retirement, \$300M in health claims every year and 1,685 in FY 19; 1,790 projected in FY 20 in workers' compensation claims.
- Completed the study and implementation of the policy for a \$15 per hour minimum salary for full-time, non-grant funded county employees.
- Completed the study and implementation of the policy to increase sick leave accrual and family sick leave including provisions for parental leave.
- Assisted departments in reviewing 3,635 job descriptions county-wide by developing a job analysis program and facilitating department workshops and implementation.
- The onsite Harris County Employee Health & Wellness Clinic was successfully transitioned to Kelsey-Seybold Clinic as the service provider. With this transition, enhancements were made which included a full-time nurse practitioner, lab services, chronic condition management and a patient prescription delivery service.
- Evaluated and led RFP for disaster recovery services.
- Managed the County's disaster recovery contract and coordinated with Engineering to submit 76 Harvey projects totaling approximately \$141.6M for eligibility review through FEMA's Public Assistance Program. 82 disaster grants were awarded in the amount of \$19.1M and \$6.9M was paid to the County.
- Coordinated with Engineering and the disaster recovery contractor to submit 80 Harvey road, bridge and traffic signal projects estimated at \$5.4M through the Federal Highway Administration's Emergency Relief Program. \$1.1M was paid to the County.
- Assisted the Office of Homeland Security & Emergency Management in updating Annex J (Recovery) of the Harris County Basic Plan.

Legislative Support Services

- Offered testimony to the Texas Legislature so as to protect the financial strength of the County in the face of efforts to diminish it.
- Provided detailed fiscal notes on County-related legislation to Commissioners Court and to the Legislative Budget Board.

Grant Support Services

- Provided detailed grant application support to several smaller departments resulting in grant awards and coordinated the submission and acceptance of over 350 grants county-wide.
- Continued management the eCivis grant database for county-wide grant priorities.
- Monitor grants throughout the County.
- Assumed the grant manager role for the \$15M Mental Health Jail Diversion grant and represented Harris County during a State Audit resulting in zero findings or follow-up questions.

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

Actions to Drive Efficiency – This fiscal year Budget Management has focused on outlining our core competencies and organizing to support those competencies to drive efficiency. In this regard, BMD has eliminated or greatly reduced efforts related to Justice, Health, Economic Development and Operational Policy. The four-person justice group was recently transferred to the newly created Justice Administration Department. Since January, we have more tightly focused on the core competencies of Budget, Finance, Capital Programming, Banking, Investments, Grants, Court Agenda, Human Resources & Risk Management, Intergovernmental Coordination and have restructured to focus resources on quickly and effectively executing the varied directives assigned by Commissioners Court.

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

Assumed the grants manager role for the approximately \$15M Mental Health Jail Diversion grant and specialty courts grants.

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

BMD started the year with three Justice-related positions and a fourth position was transferred to BMD early in the fiscal year. All four of these positions and associated budget have since been moved to the new Justice Administration Department. The net impact of the changes is a \$435,000 reduction to the FY 2020-21 adopted budget.

BMD has likewise downsized Economic Development efforts.

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.**Work Output**

Some output measures that indicate the quantity of work performed by certain sections of BMD are:

1. Budget – Dollars Budgeted, Dollars Invested, Dollars Spent, Low Point Analysis, Dollars Saved and various ratios to constituents, Number of Debt Deals, Number of Debt Savings Deals, Value of Savings
2. Capital – Dollars Programmed, Debt Service to Constituent Ratios
3. Agenda – Number of Items, Number of Speakers, Number of Meetings
4. Studies – Number of Studies, Layers in ATLAS GIS
5. Human Resources
 - Average Number of Job Postings Per Month – 120 in FY 19; 135 projected in FY 20
 - Job Applications Received – 110,839 in FY 19; 169,399 projected in FY 20
 - Training Classes – 489 (20,757 hours) in FY 19; 401 (23,863 hours) projected in FY 20
 - Training Class Attendance – 7,126 in FY 19; 8,127 projected in FY 20
6. Risk Management
 - Workers' Compensation Claims Received – 1,685 in FY 19; 1,790 projected in FY 20
 - Tort Claims Received – 3,136 in FY 19; 3,435 projected in FY 20
7. Benefits
 - Addition of New Employees and Enrollment Changes – 3,175 in FY 19; 3,696 projected in FY 20
 - Retiree Insurance Billing – 38,472 in FY 19; 40,349 projected in FY 20

- Onsite Clinic Visits – 580 in 2018; 1,827 YTD in 2019
 - Wellness Activities Logged for Healthy Actions Plans – 31,699 in FY 19; 36,286 in FY 20
8. Compensation
- Position Control/Maintenance Transactions – 15,526 in FY 19; 25,724 projected in FY 20
 - Salary Surveys Conducted/Participated In – 1,584 job titles in FY 19; 1,149 job titles projected in FY 20
9. Assets under management as of 10/31/19
- Cash = \$206M
 - Investments = \$4.5B
 - Debt = \$6.3B
 - Totaling over \$11B in assets under management

Internal Performance / Quality of Work

BMD measures many of its services in terms of timeliness and accuracy. Some examples:

1. Is the agenda published on-time and free of mistakes?
2. Is the budget loaded before the start of the fiscal year and is it accurate?
3. Are requests from Commissioners Court answered within requested timelines and is the answer responsive to the request?
4. Is reported data accurate and relevant?
5. Are jobs posted and applications referred to departments in a timely manner?
6. Are position and benefit enrollment changes made before the payroll cutoff date?
7. Are TCDRS retirement applications filed timely?
8. Are complaints and issues related to human resources and benefits addressed in a timely manner?
9. These activities have a binary outcome, either success or failure. While we do not keep specific records of every success or failure in this regard, we do closely monitor and address shortcomings if they arise.

Some other indicators of performance include:

1. Did we lose money on any of our investments? (No)
2. Did our investing activities avoid major IRS/arbitrage rebates? (Yes)
3. Are the County's self-insured health, workers' compensation, and unemployment programs adequately funded? (Yes)
4. Is the County's unfunded liability for the TCDRS retirement plan being systematically paid off? (Yes)
5. Related to training and human resources, does the County stay properly compliant with various laws, rules and regulations, i.e. FMLA, ADA, EEOC, etc. to limit exposure of litigation? (Yes)
6. Benefits measures overall engagement in wellness activities, services and preventive care of employees by tracking eligibility for the Healthy Actions Medical Plan. Most of the coordinated activities/programs are qualifying actions for this enhanced medical plan option. In addition, claims are reviewed to determine what impact wellness programs are achieving.
7. Meet with disaster recovery contractor weekly to review progress and provide feedback on necessary steps to expedite project submissions. This weekly review includes metrics and a project submission schedule to track projects, target issues, and resolve any projects that extend beyond its respective deadline.

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.

Outcomes

The success of many of BMDs services is measured by whether the information we provide to our customers (most notably Commissioners Court) is timely, accurate and provides the needed information or solves the problem at hand. Through regular communication with our customers, we constantly seek feedback to ensure our services continue to meet or exceed expectations.

BMD also tracks several metrics that indicate the overall financial health of the County. While these aren't necessarily within the direct control of BMD, we do consider these to be a direct reflection on our ability to provide pertinent information and help County decision makers shape sound fiscal policy and annual budgets. Some examples of these are:

- High County Bond Rating – Currently rated AAA or the equivalent highest rating from Moody's, Standard & Poors and Fitch – the three top rating agencies.
- Debt Per Capita – This amount has dropped from \$776 at the end of fiscal year 2012 to less than \$600 by the end of fiscal year 2019 which is within BMD's recommended target.
- Annual General Fund spending doesn't exceed annual revenue.
- The County achieved and is on-track to continue BMD's recommended goal of not using Tax Anticipation Notes, which were eliminated in FY 2016.
- The County is in good position to withstand the impact of a disaster or financial downturn maintaining at least \$200M balance in the PIC fund.

H) Org Chart

Attached.

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:

Budget Management

FY19/20 General Fund Adopted Budget:	\$8,900,000
Rollover Budget Received in FY19/20:	\$7,832,089

	List and Describe the Functions/Services Provided By Your Department	Estimated	Number of	Requested # of	Total		Funding	Justification
		Annual Cost (FY19/20)	Existing FTEs	Additional FTEs to Fund	Additional Funding Requested*	% Change	Request Priority Rank	Sheet Required?*
1	Budget Services/Grants Coordination: Develop and manage budgets for all funds for the County, HCTRA, and the Flood Control District. Oversee the annual budget process, provide data to the Commissioners Court, county departments and the public, work with departments during the fiscal year regarding budgetary issues and process Court-approved budget transfers. Work with the Tax Office to calculate and present property tax rate options to assure compliance with the law and to provide the basis for budgets. Assist in obtaining and monitoring federal, state, and local grants and act as grant project manager for the county's mental health diversion grant and certain specialty court grants.	\$1,083,000	6.0					
2	Financial Management: (Debt, Investments, & Banking) Issue long term and short term debt instruments for Harris County and the Flood Control District. Responsible for monitoring arbitrage rebate compliance, filing continuing disclosure and material event notices on outstanding bonds, prepare annual debt service rate calculation, process debt service payments and commercial paper draws, review and maintain all bond/commercial paper official statements and offering memos, and manage liquidity agreements. Conduct investment transactions for Harris County and other entities, analyze cash flows, and identify funds available for investment. Maintain compliance with state statutes, investment policy, and internal controls and procedures. Mark the portfolio to market, manage trustee and safekeeping accounts, and maintain collateral for derivative products. Monthly and quarterly reports are issued for debt and investments. Collaborate with the Auditor's Office on preparing sections of the CAFR. Manage the bank, armored car, and merchant services contracts. Research new banking products and technology that would enhance efficiencies for Harris County departments, manage collateral on overnight deposits, PCI compliance, approve wire transfers, and provide customer service to the departments to best utilize these services.	\$1,541,000	7.1					
3	Capital & Facility Planning: Coordinate, develop and publish Harris County's capital improvement program (CIP). Responsible for developing policy and coordination for the commercial paper requests for capital projects from multiple departments and lines of credit. Additionally, responsible for the Parking Enterprise Fund to include contract coordination and compliance of parking management vendor, parking garage and lot maintenance and capital expenses, and parking utilization policy.	\$272,000	2.2					

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

Department:

Budget Management

FY19/20 General Fund Adopted Budget:	\$8,900,000
Rollover Budget Received in FY19/20:	\$7,832,089

4	Administrative Services/Agenda Management: Manages purchase orders, invoices and human resources functions for BMD. Supports department leadership and provides a variety of other administrative functions including reception, booking fifth floor conference rooms, ordering and stocking office supplies, assists in coordinating parking for all county departments. Receives agenda items and prepares the Harris County Commissioners Court agenda. Publishes the agenda and agenda materials, records agenda meetings and other special meetings. Provides an unofficial transcript of meetings. Prepares the agenda calendar in coordination with the Court members. Coordinates and assists with court meeting speakers, special court accommodations, including court interpreters.	\$1,008,000	8.7					
5	Budget Support Services: Supports all other Budget Management Department Divisions with data, metrics, and data visualizations critical to the departmental mission of accumulating accurate, timely, relevant data and presenting it in ways that are easy to understand. Compiled data and visualizations are chiefly for BMD decision-making however, because cost-effective tools are used, BMD makes both data and visualizations available to all County Precincts and Departments at no cost. Individual data points accessible via these systems is currently in the billions; County- and county-affiliated users of these systems in the thousands. Specific areas of effort include: perform complex ETL functions and database joins; build and maintain Business Intelligence (BI) dashboards for a variety of functions including financial systems, budget, human resources, Capital Improvement Projects, and strategic services. Incorporate and maintain metadata thus allowing transparency and traceability; provide countywide departmental metrics for use in Budget Books, and link customized dashboards to support further drilldown of geographic data in ATLAS. Support IFAS to PeopleSoft conversion specifically in payroll and financials. Import and maintain over 300 data layers (growing weekly), provide geolocation services, develop system design and enhancements, implement and integrate vendor upgrades, create user and layer metadata management, instruction materials, on-site training, online help, context-sensitive integration with other County systems. Build Intranet and Internet-facing websites for employee and citizen information. Administration and oversight functions include managing departmental audio/visual resources and conference rooms, creating custom map-based, text-based, and graphics-based displays for county departments, evaluating new technology for departmental use, maintaining departmental inventory, handling first-level trouble-shooting on departmental technical issues, and running agenda technical and logistical support.	\$2,508,000	16.3					
6	Interagency Coordination: As directed by Commissioners Court and standing management directives, participates in special studies and projects in leadership and support roles. These team members are actively involved in fiscal analysis, such as coordinating with County departments, professional associations and preparing fiscal notes and analysis needed by department heads and Commissioners Court as needed on legislative issues affecting the County and as requested by the Legislative Budget Board. This team often represents the department on committees and task forces and, in ancillary roles, may represent the County on various boards/organization, like METRO and HCAD.	\$391,000	2.2					

Department:

Budget Management

FY19/20 General Fund Adopted Budget:	\$8,900,000
Rollover Budget Received in FY19/20:	\$7,832,089

7	Strategic Solutions/Special Projects: To provide the following services and resources to BMD and to the elected and appointed officials served by BMD – Research and analysis, policy development at the request of Court members, analysis, problem-solving, support and expertise for graphics and visual arts, intergovernmental relations, assistance and support services for legislative and public information efforts, idea development, administrative assistance, project facilitation, conflict resolution, assistance with responding to open records requests and any other special projects or duties as assigned, including facilitating workshops for employees on leadership development and providing coaching and conflict resolution. Other projects may be operational in nature, including working on homelessness initiatives or assistance with improved efficiencies in existing departments and the creation of new departments. One example would be the improvement of the Veterans Services Department, as ordered by court.	\$945,000	7.6					
8	Economic Development: Foster economic growth, enhance the quality of life of its residents, and nurture opportunities for a diverse community with a vibrant business climate that is accessible and welcoming to all. Continuous monitoring/maintaining of compliance with TIRZ-Tax Increment Reinvestment Zones and Tax Abatements. Based on desire of Commissioners Court, these functions could be transferred to the Office of Economic Opportunity & Equity currently being developed.	\$229,000	1.1					
9	Criminal Justice: The Criminal Justice staff and associated budget were transferred to the new Justice Administration Department in October, 2019.	\$560,000	0.0					
Department-Estimated Totals		\$8,537,000	51	0	\$0	0.0%		

517-COUNTY TREASURER

Data as of: 11/11/2019

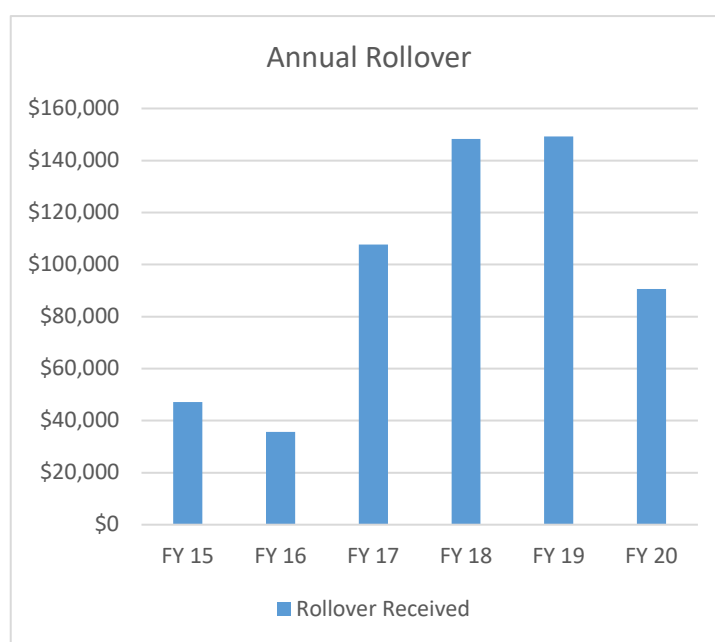
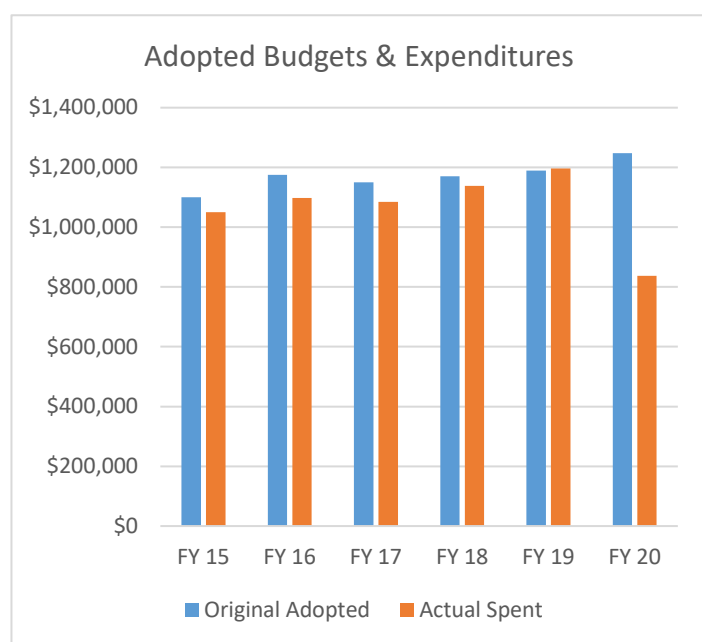
Avg. Annual Budget Increase Last 5 Years: 2.6%

FY 20 Adopted Budget Per Capita (Harris County): \$0.27

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$1,100,000	\$1,175,000	\$1,150,000	\$1,170,000	\$1,189,000	\$1,248,000
Final Adjusted	\$1,148,657	\$1,210,723	\$1,257,738	\$1,318,231	\$1,338,268	\$1,338,580
Rollover Received	\$47,148	\$35,723	\$107,738	\$148,231	\$149,268	\$90,580
Rollover % of Adopted	4%	3%	9%	13%	13%	7%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$948,276	\$959,135	\$996,243	\$995,909	\$1,019,296	\$726,846
Non-Labor/Transfers	\$101,888	\$138,923	\$88,877	\$142,154	\$177,702	\$110,656
Actual Spent	\$1,050,164	\$1,098,057	\$1,085,120	\$1,138,062	\$1,196,998	\$837,502



FY20 Rollover as a % of FY20 Adopted Budget: 7.3%

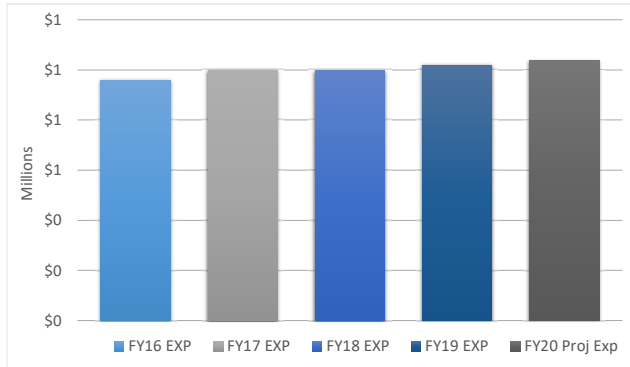
Other Department Resources

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

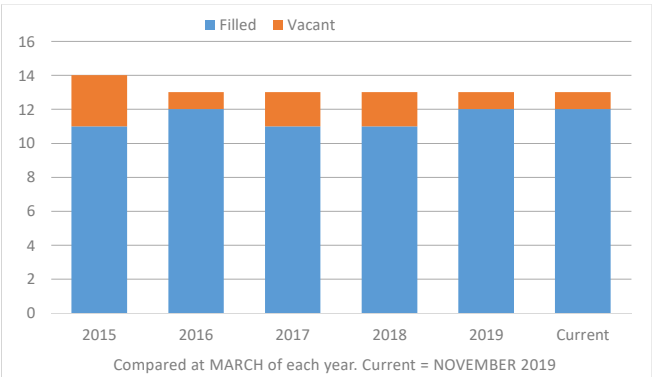
PERSONNEL SUMMARY FOR COUNTY TREASURER

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

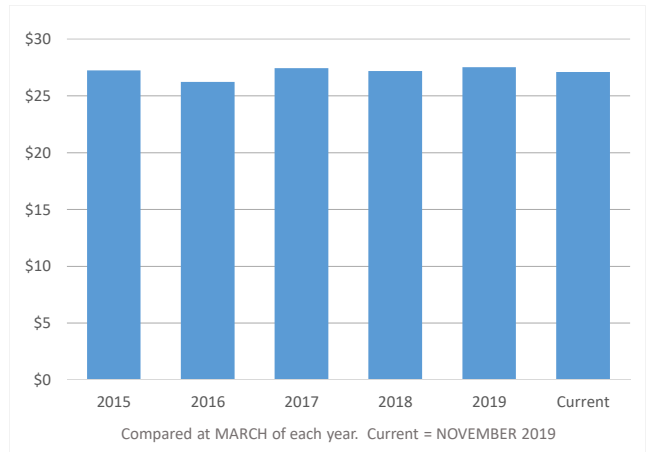


Avg. Salary Increases For Existing Full-Time Employees

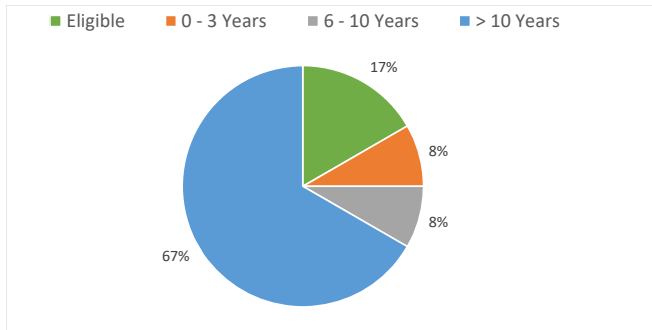
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	11	0.8%	0.8%
Sept 2017	8	6.4%	3.2%
Sept 2016	8	10.4%	3.4%
Sept 2015	7	17.0%	4.0%
Sept 2014	6	21.0%	3.9%

	Filled	Vacant	Total
R32+	12	1	13
Part	0	0	0
Temp	0	0	0

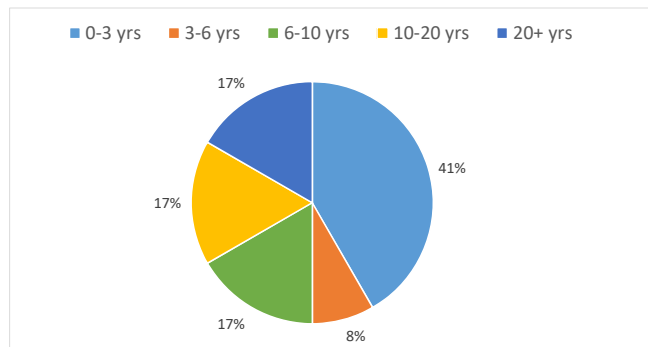
Dept. Average Hourly Base Pay Rate



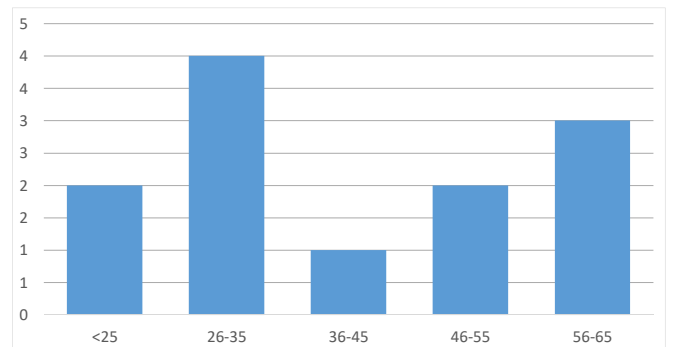
Retirement Eligibility



Employee Tenure



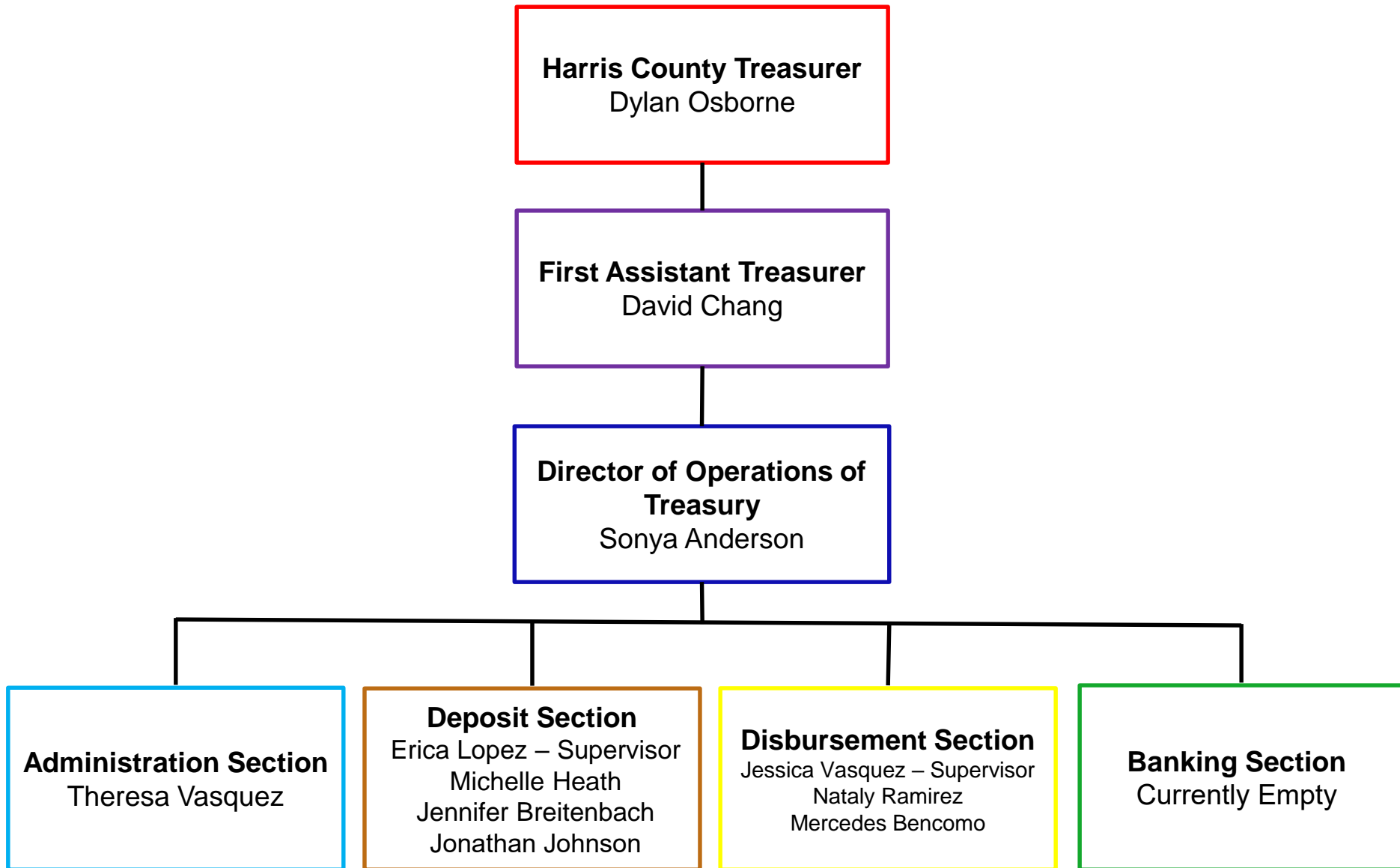
Number of Employees by Age





Department-Provided Information

County Treasurer's Organization Chart



Form #1: Department Mission and Metrics

County Treasurer - 517

A) Department Purpose/Mission

Treasurer's Office receives and deposits all monies received in the county's depository bank, and the Treasurer is responsible for disbursing county funds as directed by the Commissioners Court.

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

We have received all monies and deposited them into the appropriate account with minimal issues. We have also distributed all monies as directed by Commissioners Court.

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

We have implemented an annual review process for all FTEs for the first time.

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

N/A

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

N/A

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.

We are developing metrics to measure our workload. I am told that has not been done in the past in this office.

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.

None

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:

517 - County Treasurer

FY19/20 General Fund Adopted Budget:	\$1,248,000
Rollover Budget Received in FY19/20:	\$90,580

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	Deposit Division	\$250,887	3	2	\$125,000	49.8%	1	Yes
2	Banking Division	\$144,501	2					
3	Administrative Division	\$777,688	5					
4	Disbursement Division	\$74,924	1					
Department-Estimated Totals		\$1,248,000	11	2	\$125,000	10.0%		

* 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: **Treasurer**

Functional Area: Deposit Section

Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	\$	0
Cost of Positions (Recurring)		125,000
Other Recurring Costs		0
Total Request	\$	125,000

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
These position requests are due to the PeopleSoft conversion. We believe we will need 1-3 more FTEs in our deposit section after go live.
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.
Hire two clerks
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.
2 Accounting Clerk FTEs, approximately \$36,000 annually or \$18 hourly, 26 pay periods- full year
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
We should be able to work with what we have.

****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.*

530-TAX ASSESSOR-COLLECTOR

Data as of: 11/11/2019

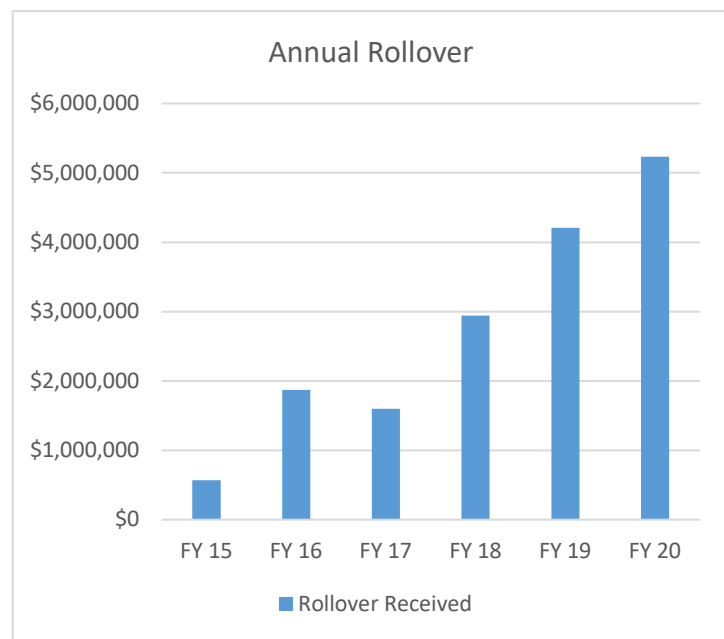
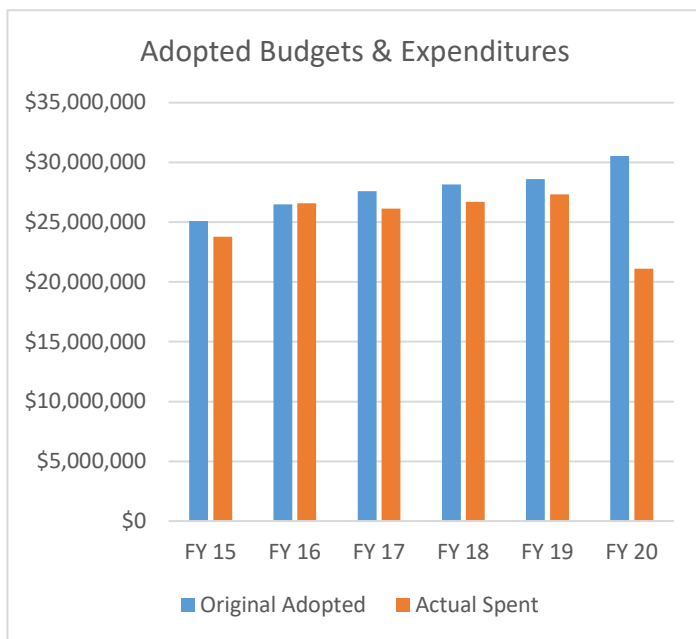
Avg. Annual Budget Increase Last 5 Years: 4.0%

FY 20 Adopted Budget Per Capita (Harris County): \$6.50

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$25,100,000	\$26,500,000	\$27,600,000	\$28,150,000	\$28,613,000	\$30,550,000
Final Adjusted	\$25,809,970	\$28,328,943	\$29,157,588	\$31,093,560	\$32,817,560	\$35,783,508
Rollover Received	\$570,488	\$1,868,148	\$1,599,514	\$2,941,917	\$4,206,038	\$5,233,508
Rollover % of Adopted	2%	7%	6%	10%	15%	17%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$19,523,072	\$20,879,321	\$21,487,973	\$22,229,600	\$23,333,387	\$17,754,524
Non-Labor/Transfers	\$4,257,811	\$5,697,359	\$4,637,925	\$4,470,821	\$3,993,914	\$3,346,657
Actual Spent	\$23,780,883	\$26,576,680	\$26,125,898	\$26,700,422	\$27,327,301	\$21,101,181



FY20 Rollover as a % of FY20 Adopted Budget: 17.1%

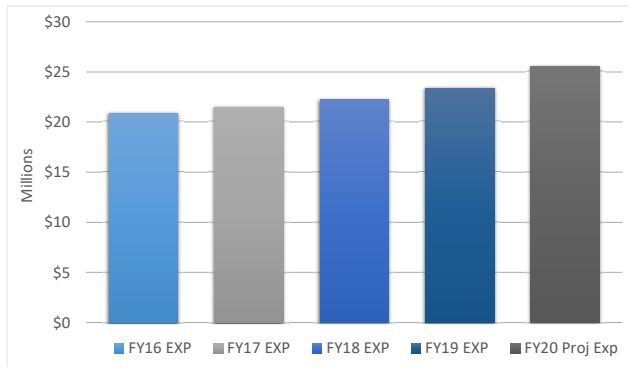
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	0	\$547,952	\$774,456
2420-TAX OFFICE - CHAPTER 19	0	\$547,243	\$774,456
7234-FLOOD OF MAY 2015	0	\$709	\$0

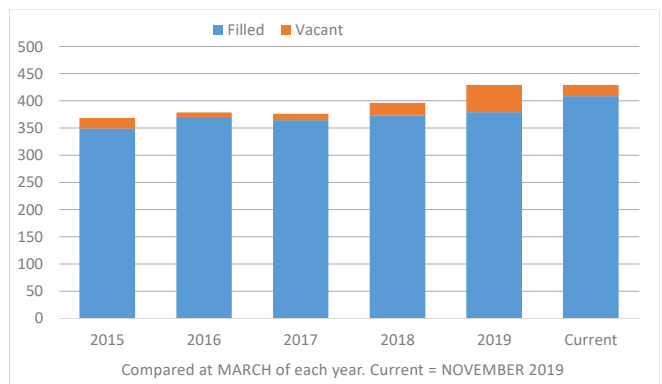
PERSONNEL SUMMARY FOR TAX ASSESSOR-COLLECTOR

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

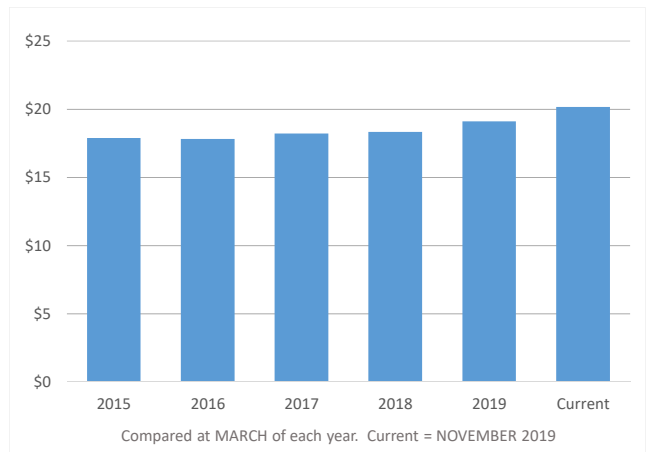


Avg. Salary Increases For Existing Full-Time Employees

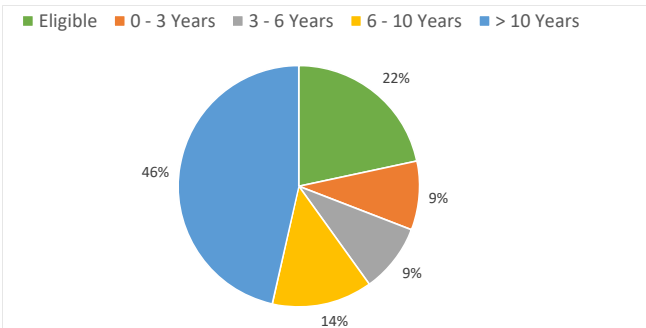
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	317	6.8%	6.8%
Sept 2017	289	15.8%	7.6%
Sept 2016	235	19.5%	6.1%
Sept 2015	215	20.7%	4.8%
Sept 2014	193	25.0%	4.6%

	Filled	Vacant	Total
R32+	408	21	429
Part	0	0	0
Temp	0	0	0

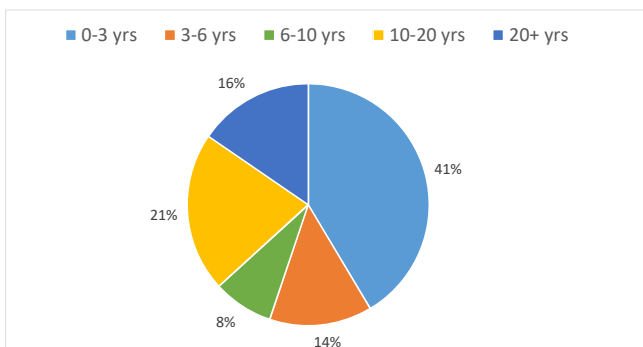
Dept. Average Hourly Base Pay Rate



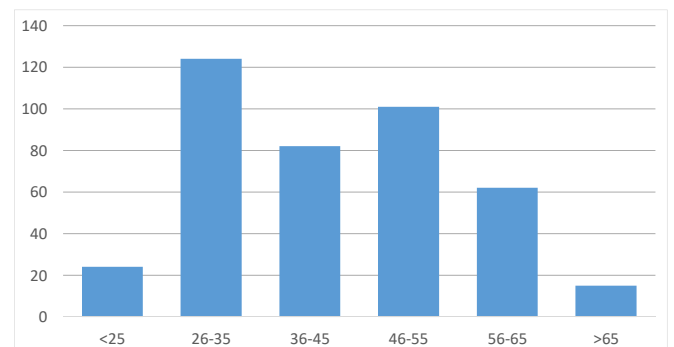
Retirement Eligibility



Employee Tenure



Number of Employees by Age



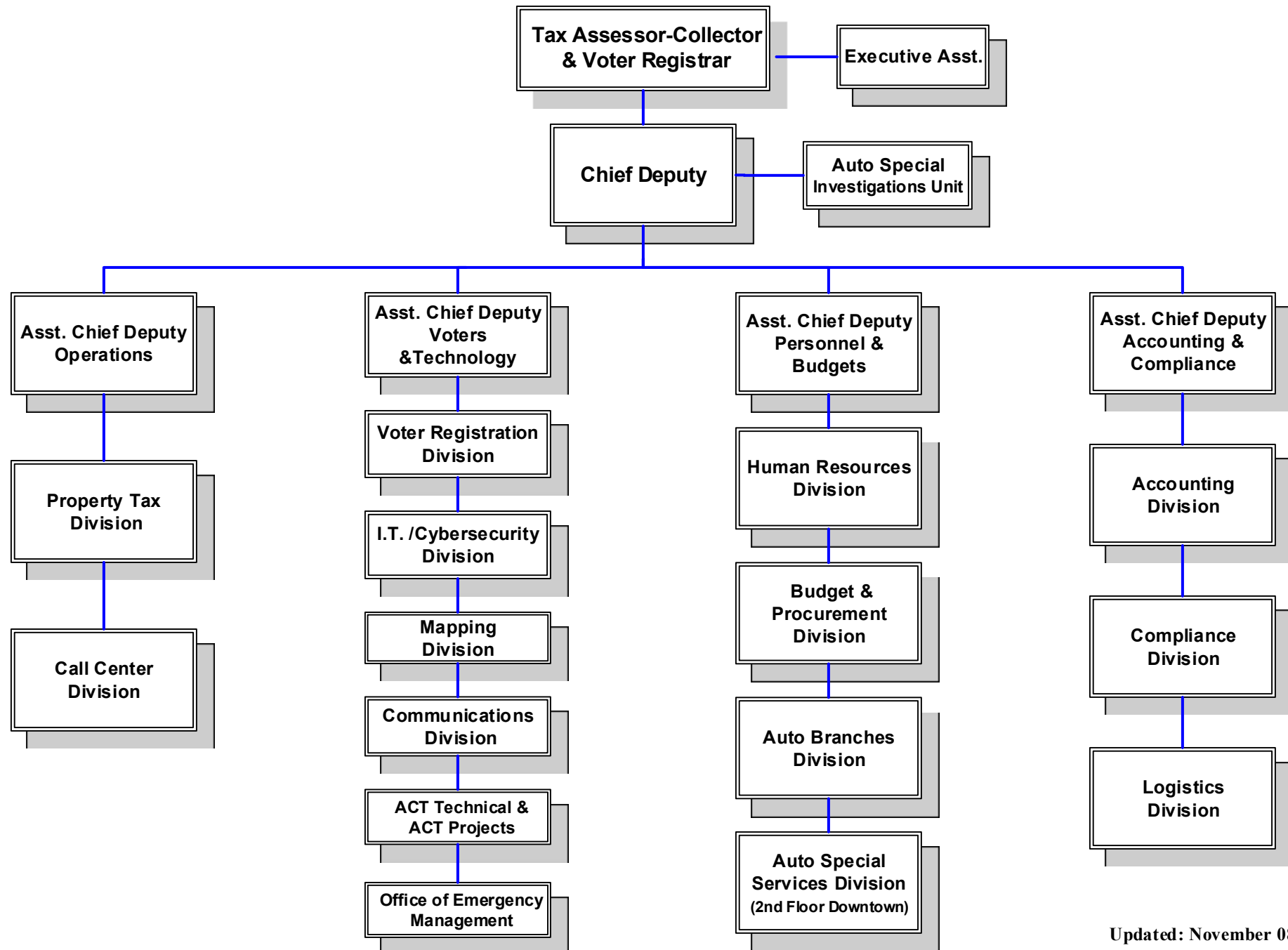


Department-Provided Information

APPENDIX A



Harris County Tax Assessor-Collector & Voter Registrar



Updated: November 08, 2019

Form #1: Department Mission and Metrics

Tax Assessor-Collector - 530

A) Department Purpose/Mission

"The Office of the Harris County Tax Assessor-Collector and Voter Registrar strives to serve our community with integrity and respect. We are committed to providing quality service through innovation and teamwork."

Our Values include: Community, Teamwork, Innovation, and Integrity.

"We believe in providing first-rate customer service through kindness, understanding, and patience. We are constantly improving our work product through innovation and professionalism. We believe that we need to own the responsibility to be the best Tax Office in the State of Texas. We believe, through teamwork and respect for our coworkers, we will provide a significant contribution to our community. We believe in deep collaboration to improve our work environment. We strive for excellence in our work and will not settle for less. We have the integrity to admit our shortcomings and courage to make the necessary changes. These are the Tax Office's beliefs."

The primary mission of the Tax Office is to provide the citizens of Harris County with an exceptional customer service experience that is friendly, efficient, and exceeds their expectations every time they visit one of our many locations. Our plan to accomplish this level of service is through staff development in the areas of: product knowledge, attentiveness, clear communication, positive language, time management, patience, and technology.

At the Tax Office, we strive to improve safety and security at all of our locations. The improvement process includes a mixture of security personnel and products. The implementation of new security measures are an on-going collaboration with Budget Management, FPM, and the Constable's Office.

We will endeavor to elevate all of our employees above the nationally recognized standard for a minimum livable wage. This includes setting the bar for pay standards. We believe that as the State's largest and busiest Tax Office, we should be the most desired workplace among all Tax Offices. We seek to attract and retain the most talented workers in the state.

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

Property Tax:

Collected nearly \$7.6B in property tax, and approx. \$80M in Hotel Occupancy, Occupation, and Other Fees between July 2018 and June 2019. In the preceding

Form #1: Department Mission and Metrics

year, the division mailed over 1.45M property tax statements and e-mailed over 6,600 e-Statements to customers. This year, we had only .01% of statements returned due to our errors or incorrect information.

Voter Registration:

Maintains a roll of over 2.3M registered voters. The Volunteer Deputy Voter Registrar Program has increased Volunteer Deputies (VDVR) by 54% in the 2019-2020 term as compared to the previous term. We have held 169 VDVR trainings as of October 2019, and The State of Texas only requires 12 trainings per year.

Automotive Division:

Processed more than 4.8M automobile registrations, titles, and other transactions collecting over \$1.2B in fees between July 2018 and June 2019. Our webDEALER system provided service to 174 Franchise Dealers and processed 405,778 transactions in 2019. We have strengthened the physical and digital security platforms in our department, and will continue to do so in the future.

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

We have:

Invested substantially in protecting our employees and citizens by focusing the majority of our trainings on physical and digital security.

Installed virtual queuing systems at each branch location that allows customers to reserve a space in line with a receptionist or greeter. The software can be configured to allow for growth and to adapt to changes in technology.

Created a web-based FLMA management system that automates the entire FMLA process.

Reimagined the Tax Office's website to make it more user-friendly and more valuable to its users.

Introduced and applied a new ACT/IFAS interface, which eliminates manual data entry.

Executed the implementation of various automation projects inside the Automotive Division that resulted a reduction of paper usage.

We have designed and implemented a plan to reduce the usage of paper throughout the department.

Form #1: Department Mission and Metrics

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

1. Physical security at specific branch locations costing approximately \$500,000.
2. Maintenance and supplies for Nemo-Q (our virtual queuing system).
3. Implementing new procedures created by the previous legislative session.
4. Special investigative projects in the automotive division.

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

- (1) \$248,000 for Nemo-Q (queuing system)
- (2) \$65,300 for lobby chairs at multiple branch locations.
- (3) \$312,000 for computer hardware (2018-19)

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.

Automotive – (1) Customer wait times (2) Transaction efficiency (per teller/per branch) (3) Transaction Error Scorecards

Voter Registration – (1) Total number of VDVR trainings (2) Data Entry Quality

Property Tax – (1) Resolution response times (2) Number of Tax Office statement errors

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.

Automotive

1. Reduction in customer wait times
2. Customer Feedback

Property Tax

1. A decline in case resolution response times

Form #1: Department Mission and Metrics

2. Statement accuracy and statement delivery accuracy
3. Reduction in backlogged cases

Voter Registration

1. Number of VDVR trainings
2. Number of VDVR appointments
3. Number of registered voters

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: **530 - Tax Assessor-Collector**

FY19/20 General Fund Adopted Budget:	\$30,550,000
Rollover Budget Received in FY19/20:	\$5,233,508

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	The Automotive Division has primary responsibilities of: (1) processing vehicle registrations, title transfers, disability placards and license plates; (2) licensing, monitoring and investigating Title Service companies.	\$23,974,950	365	41	\$2,855,729	11.9%	1	Yes
2	The Property Tax Division has primary responsibilities to levy, collect and disburse property taxes. Property taxes also are known as ad valorem taxes because the taxes are levied on the value of the property. This includes residential and commercial property taxes.	\$8,230,207	95	8	\$477,658	5.8%	2	Yes
3	The Voter Registration Division has primary responsibilities to register voters, maintain approved applications, provide certified lists of registered voters for each precinct, train Voter Deputy Voter Registrars and maintain eligible voter lists for Harris County.	\$3,578,351	70	4	\$302,364	8.4%	3	Yes
4								
5								
Department-Estimated Totals		\$35,783,508	530	53	\$3,635,751	10.2%		

* 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: Tax Office

Functional Area: Automobile

Dept. Funding Priority #: #1

Funding Request*:

Start-Up Costs (One-time)	\$	60,000
Cost of Positions (Recurring)		2,792,246
Other Recurring Costs		<u>10,000</u>
Total Request	\$	2,855,729

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
At specific branches, customers are experiencing higher than normal wait times. At certain branches, our employees are overwhelmed and our turnover is at a level that is higher than normal. We have reached capacity at those locations, but currently have an additional 700-800 square feet of unused space to add to their current set up. In addition, our customer growth has outpaced our facilities, which have not been updated for recent population growth.
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>Strategy/Solution:</p> <ol style="list-style-type: none"> 1. We plan to hire 41 new employees. 2. We plan to expand 4 branch locations with 14 new teller windows. 3. We would like to add 6 full-time officers (2 investigators and 4 deputies) to improve investigations and physical security. <p>We believe the implementation of this strategy will reduce the customers' wait times, reduce staff turnover and increase staff morale.</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.
At certain branches, this approach has been implemented and we noticed employee turnover decreased, customer feedback improved and customer wait times improved.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
<p>Two important Key Performance Indicators (KPIs) are:</p> <ol style="list-style-type: none"> 1. Customer wait times 2. Transaction efficiency (# of transactions/per employee/per branch) 3. Transaction Error Scorecards
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.)?
We'll provide updates as needed and requested by commissioner's court with an annual report.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Please see attached Appendix B.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Yes, there will be a build-out to accommodate some of the new positions at Humble, Kyle Chapman, Scarsdale and Tomball locations.

**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: **Tax Office**

Functional Area: Property Tax
Dept. Funding Priority #: #2

Funding Request*:

Start-Up Costs (One-time)	\$	35,000
Cost of Positions (Recurring)		437,658
Other Recurring Costs		5,000
Total Request	\$	477,658

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
<p>This division of the Tax Office is facing some headwinds and challenges that need to be mitigated before they manifest into problems. Some of the challenges will be brought on by new legislation and others are due to the growing populations of the jurisdictions we serve. We are also experiencing a change in the origination of external business requests. Many of our requests are now coming by email instead of phone, and emails require approximately 30% more time to resolve than a phone call. In regards to the growing populations of the jurisdictions we serve, we have experienced an 11% increase in cases, causing a growing backlog of cases and longer response times. In regards to the new state legislation, we are anticipating an influx of Open Records requests and delinquency mail correspondences being sent. Along with these demands we are confronted with a staff that has numerous retirees in key positions and high turnover of fully-trained temporary staff that are recruited away due to lack of positions available in the department.</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>Strategy/Solution:</p> <ol style="list-style-type: none"> 1. Convert 6 of our temporary contract workers into 6 permanent Call Center employees. 2. Hire 2 new positional employees that will be dedicated to training and inventory. 3. Dedicate resources to manage the change in business requests. 4. Digitize the flow of information throughout our division. <p>We believe the implementation of this strategy will reduce the caseload backlog, create faster email response times, reduce overtime cost accruals, increase our staffing capabilities and better prepare us to face new obstacles presented in the future.</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>When implemented in other sectors, we experienced positive results like reduced Call Center wait times and greater retention of qualified talent.</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>Three important Key Performance Indicators (KPIs) are:</p> <ol style="list-style-type: none"> 1. A steady decline of backlogged cases 2. Statement accuracy and delivery of statement accuracy 3. A steady decline in customer case resolution response times <p>These three KPIs help us understand the impact the changes will have from all aspects of a customer's experience.</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>We'll provide updates as needed and requested by commissioner's court with an annual report.</p>
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
<p>Please see attached Appendix B.</p>
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
<p>Yes, there will be a build-out to accommodate some of the new positions to the existing office space located on the 3rd floor of the administration building.</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: **Tax Office**

Functional Area: Voter Registration

Dept. Funding Priority #: #3

Funding Request*:

Start-Up Costs (One-time)	\$	80,000
Cost of Positions (Recurring)		212,364
Other Recurring Costs		<u>10,000</u>
Total Request	\$	302,364

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 Voter Registration Division is experiencing increased opportunities to engage the community in Volunteer Deputy Voter Registrar (VDVR) trainings, voter drives and other outreach events.
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>Strategy/Solution:</p> <ol style="list-style-type: none"> 1. We plan to hire 4 new permanent employees. 2. We plan to update our PCs and software. 3. We plan to have more training in the areas of cybersecurity and electronic processing of voter apps. <p>We believe the implementation of this strategy will increase our ability to respond to Volunteer Deputy (VDVR) training requests, and enhance the protection and efficient processing of voter information.</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.
The Volunteer Deputy Voter Registrar Program has increased Volunteer Deputies (VDVR) by 54% in the 2019-2020 term as compared to the previous term.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
<p>Three important Key Performance Indicators (KPIs) are:</p> <ol style="list-style-type: none"> 1. Number of Volunteer Deputy Voter Registrars (VDVR) trainings held. 2. Number of VDVRs receiving their Certificate of Appointment. 3. Number of registered voters.
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.)?
We will provide updates as needed and requested by commissioner's court with an annual report.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Please see attached Appendix B.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No, new positions will be accommodated by existing 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.*

Appendix B - FTE Request

* All employee requests are for 26 pay periods

HC Tax Division	Position Title	# of Positions	Hourly Rate	Annual Salary	Benefits Costs	Insurance Costs	Annual Costs
Auto - Special Services	Clerk: WebDealer	5	15.00	156,000.00	37,954.80	71,500.00	265,454.80
Auto - Special Services	Lead Clerk: DC Packages	1	16.50	34,320.00	8,350.06	14,300.00	56,970.06
Auto - Special Services	Clerks: DC Packages	3	15.00	93,600.00	22,772.88	42,900.00	159,272.88
Auto - Branches	Window Teller	29	15.00	904,800.00	220,137.84	414,700.00	1,539,637.84
Auto - Branches	Lead Clerk: Auto	3	16.50	102,960.00	25,050.17	42,900.00	170,910.17
		41					2,192,245.74
Voter Registration & Mapping	Voter Clerk	4	15.00	124,800.00	30,363.84	57,200.00	212,363.84
Property Tax	Special Inv. Tax	1	15.00	31,200.00	7,590.96	14,300.00	53,090.96
Property Tax	Call Center Trainer	1	20.00	41,600.00	10,121.28	14,300.00	66,021.28
Property Tax	Call Center Clerk	6	15.00	187,200.00	45,545.76	85,800.00	318,545.76
		8					437,658.00
Total		53		1,676,480.00	407,887.58	757,900.00	2,842,267.58

2019 Benefits %	24.33%
2019 Group Health \$	14,300.00

204-LEGISLATIVE SERVICES

Data as of: 11/11/2019

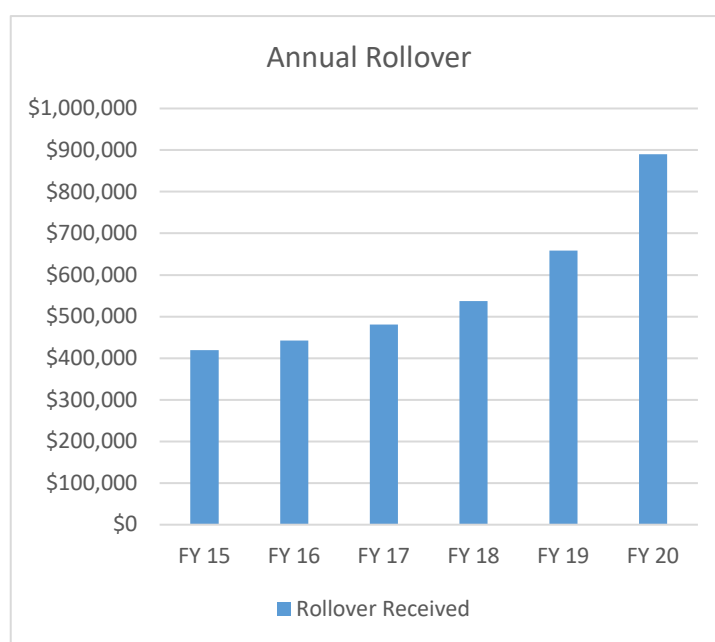
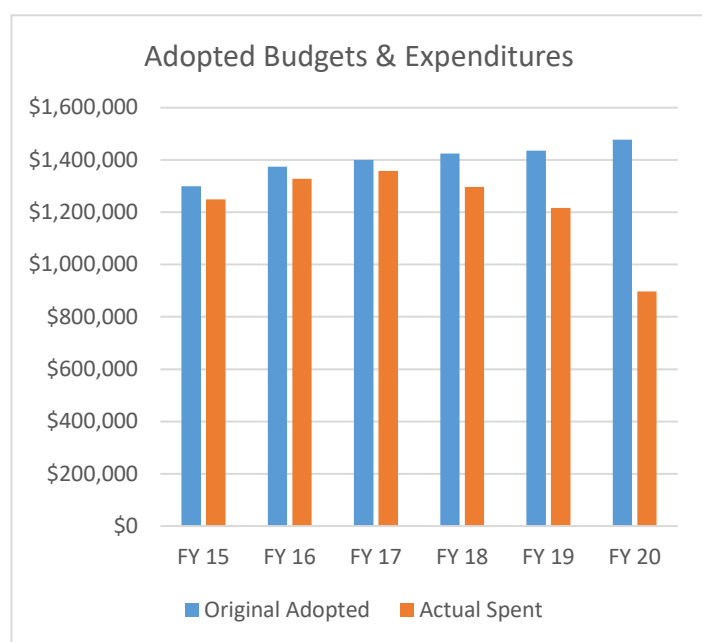
Avg. Annual Budget Increase Last 5 Years: 2.6%

FY 20 Adopted Budget Per Capita (Harris County): \$0.31

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	\$1,300,000	\$1,375,000	\$1,400,000	\$1,425,000	\$1,435,000	\$1,478,000
Final Adjusted	\$1,747,126	\$1,817,782	\$1,902,022	\$1,963,232	\$2,118,877	\$2,368,201
Rollover Received	\$419,250	\$442,782	\$480,622	\$537,217	\$658,204	\$890,201
Rollover % of Adopted	32%	32%	34%	38%	46%	60%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	\$598,894	\$720,526	\$746,905	\$714,613	\$604,852	\$428,712
Non-Labor/Transfers	\$650,438	\$607,978	\$611,184	\$581,936	\$611,378	\$468,233
Actual Spent	\$1,249,332	\$1,328,504	\$1,358,089	\$1,296,549	\$1,216,230	\$896,945



FY20 Rollover as a % of FY20 Adopted Budget: 60.2%

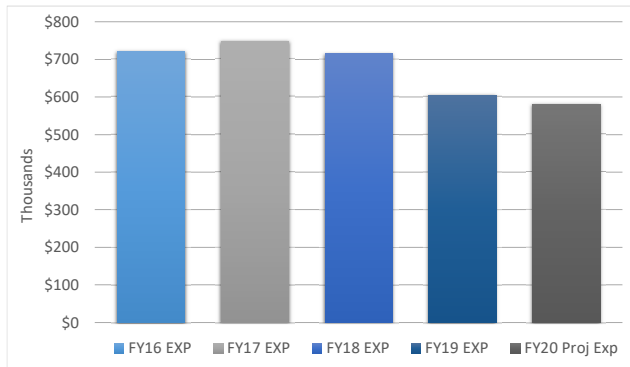
Other Department Resources

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

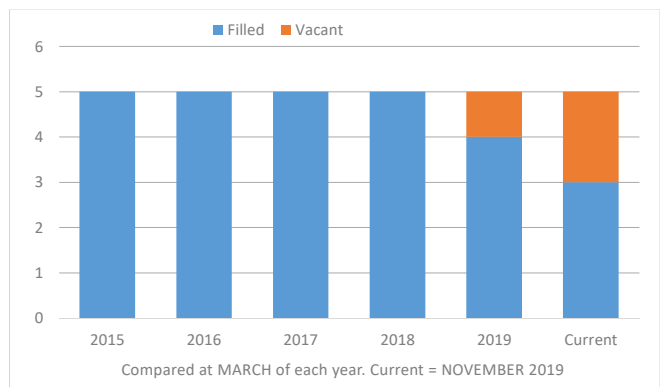
PERSONNEL SUMMARY FOR LEGISLATIVE RELATIONS

All Department Funds
as of November 2019

Annual Labor Expense



Total Number of Positions

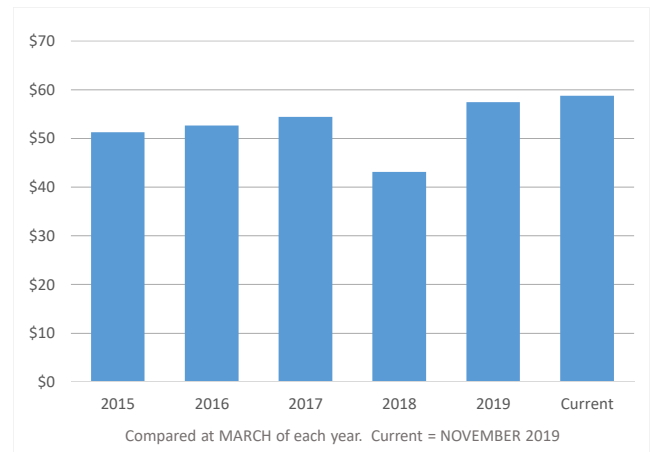


Avg. Salary Increases For Existing Full-Time Employees

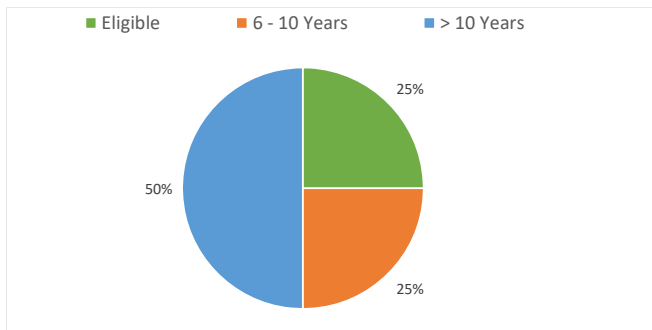
People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	3	1.0%	1.0%
Sept 2017	2	2.8%	1.4%
Sept 2016	2	2.8%	0.9%
Sept 2015	2	7.4%	1.8%
Sept 2014	1	7.4%	1.4%

	Filled	Vacant	Total
R32+	3	2	5
Part	0	0	0
Temp	0	0	0

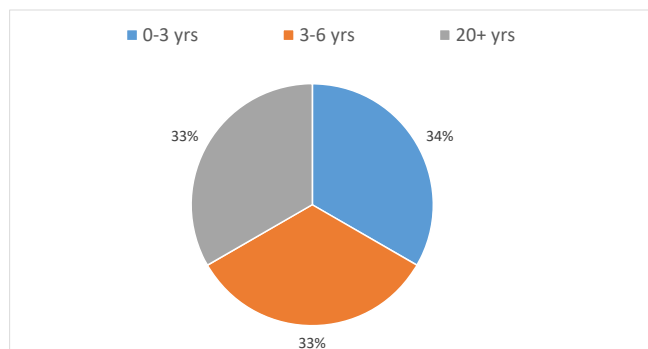
Dept. Average Hourly Base Pay Rate



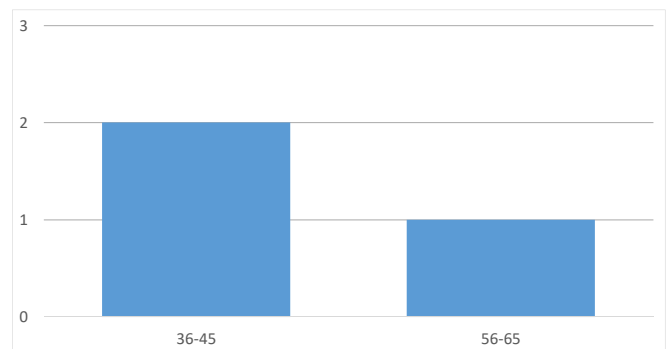
Retirement Eligibility



Employee Tenure



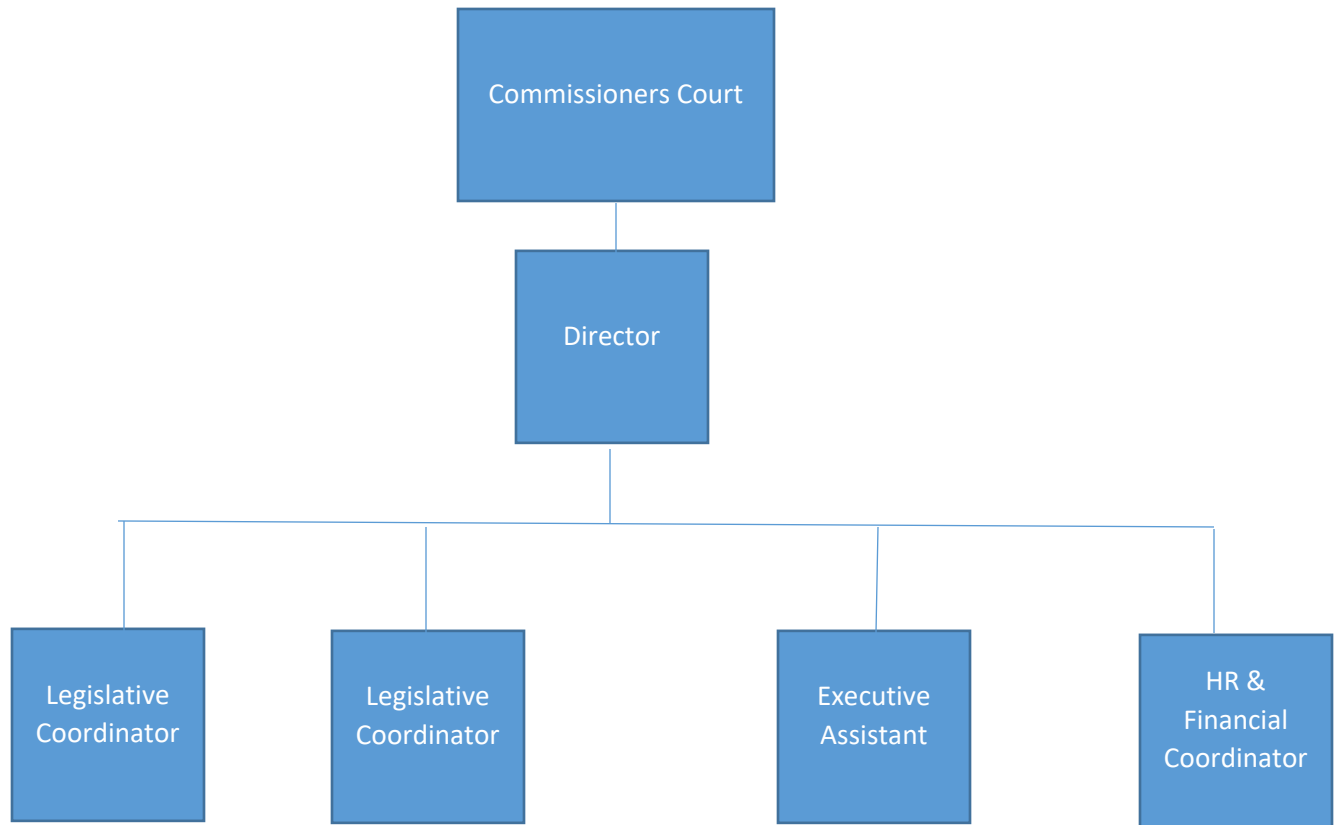
Number of Employees by Age





Department-Provided Information

Office of Legislative Relations – Organizational Chart



Form #1: Department Mission and Metrics

Legislative Relations - 204

A) Department Purpose/Mission

The Harris County Office of Legislative Relations (OLR), under direction of Harris County Commissioners Court, is responsible for implementing Harris County's legislative priorities at the state and federal level. OLR serves as liaison to County departments and County elected officials, internally. OLR serves as needed, as contact point for state and federal elected officials, externally.

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

Between the 85th and 86th sessions of the Texas Legislature, Hurricane Harvey changed the workload of most county departments and this was definitely the case for OLR. We changed the ratio of federal/state advocacy, increased our agency-level advocacy, and engaged in interim studies and hearings at an unprecedented level in preparation for the 86th Legislature. Rather than an "interim," we had a "pre-session."

The Interim. This dynamic required new measurements as these activities directly impacted the passage of the priority bills *before* the session:

- 13 federal tours and briefings, including federal Congressional, Presidential, and agency tours;
- 12 meetings as county's liaison to the Rebuild Texas Commission;
- 3 stakeholder workshops with the Texas Department of Emergency Management;
- Aggressively engaged on 4 federal disaster relief appropriations bills;
- Monitored 195 state Legislative Interim Studies;
- Coordinated Harris County testimony for over 50 interim hearings, more than during the entire 85th Legislative Session!

Federal Results. To date, OLR has effectively advocated for over \$50 billion in federal disaster recovery funding for Texas related to Hurricane Harvey, for which Harris County and the Harris County Flood Control District may qualify for over \$20 billion.

State Results. During the session, OLR coordinated testimony of 30 county witnesses, played a leadership role in our associations and coalitions, and effectively advocated for over \$3 billion in state funding related to Hurricane Harvey recovery and flood resilience projects. Harris County and Harris County Flood Control District may be eligible for over \$334 million.

Form #1: Department Mission and Metrics

OLR wishes to acknowledge the numerous individuals and departments that participated in making this session a success. More than 30 county employees traveled from Harris County to Austin to testify on behalf of the County. We worked with over 130 county liaisons representing over 40 departments and we thank them for their hard work. First and foremost, we thank the Harris County Commissioners Court and our Legislative Committee for their support, guidance, time, and resources provided to this department!

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

The OLR team must be able to work remotely, as a good deal of team members' work is done in Austin during the legislative session. Wireless internet hotspot devices were upgraded for the first time in over five years, to give team members better access to internet during critical moments on the road. In addition, upgraded external batteries and computing devices were purchased for some team members, with budgetted funds. These upgrades allowed OLR to continue working through hearings in Austin that often stretched into the late night hours, during critical times throughout session.

The adoption, by Commissioners Court, of a per diem travel reimbursement option has also improved efficiency for the department. The flexibility of the per diem program and streamlining of paperwork associated with it, has given back valuable time to team members to focus on activities core to the OLR mission.

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

New Responsibilities in Federal Engagement

Due to unprecedented engagement on activities related to Hurricane Harvey funding and flood resiliency projects OLR has become much more engaged in federal issues. The expectation is for this trend of increased engagement to continue as Commissioners Court directs the department to match the federal engagement of similarly situated urban counties across the nation, like Los Angeles County, CA or Miami-Dade County, FL.

New Responsibilities at Commissioners Court

During the legislative session, the department director took on a more regular in-person reporting/resource role at Commissioners Court meetings, at the request of court members. As a result, more travel was required of the OLR director and staff, to cover needs in Austin that conflicted with Tuesday appearances at court.

A Different Kind of Session: Commissioners Court Visibility

Form #1: Department Mission and Metrics

This session, Commissioners Court made clear its preference to increase visibility and take positions on-the-record this session. Following that direction, and in accordance with the adopted platform, OLR set a record for hearings and positions taken this session.

Hearings

During the 2019 session, the OLR team attended over 169 committee hearings, more than double the number of hearings attended in 2017 and a record in the department's history.

Submitted	Hearings Attended	Cards
2011	94	139
2013	85	117
2015	88	144
2017	76	138
2019	169	411

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

OLR does not anticipate any major changes in costs next year, versus those incurred this year.

The work of OLR can best be described on a biennial cycle. Thus, the department's budget also runs on a biennial cycle, with travel costs rising in odd numbered years, as team members are required to be in Austin regularly. As in previous budget cycles, we anticipate less travel in 2020, but expenditures will rise as we head into the early months of 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.

OLR's biggest measures for internal performance are: the success with which Harris County proposals obtain positive outcomes, and the extent to which we modify or oppose potentially detrimental legislation. In addition, we carefully track feedback

Form #1: Department Mission and Metrics

from more than 40 departments and their more than 130 (collective) liaisons. The increase in both the number of bills tracked and feedback received from department liaisons has ticked up over the last several years. As noted above, this session, Commissioners Court made clear its preference to increase visibility and take positions on-the-record.

Below, you will find comparisons between the volume of work OLR produced for Harris County during the past session and in previous sessions, based upon these measures.

Session Numbers: Harris County

Of the 20 Harris County initiatives this session, 1 reached a successful outcome without final passage, 2 were withdrawn by departments, and 10 of the remaining 17 passed, for a rate of 59%. Priority was given to Hurricane Harvey/Disaster Recovery related bills. Considerable time and effort was expended in working on SB 7, SB 500, HJR 4, and SB 8, which provided funding and a framework for future disaster recovery in Texas, vital to Harris County's response and recovery efforts. Given a record low passage rate for bills in general this session, this is an accomplishment for which Harris County can be proud. Governor Greg Abbott vetoed 58 bills and resolutions. No Harris County bills were vetoed this session.

Some of the most valuable work we do is measured not by what provisions pass but what provisions don't. This session OLR worked to successfully defeat or change over 140 provisions.

A partial list of subjects on which the county successfully modified or opposed legislation includes the following:

- Revenue caps and rollback rates (multiple)
- Adverse changes to appraisal processes (multiple)
- Emergency management
- Disaster funding
- Election administration (multiple)
- Limitations on eminent domain authority (multiple)
- Street light funding mechanisms
- Medical examiner practices
- Restricting fireworks authority
- Misleading bond ballot disclosure
- Restrictions on use of capital appreciation bonds
- Sovereign immunity waivers
- Restrictions on toll roads

Form #1: Department Mission and Metrics

- Prohibiting legislative advocacy by public entities
- Awarding attorney fees against the county
- Across-the-board state pre-emption authority

Session Numbers: The Big Picture

This session 7,541 bills and joint resolutions were filed, which was a 10% increase over last session and the highest count in the last ten years. A total of 1,439 bills and joint resolutions passed both chambers, which was only 19% of total bills filed.

OLR tracked 4,588 (61%) bills that had potential impact on the county. This was a 3% increase in bills tracked by OLR due to an increase in bills filed that impacted counties. 819 tracked bills passed.

OLR changed its tracking and feedback practices in 2015. We are extremely pleased with the increase in feedback that we are receiving in partnership with departments.

	Filed	Tracked	%Tracked	Dept Feedback Rec'd
2013	6,061	1,928	32%	TBD
2015	6,476	3,114	48%	1,067
2017	6,800	3,830	56%	1,298
2019	7,541	4,588	61%	1,517

A Different Kind of Session: Commissioners Court Visibility

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Hearings

During the 2019 session, the OLR team attended over 169 committee hearings, more than double the number of hearings attended in 2017 and a record in the department's history.

	Hearings Attended	Cards
Submitted		

Form #1: Department Mission and Metrics

2011	94	139
2013	85	117
2015	88	144
2017	76	138
2019	169	411

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.

n/a

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:

204 - Legislative Relations

FY19/20 General Fund Adopted Budget:	\$1,478,000
Rollover Budget Received in FY19/20:	\$890,201

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	Implementation of the County's legislative priorities at the state and federal level, at the direction of Harris County Commissioners Court (3 positions - Director and two legislative coordinators)	\$603,996	3	0	\$0	0.0%		
2	Administrative Support for Department and support to other departments participating in legislative activities (two positions - Executive Assistant and HR&Financial Coordinator)	\$239,844	2	0	\$0	0.0%		
3	Contract Services (Administration and contracting for legislative services, as determined by members of Commissioners Court)	\$634,160	0	0	\$0	0.0%		

Department-Estimated Totals	\$1,478,000	5	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.