



COVID-19

August 2024

To: County Judge Hidalgo
Commissioners Ellis, Garcia, Ramsey, and Briones

From: Romeo Solis, Director, ARPA Portfolio Management Office
Emily Myers, Manager, ARPA Portfolio Management Office

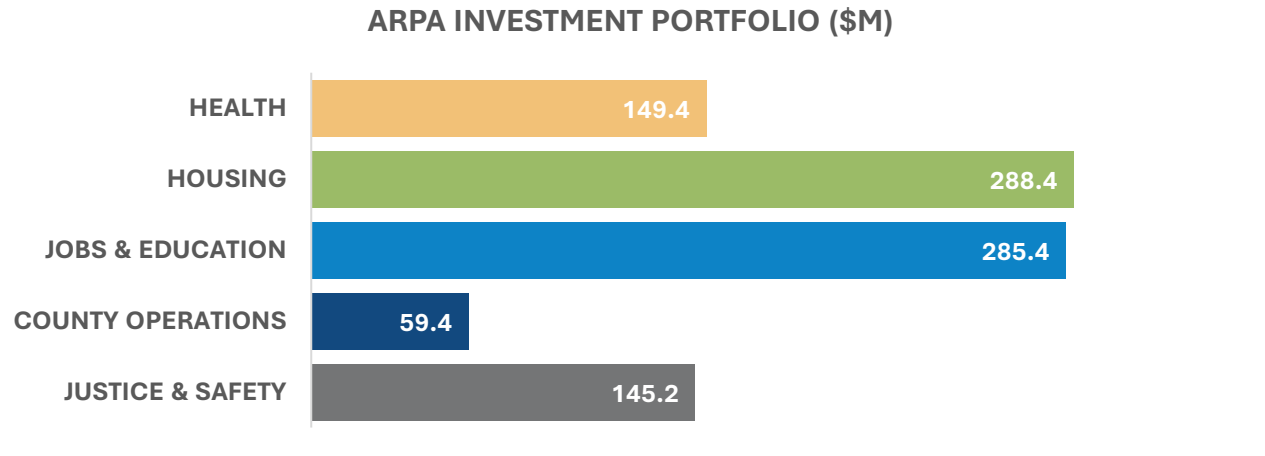
Re: American Rescue Plan Act (ARPA) Monthly Report

Since our last report, Commissioners Court has approved the following investments and agreements across the ARPA Portfolio:

HEALTH	<p>Behavioral Health: Amendment to an interlocal agreement with The Harris Center for Mental Health and IDD to decrease funds in the amount of \$5.03 million.</p> <p>Neighborhood Nuisance Abatement: Orders to Abate at multiple locations in Precincts 1, 2, 3 and 4.</p>
HOUSING	<p>Affordable Housing – Multifamily Development: Conditional award of up to \$14.6 million for the Hardy Yards project, which will create more than 400 affordable units.</p> <p>Affordable Housing – Single Family Reconstruction Program: Amendment to the agreement with Ardurra Group Inc. to decrease funds in the amount of \$4.4 million for the revised scope of work.</p> <p>Affordable Housing – Legal Aid: Amendment to the agreement with Neighborhood Defender Service, Inc. to update the budget with no increase in the total contract amount.</p>
JOBS & EDUCATION	<p>Early Childhood – Responsive Intervention Supports & Engagement (RISE): Amendment to an agreement with The Harris Center for Mental Health and IDD to extend the term to October 31, 2026, and the Budget the Federal Award Identification Table for the RISE program.</p> <p>Early Childhood – Early REACH: Amendment to the Data Use Agreement with the University of Houston for the benefit of its Institute for Research on Women, Gender & Sexuality (UH IRWGS), evaluators of the Early REACH program to update the preamble and language regarding the exchange of personally identifiable information.</p> <p>Early Childhood—Rupani Foundation: Amendment to an agreement with Rupani Foundation to update the Scope of Work for an early childhood program through the Early Childhood Impact Fund (ECIF)</p> <p>Early Childhood – SHINE: Amendment to an agreement with Low Income Investment Fund to decrease funds by \$17.7 million for the SHINE program.</p> <p>Early Childhood – Acceptable Child Care Training Supports (ACCTS): Award to The University of Texas Health Science Center at Houston for the Accessible Child Care Training and Supports (ACCTS) program.</p>

	<p>Early Childhood—Inspire: Amendment to an agreement with the Harris Center for Mental Health and IDD for the Inspire program, reallocating funds to costs for program outreach and correcting staff salaries within the budget.</p> <p>Early Childhood—Safe Babies: Agreement with First3Years to decrease contract amount to \$1.2 million and extended the term through September 30, 2025.</p> <p>Early Childhood—ELQN: East HC Empowerment Council: Agreement with East Harris County Empowerment Council to decrease funds by \$13k to update the budget for early learning quality network for Harris County.</p>
<p>COUNTY OPERATIONS</p>	<p>FY 24 General Fund Support: Obligation of previously approved FY24 General Fund Support by transferring labor expenses from Harris County Public Health and the Office of Management and Budget to the ARPA fund.</p> <p>ARPA Technical Assistance Award: Agreement with Hagerty Consulting to support ARPA programs with technical assistance, portfolio management, and compliance.</p> <p>HRRM Pay Equity FTEs: FTEs supporting the implementation of the HRRM Pay Equity Plan with technical assistance and project management.</p> <p>HRRM Pay Equity Contract: Consulting and technical assistance to support the implementation of the HRRM Pay Equity Study.</p>
<p>JUSTICE & SAFETY</p>	<p>Associate Judges FY 2025: \$2.1 million in funding for the Associate Judges initiative in FY2025, which includes six associate judges and six supporting positions.</p> <p>Children’s Assessment Center: Extension of two clinicians and two trainers through the end of FY25 using cost savings from the ARPA-funded training budget.</p>

A total of **\$927.8** million has been allocated to date toward pandemic recovery programs in the ARPA and FLEX portfolios.



GOVERNANCE, COMPLIANCE, AND PLANNING

The ARPA Portfolio Management Office continues to engage working groups, the ARPA Steering Committee, and County departments in the standup, management, monitoring, and closeout of projects across 19 focus areas:

HEALTH	HOUSING	JOBS & EDUCATION	COUNTY OPERATIONS
Behavioral Health	Affordable Housing	Early Childhood	Elections
COVID-19	Homelessness	Family Financial Stability	Justice & Safety
Coordinated Care	Infrastructure	Small Business Support	Violence Prevention
Crime Prevention through Environmental Design	Re-entry / Re-integration Housing	Workforce Development	
Environmental Health: Lead			
Food & Nutrition			
Harris Health			
Healthcare Access & Coverage			

OPEN REQUESTS FOR PROPOSAL

Supporting the competitive procurement of programs remains a focus; there are two on the Harris County Purchasing Bonfire portal:

HOUSING

[24/0300 RFSQ – Professional Engineering Services for Construction Materials Testing for the Westfield Estates Sanitary Sewer System Project for the Office of the County Engineer \(ARPA\)](#)

The Office of the County Engineer seeks professional engineering services for construction materials testing for the Westfield Estates Sanitary Sewer System project.

[24/0313 ITB – Construction of a Sanitary Sewer System, Lift Station, and Force Main for the Westfield Estates Subdivision in the Harris County Precinct 2 \(ARPA\)](#)

The Office of the County Engineer seeks a Contractor for the construction of a Sanitary Sewer System, Lift Station, and Force Main for the Westfield Estates Subdivision in Harris County.

NEW INVESTMENTS & AGREEMENTS

HEALTH

Behavioral Health

Healthy Minds, Healthy Communities (HMHC) is a Community Initiated Care (CIC) program with the goal of strengthening community behavioral health and resiliency. Court approved an amendment to an interlocal agreement with The Harris Center for Mental Health and IDD to decrease funds in the amount of \$5.03 million.

Neighborhood Nuisance Abatement

The ARPA Neighborhood Nuisance Abatement (NNA) project has been established to complement current NNA efforts in Harris County being implemented by the Harris County Public Health Department. The program aims to decrease crime and improve public health through proactive efforts, such as securing or demolishing unsafe structures, removing rubbish, securing abandoned pools, removing weeds to prevent pest infestation, and other abatement efforts. Commissioners Court approved Orders to Abate at thirteen locations in Precincts 1, 2, 3 and 4.

HOUSING

Affordable Housing: Multi-Family Development

The Multi-Family Development Program provides funds for acquisition, rehabilitation, reconstruction, and new construction of affordable multi-family housing projects in Harris County. Commissioners Court approved to conditionally award up to \$14.6 million for the Hardy Yards project.

Affordable Housing: Single-Family Reconstruction Program

Commissioners Court approved a request by the Purchasing Agent to execute an amendment to the agreement with Ardurra Group Inc. to decrease funds in the amount of \$4.4 million for the revised scope of work.

Affordable Housing: Legal Aid

Commissioners Court approved an amendment to the agreement with Neighborhood Defender Service, Inc. to update the budget with no increase in the total contract amount.

JOBS & EDUCATION

Early Childhood Initiatives (ECI): RISE Contract Extension

Commissioners Court approved an amendment to an agreement with The Harris Center for Mental Health and IDD to extend the term to October 31, 2026 and update the Budget and the Federal Award Identification Table for the RISE Program.

Early Childhood Initiatives (ECI): Early REACH Data Sharing Agreement

Commissioners Court approved an amendment to the Data Use Agreement with the University of Houston for the benefit of its Institute for Research on Women, Gender & Sexuality (UH IRWGS), evaluators of the

Early REACH program to update the preamble and language regarding the exchange of personally identifiable information.

Early Childhood Initiatives (ECI): Rupani Foundation Contract Extension

Commissioners Court executed an amendment to an agreement with Rupani Foundation to update the Scope of Work for pilot or expand early childhood programs through the early childhood impact fund for Harris County for the period of May 16, 2023 - May 15, 2025, with no increase in the total contract amount.

Early Childhood Initiatives (ECI): SHINE Budget Decrease

Commissioners Court executed an amendment to an agreement with Low Income Investment Fund to decrease funds by \$17,700,000 for the grant fund, reduce the administrative fee, update the budget, update the Federal Award Identification Table, and update the Statement of Work for child care facilities fund for Harris County for the period of December 5, 2023 - December 31, 2026.

Early Childhood Initiatives (ECI): ACCTS Approval of Vendor

Commissioners Court approved an award on the basis of best proposal meeting requirements and that the County Judge execute an agreement with The University of Texas Health Science Center at Houston for accessible child care training and supports for the Department of Economic Equity and Opportunity for the period of August 6, 2024 - December 31, 2026 (230450), MWDBE Contracted Goal: 9%.

Early Childhood Initiatives (ECI): Inspire Budget Amendment

Commissioners Court approved an agreement with the Harris Center for Mental Health and IDD for the Inspire program, reallocating funds to costs for program outreach and correcting staff salaries within the budget.

Early Childhood Initiatives (ECI): Safe Babies

Commissioners Court approved an agreement with First3Years in the decreased amount of \$1,200,312 to update the Scope of Work, budget, and Federal Identification Award Table for programs or interventions to be funded by the Early Childhood Impact Fund to improve early childhood health and development outcomes, reduce disparities, and generate evidence to better meet the needs of young children and their families for Harris County for the extended term through September 30, 2025.

Early Childhood Initiatives (ECI): East Harris County Empowerment Council

Federal Identification an agreement with East Harris County Empowerment Council to decrease funds in the amount of \$13,067 to update the budget, Federal Award Identification Table, and Statement of Work for early learning quality network for Harris County for the period of October 10, 2023 - November 30, 2026.

COUNTY OPERATIONS

FY24 General Fund Support

During the FY24 Budget process, Commissioners Court approved additional American Rescue Plan Act Local Fiscal Recovery Fund Commitments. \$28M in additional jail capacity and 19.5M to support the General Fund budget overall. This item is confirming the obligation and process outlined in the previous budget process. OMB has worked with OCA and compliance partners, to identify eligible labor expenses in the general fund to move to ARPA.

ARPA Technical Assistance Award

Commissioners Court approved an award on the basis of best proposal meeting requirements and that the County Judge execute an agreement with Hagerty Consulting, Inc. for American Rescue Plan Act (ARPA) Technical Assistance, Portfolio Management, and Compliance Support for the Office of County Administration for the period of August 6, 2024 - August 5, 2025 with three (3) one-year renewal options (240035), MWDBE Contracted: 13.3%.

HRRM Pay Equity FTEs

Commissioners Court approved \$942,500 for Human Resources and Risk Management (HRRM) for four FTEs. This request for four positions is essential as follows: 1) Project Manager - oversee all project-related activities to ensure timely and on-budget completion, 2) Communications Manager - develop and oversee internal communications through regular messaging relative to the project's progress, 3) Change Management Manager - minimize adverse effects of employee position changes and optimize positive results as identified throughout the project, and 4) Administrative Assistant - provide administrative support for three above-mentioned Managers.

HRRM Pay Equity Study Contract

Commissioners Court approved an award on the basis of best proposal meeting requirements and that the County Judge execute an agreement with Gallagher Benefit Services Inc. for compensation and pay equity study for Human Resources & Risk Management for the period of August 27, 2024 - August 26, 2025 with four (4) one-year renewal options (230485), MWDBE Contracted Goal:13%. The mission of this project is to provide pay equity now and in the future for similarly titled and/or situated jobs.

JUSTICE & SAFETY

Associate Judges FY 2025

Commissioners Court approved \$2,131,484 in additional funds for the District Courts Administration. This funding will support six Associate Judges, three court coordinators, and three court reporters with recommendations to help support in-custody cases.

Children's Assessment Center

Commissioners Court approved an extension of Two Training Specialist positions and two Clinician positions to September 30, 2025, by reallocating the existing funding. No additional allocation of funding is required. The CAC's operating budget will cover any salaries or benefits beyond September 30, 2025, as this modality and training become a larger portion of our operating model.

ACTIVE PROJECTS

HEALTH PORTFOLIO

Behavioral Health (BH)

Behavioral Health

Harris County seeks to enhance BH educational tracks and develop a pipeline to increase the number of culturally and linguistically competent BH providers. This program also seeks to expand services in socially vulnerable neighborhoods for youth and supports overdose prevention initiatives and access to treatment.

The **Behavioral Health Workforce program** is administered by three subrecipients:

- **Meadows Mental Health Policy Institute (MMHPI)**, with support from the Lucine Center, delivers trauma- and grief-informed training to community- and school-based clinicians.
- **The Network of Behavioral Health Providers (NBHP)** trains peer support counselors and community health workers, develops a pipeline of educational and experiential opportunities, provides scholarships for students, and offers outcomes-based reimbursements for community health workers.
- **The Montrose Center** provides development and internship opportunities, recruiting and retention incentives for licensed therapists, and training in advanced marriage and family therapy practices.

Program	KPI Description	Actuals to Date
Meadows Mental Health Policy Institute	Professionals trained	1,845
Network of Behavioral Health Providers	Students attending presentation on a career in BH	1,982
Montrose Center	% of clinical staff retained	99%

The **Behavioral Health Counseling for Youth & Families** is administered by four subrecipients:

- **Communities in Schools (CIS)** provides school-based mental health services delivered by licensed and qualified subcontractors and supports students through group counseling.
- **Covenant House Texas** provides mental health services to youths, focusing on homeless youths and young parents, LGBTQ+ youths, and victims of human trafficking and domestic or dating violence.
- **Houston Area Women’s Center (HAWC)** provides comprehensive services to survivors of family violence in their communities, including individual and group counseling.
- **Tilman J. Fertitta College of Medicine** provides outpatient mental health services for children and families, school-based and in-home care coordination, and training opportunities for graduate students.

Program	KPI Description	Actuals to Date
Communities in Schools	Students receiving individual interventions	658
Covenant House Texas	Youth and Young Adult PSA Assessment Completed	155
Houston Area Women’s Center	Individuals engaging in counseling services	679

Tilman J. Fertitta College of Medicine	Integrated primary care consultations	174
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The **Behavioral Health Substance Abuse Treatment and Overdose Prevention program** is administered by four subrecipients:

- **Cenikor Foundation** is expanding access to MAT services, peer recovery support, and recovery housing.
- **The Council on Recovery** provides outreach, screening, assessment, and referral (OSAR) services, as well as training on overdose prevention and the use of naloxone.
- **Houston Recovery Center** provides prevention education and behavioral health referrals, including access to Medication-Assisted Treatment (MAT) and naloxone to prevent opioid overdoses.
- **Santa Maria Hostel**, in partnership with Baylor College of Medicine, implements the I-CARE Clinic to expand access to physical healthcare, psychiatric care, and substance use disorder (SUD) treatment.

Program	KPI Description	Actuals to Date
Cenikor Foundation	Individuals receiving Medication Assisted Treatment	257
Council on Recovery	Individuals with MH Disorders screened for Substance Use Disorder	2,163
Houston Recovery Center	Care coordination connections	849
Santa Maria Hostel	Individuals served through the I-Care Clinic	1,121

Healthy Minds, Healthy Communities

Healthy Minds, Healthy Communities (HMHC) is a Community Initiated Care (CIC) program with the goal of strengthening community behavioral health and resiliency. The program identified 10 key neighborhoods, which are largely communities of color disproportionately impacted by COVID-19, with high rates of poverty, increases in suicide, and barriers to behavioral health services. The program identifies community touchpoints and conducts outreach to raise awareness of mental health and treatment options, offers community-based trainings, and establishes support groups for survivors of suicide loss. The purpose of these tools and trainings is for community members to be able to support each other in times of emotional need.

KPI Description	Actuals to Date
Number of events (# of trainings hosted; # of events hosted)	269

Clean Streets, Safe Neighborhoods

Community Engaged Design

Clean Streets, Safe Neighborhoods is a crime prevention and neighborhood safety program that uses data to target Harris County neighborhoods where underinvestment in neighborhood infrastructure could be driving violent crime. The program aims to improve street lighting, sidewalks, and green spaces, and create opportunities for civic artwork. A Neighborhood Prioritization Index was utilized to identify priority communities based on the Center for Disease Control and Prevention’s Social Vulnerability Index, violent crime indicators, and infrastructure indicators. Several of the projects within the priority neighborhoods were identified based on surveys and studies gathering feedback from the community regarding neighborhood improvement initiatives. These studies identified areas with high pedestrian traffic and few sidewalks, poorly lit sidewalks and pedestrian paths, areas of high temperatures, and many other areas for neighborhood improvements. Harris County Precincts are working with the Engineering Department to coordinate on program design, construction, and maintenance plans.

Neighborhood Nuisance Abatement

The ARPA Neighborhood Nuisance Abatement (NNA) project has been established to complement current NNA efforts in Harris County being implemented by the Harris County Public Health Department. NNA is an initiative focused on reducing crime and improving public health in Harris County’s most impacted communities. The program aims to decrease crime and improve public health through proactive efforts, such as securing or demolishing unsafe structures, removing rubbish, securing abandoned pools, removing weeds to prevent pest infestation, and other abatement efforts.

KPI Description	Actuals to Date
Violations abated	505

Coordinated Care

ACCESS Harris

ACCESS (Accessing Coordinated Care and Empowering Self Sufficiency) Harris County is an integrated care model that addresses the root causes of poor health and life outcomes by holistically addressing the social determinants of health. Using a coordinated care approach, ACCESS Harris improves the health, well-being, sustained recovery, and self-sufficiency of the County’s most vulnerable residents by not just focusing on guiding them into the social safety net, but also enabling them to get out of it. ACCESS Harris County focuses on delivering intensive wraparound services to individuals in need across the County through a no-wrong-door approach. This safety net includes providers that organize and deliver a significant level of health care and other needed services to uninsured, Medicaid, and other vulnerable patients.

KPI Description	Actuals to Date
Participants enrolled in VP cohort	332
Participants enrolled in BMH cohort	171
Participants enrolled in Homelessness cohort	176
Participants enrolled in LCD cohort	157

Environmental Health: Lead

Lead Abatement and Prevention

The Lead Abatement and Prevention Program mitigates lead poisoning in Harris County by assisting in the abatement of lead-based paint hazards in child-occupied facilities and owner or renter-occupied, single-family housing units for the purpose of providing safe and decent housing for low- and moderate-income households. Additionally, the program is committed to reducing lead poisoning in at-risk individuals, including pregnant women and children under the age of six years old in communities throughout Harris County. Lead poisoning caused by elevated blood lead levels (EBLLs) is a serious but preventable health threat to both children and adults in the United States. Primary (education) and secondary (lead screening) prevention of lead exposure is the most effective approach to reducing the risk of lead poisoning in children. The abatement program focuses on residential buildings and child-occupied facilities, like daycares and preschools, constructed before 1978. The Lead Abatement and Prevention Program operates mobile testing sites at schools and community events to increase testing among pregnant women and children under the age of six. Mobile testing sites increase awareness of lead poisoning and address concerns about access to transportation to testing sites in impacted communities.

KPI Description	Actuals to Date
Homes Abated	122
Lead Screenings	7,793

Food and Nutrition

Food & Nutrition Awards

The ARPA Food & Nutrition Program aims to address food insecurity in Harris County by increasing access to healthy foods and strengthening our local food and nutrition infrastructure. This program is improving food distribution infrastructure, providing food and nutrition services to individuals disproportionately impacted by the pandemic or living in food deserts, and providing small capacity-building grants to hyperlocal food providers. These activities will enable partnerships across entities and to increase produce availability in food deserts.

The Food & Nutrition program is administered by four subrecipients:

- **Common Market** provides boxes of fresh food for distribution by food banks and community organizations and offers discounts on fresh food to organizations serving low-income families.
- **Houston Food Bank** provides grants to partners for logistics software, walk-in coolers, small equipment, and labor.
- **Small Places** produces and distributes fresh fruits and vegetables in an urban farm and provides nutrition education through field trips, cooking classes, and recipe distribution.
- **Urban Harvest** managed and hosted recurring mobile or pop-up markets and provided nutrition education. Program completed on 5/31/2024

Program	KPI Description	Actuals to Date
Common Market	Households served	47,130
Houston Food Bank	Households served	205,402
Small Places	Households served	66
Urban Harvest	Households served	482*

*Final number of households served

Harris Health

Food Pharmacy

Harris Health's Food Rx program proactively embeds a population health approach as part of the standard of care for chronic disease management, strategically intervening with patients with expressed social needs and known health risks in order to improve their health outcomes. The program addresses health-related social needs, like food insecurity, poor nutritional knowledge, and lack of access to culinary education, that are prevalent in vulnerable populations and tied to poor health outcomes. Harris Health's Food Pharmacies are currently at two family practice clinics and the LBJ Hospital, serving adult patients expressing food insecurity and providing a more intensive intervention for those with Type 2 diabetes.

GI Lab

Harris Health's existing gastroenterology labs are at maximum capacity and Harris Health has a significant number of patients waiting for colonoscopy procedures at any given time. Delays in diagnosis can result in poor outcomes of an otherwise treatable cancer. Ultimately, it is the goal of Harris Health to reduce the number of colorectal cancer diagnoses through prevention, and to reduce the severity of colorectal cancer diagnoses. This program now allows Harris Health to open an outpatient gastroenterology lab at Quentin Mease Health Center and create additional capacity for colonoscopy procedures. The new lab will increase availability of appointments and will be located directly on a bus route, making access easier and minimizing transportation burdens for those patients without a personal vehicle.

KPI Description	Actuals to Date
Procedures Completed	843

Healthcare Access

Chronic Disease Prevention (CDP)

The Chronic Disease Prevention (CDP) program will expand access to programming and education to reduce the prevalence and impact of chronic disease-causing risk behaviors in Harris County. This includes offering clinical services, education on tobacco and vaping prevention and cessation, nutrition and physical activity, diabetes prevention, and community incentives.

The mission of this program is to improve the quality of life for Harris County residents while reducing the number of chronic disease-related deaths through targeted and long-term action plans. The CDP program partners with local schools, community centers, and other community-based programs to provide class-based curriculums for Harris County residents to provide information and resources about the risks associated with common chronic diseases as well as strategies for prevention.

Program goals include:

- Reducing the prevalence of chronic disease-causing risk behaviors
- Reaching a diverse range of Harris County residents, including low-income, minority, and high-risk individuals
- Reducing the healthcare costs associated with chronic diseases.

KPI Description	Actuals to Date
Participants received at least 1 program service	13,018

Maternal and Child Health

The Maternal and Child Health (MCH) pilot program was developed to lessen the health disparities that impact Black women and their babies by increasing their ability to access and utilize quality care. The program provides direct assistance to at-risk, expecting families with a holistic approach to prenatal care, postpartum care, and infant-early child development. Working closely with a broad and diverse group of community partners, expecting families will have access to local organizations and programs specializing in maternal and child health. The program allows more Black mothers and their infants to enroll in available health coverage options, provides them with access to more prenatal and well-child visits, and provides home visits from educators and healthcare providers.

KPI Description	Actuals to Date
Participants enrolled in MCH program	277

Reproductive Health Fund

The Harris County Reproductive Healthcare Access Fund provides funding to existing under-resourced health clinics and grassroots organizations to decrease the transmission of sexually transmitted infections, improve the overall health of people of reproductive age, and increase clinical services within Harris County zip codes with the highest Social Vulnerability Index (SVI) and uninsured rates. The fund aims to expand services and improve reproductive healthcare access in priority zip codes, increase utilization, and build capacity for reproductive healthcare organizations to educate, promote, and connect the community to reproductive healthcare services. This funding opportunity specifically targets entities at the local level to build on existing expertise and create sustainable operational improvements. The Harris County service area will also increase reproductive healthcare access by including service provision to uninsured residents at new clinics or mobile units.

KPI Description	Actuals to Date
Participants seen at HCPH Mobile Unit for reproductive services	1,481

HOUSING PORTFOLIO

Affordable Housing

Affordable Housing Admin

The Affordable Housing Roles will support the implementation Affordable Housing programs, including Multi-Family Acquisitions, Single-Family Acquisitions, Multi-Family Preservation, Single-Family Preservation, Direct Homeowner Assistance, and Housing Counseling and Legal services. The program will aid the programs by funding five employees assigned to the Harris County Treasury ARPA Housing portfolio. The program's resources will include an assistant director, assistant director of finance, senior project manager, project assistant, accountants, and program analyst. These resources are necessary to manage the substantial increase in activity to implement these initiatives.

Eviction Appeal Support

Harris County not only experienced an increase in the number of evictions filed but also a significant increase in the number of eviction appeals filed in Civil Court. For comparison, in 2019 there were 3,853 eviction appeal cases filed, versus 5,785 eviction appeal cases filed in 2023. Similarly, the days to disposition increased from 40 days in 2019 to 63 days in 2023. The increase in days to disposition can cause significant financial hardship for both tenants and landlords. A tenant must pay at least one month of rent and continue paying at the usual rate until disposition. If they are unable to pay, possession of the unit may be immediately obtained by the landlord. Thus, the longer the wait time for a case to be resolved, the higher the financial strain and risk of homelessness for the tenant, and the greater the business impact for the landlord. The Eviction Appeal Support program utilizes the ARPA funds to hire a dedicated Associate Judge and a Court Coordinator who will focus on the reduction of the eviction appeal cases backlog and the time to disposition.

Homeowner Assistance

Homeowner Preservation – Legal Assistance Program will address the heightened legal challenges and vulnerabilities faced by low-income homeowners in the aftermath of the pandemic. The economic repercussions of the pandemic placed many individuals at risk of foreclosure, clouded titles, and other legal issues related to homeownership. The program will seek to address these issues by providing legal guidance and assistance to the resolution of legal issues concerning their real property, thereby supporting homeowner preservation, and encouraging the development of generational wealth.

Homeowner Sustainability – Education & Counseling Program will address the urgent need for targeted support, counseling, and education to empower homebuyers and homeowners in navigating the complex landscape of housing during these unprecedented times. The program will provide eligible homebuyers and homeowners with housing counseling and education to increase awareness of homeownership opportunities, including access to downpayment assistance programs, closing cost assistance programs, post-purchase counseling, financial management, mortgage default and foreclosure prevention counseling services, and home maintenance education.

Legal Aid & Counseling

Harris County seeks to maximize the impact of its COVID-19 rental assistance funding by investing in eviction defense legal services for low-income residents. Harris County has had an increased number of evictions, especially for non-payment of rent due to household financial losses related to the COVID-19 pandemic. Housing instability has lasting negative health and financial impacts on the families losing their homes as well as their communities. During the public health crisis and aftermath, the COVID-19 Eviction Defense Program will continue to support a network of housing legal service providers to meet increased demand through funding for attorneys, paralegals, intake staff, interpretation, community outreach, and programmatic costs associated with these services as well as those costs necessary to ensure the provision of this legal assistance safely in light of the public health and economic crisis.

KPI Description	Actuals to Date
# of Individuals Who Received Assistance	15,454

Multi-Family Development

The Multi-family Development Program was designed to use Treasury ARPA funding to create and preserve the number of affordable rental units in Harris County. Funds are provided for the acquisition, rehabilitation, reconstruction, and new construction of affordable multifamily housing projects in Harris County. Harris County Community Services Department will partner with the Harris County Housing Finance Corporation and third-party real estate broker and hire staff to carry out the program.

Single Family Reconstruction

The Single-Family Reconstruction Program will be solely administered by HCCSD to provide funding for the preservation of affordable single-family housing owned by LMI households residing in Harris County. This program has been designed to preserve affordable housing through the reconstruction of unsafe and uninhabitable homes into hazard-resilient and energy-efficient quality homes. The preservation of owner-occupied affordable housing allows LMI homeowners the ability to remain in their familiar neighborhoods and communities.

Single-Family Rehab

The Single-Family Rehabilitation Program will be administered by the Harris County Community Services Department (HCCSD) with community-based non-profits serving as subrecipients who will deliver program services. This program has been designed to preserve affordable single-family housing owned by LMI households residing in Harris County by providing funds for specific rehabilitation services for single-family homes.

Single-Family Supply

The Harris County Housing and Community Development Department (HCD) will utilize a three-pronged approach to administer the ARPA Single Family Acquisition/Development and Resale Program. All three programs will utilize the Community Trust Model to create affordable housing for low-income households. The three programs include the following:

- The Acquisition and Resale program – HCD acquires primarily newly constructed single-family homes located in Harris County and resales those homes to eligible low-income households.
- The Homebuyer Driven Program – HCD assists low-income homebuyers in acquiring a newly constructed home by providing a maximum of \$150,000 in financial assistance toward the purchase of a home.

Homelessness

Community COVID Housing Program (CCHP)

The Community COVID Housing Program (CCHP) was designed with the goal of scaling permanent and long-lasting approaches and interventions that have demonstrated success in reducing homeless populations. It also aims to reduce the amount of time that an individual experiences homelessness, increase permanent housing options, and decrease encampments. CCHP provides a strategy that not only responds to the crisis of the pandemic but also strategically utilizes federal funding to reduce homelessness and further save lives.

KPI Description	Actuals to Date
# of new households leased	721
# of individual enrolled (The Harris Center)	852

HAY Center

The HAY Center Campus will serve homeless youth and young adults who have aged out of the foster care system and are at or below 50% area median income (AMI). The campus will feature a 17,000-sq-ft wraparound services building with offices, meeting rooms, a computer lab, and life skills training rooms, as well as a 41,000-sq-ft residential building with 50 apartments, community space, a kitchen, a small gym, a business center, and private study rooms.

KPI Description	Actuals to Date
% of project completed	96%

Infrastructure

Facility & Infrastructure Investment

The Community Facilities & Infrastructure Investments program seeks to utilize ARPA funding for community facilities, infrastructure investments, and public services to increase the operational capacity of nonprofit organizations and local government programs. Investments will prioritize improving the lives of county residents through:

- Reducing the number of residents experiencing homelessness, housing insecurity, or food insecurity
- Expanding access to behavioral health supports
- Expanding access to healthcare
- Reducing violent crime and domestic violence or sexual abuse.

Funding will be distributed equally for projects across the four Harris County Precincts.

Water and Sewer Infrastructure

The ARPA Wastewater Infrastructure project aims to increase access to functional sewer systems, particularly in vulnerable communities where minimizing environmental and public health impacts of septic system failure is critical. Insufficient access to reliable sewage infrastructure compromises general health and contributes to the spreading of contagious diseases, and decentralized systems in low-income areas have higher rates of failure, leading to polluted and compromised water sources

Re-Entry / Reintegration

Women's Empowerment Center

The Women's Empowerment Center's (WEC) core mission is to address the needs of women housed in the jail facility and successfully prepare them for transition out of the criminal justice system through connection to services during and after incarceration. The WEC provides women in custody with intensive, individualized case management and productively engages them in a robust series of programming opportunities and wraparound services designed to meet their unique needs. ACCESS Harris provides early intervention intensive programming and case management for the women in the facility and works in partnership with the HCSO staff to ensure the successful execution of re-entry support and services. The supportive services offered by HCSO and ACCESS Harris aim to provide a holistic approach to coordinated care to meet the needs of the female jail population. This solution allows members of coordinated care teams to deploy an interdisciplinary response to bring together different safety-net service departments and provide a complete picture of a participant's health, track service provision and progress towards goals, and coordinate discharge and aftercare planning when individuals return to their communities. The WEC represents a shift away from a detention-focused corrections model and towards a more rehabilitative, gender-responsive, and trauma-informed approach that reduces harm, improves stability, and lowers recidivism.

KPI Description	Actuals to Date
Participants enrolled in the ACCESS Re-Entry cohort	651
# Inmates completing at least 1 program	223

JOBS & EDUCATION PORTFOLIO

Early Childhood Initiatives

Child Care Subsidy Process Improvement

Enabled by the FLEX Fund, child care subsidy process improvement exploration has incorporated several input mechanisms, including surveys and focus groups for parents, interviews with stakeholder organizations, accessibility analysis by a community-based organization, interviews with staff engaged in processing child care subsidy applications, and more.

Across jurisdictions, Harris County is making some of the most substantial American Rescue Plan investments in early childhood and child care. The Early Childhood team will ensure that those efforts are informed by community input and results are shared broadly.

Child Care Workforce Supports

A thriving child-care workforce is a critical component to ensuring Harris County residents have better access to high-quality child care. Due to low pay, difficult working conditions, and limited free time, child-care workers are often unable to access high-quality training and education to support their career development and progression in the industry. Through this RFP, Harris County seeks to attract new workers into the sector, retain the existing workforce, and support members of the workforce in their career and wage growth. Harris County Accessible Child Care Training Supports (ACCTS) will invest directly in the Harris County child-care workforce to provide highly incentivized training and education opportunities.

County Connections

County Connections Youth Summer Initiative will provide grants to organizations that offer comprehensive summer programming, short-term projects, and other enrichment for children ages 5-18 through The Harris County Department of Education (HCDE) Center for Afterschool Summer and Enrichment (CASE) for Kids. County Connections fills gaps in existing enrichment services for youth, sponsors full and partial scholarships to assist families with program fees, and includes college and career readiness initiatives for older children. During the pandemic, grantees provided direct service activities, virtual learning activities, or hybrid lessons. This program aims to ensure accessibility and meet the health and safety guidelines related to COVID-19 to provide children with enriching activities they did not have during the pandemic.

Program	KPI Description	Actuals to Date
County Connections 2022	Students Enrolled	5,570
County Connections '23-'25	Students Enrolled	12,382

Early Childhood Impact Fund

Harris County's Early Childhood Initiatives department recognizes the necessity of investing in early childhood development and will expand access to affordable, dependable, high-quality child care.

- The Texas Children’s Hospital upWORDS community-based training supports infant and toddler brain and language development.
- The Safe Babies program from First3Years works with families and children within the child welfare system to minimize the harm of family separation and prior maltreatment.
- The Alliance’s Home-based Childcare support program will provide training to home-based childcare providers, including helping unlicensed programs gain certification and increasing the quality of programming, care, and business operations.
- Kids’ Meals was chosen to expand the healthy meal delivery program to children and families in Harris County. The purpose of Kids’ Meals is to provide children relief from severe food insecurity and food deserts in poverty-stricken neighborhoods.
- The Rupani Foundation uses community-driven approaches to provide holistic, culturally relevant, and respectful support programs for resource-limited families parenting or expecting infants and toddlers.

Program	KPI Description	Actuals to Date
Home-based Child Care	Home-based participants enrolled	136
Safe Babies	Children 0-3 served	47
upWORDS	Children attending first upWORDS class	867
Kids’ Meals	New children served	1,017
Rupani Foundation Parent Education	Brain builder sites	19
Collaborative for Children	Children participating in centers	5,675

Early Childhood Initiatives Admin

Harris County's Early Childhood Initiatives department recognizes the necessity of investing in early childhood development and will expand access to affordable, dependable, high-quality child care. This funding will allow the County to hire an Associate Director and Analyst to support Early Childhood Initiatives throughout the County. The Associate Director is responsible for providing senior leadership to the County's early childhood work and will lead the management of internal County processes and procedures to ensure the success of the portfolio. The Analyst will develop reports, track partner and portfolio progress, and analyze data to understand the effectiveness of the early childhood portfolio.

Early Learning Quality Networks

The Quality Network Support Hub will provide planned, and on-call supports for each Local Support Organization to accomplish its goals. These supports can include but are not limited to training and coaching on baseline definitions of quality, materials, and support to create community plans, and access to experts in various aspects of the early childhood field. The Local Network Organizations will be housed at a community-based organization within a target community across Harris County. They will form an Advisory Group to guide their work which will consist of child-care providers, families, education and health professionals, and other key stakeholders that represent that community. The Local Network Organization will hold community conversations to adopt a definition of quality for their community and identify key initiatives to support childcare while building relationships. They will fund and oversee quality initiatives across all types of child care including center-based, home-based, and family and friends child care.

KPI Description	Actuals to Date
Total community engagement	1,099

Early REACH

Early REACH (Raising Educational Access for Children in Harris County) programming works with high-quality child care centers to add 800-1,000 new child care slots that are in, or near, child care deserts and have a high social vulnerability index. This is a pilot program using a contracted slots model to increase providers' capacity to provide high-quality child care. The focus is on children with the least access to care: infants, toddlers, and 3-year-olds, families with low incomes, and families in high-poverty areas. Additionally, Early REACH will assist the staffing of child-care environments by requiring a living wage for classroom staff and supporting good working conditions to reduce teacher turnover. Early REACH also creates strong, durable small businesses by building entrepreneurial practices to support the sustainability of child care.

KPI Description	Actuals to Date
Number of children served	1,051

Helping Hands

Helping Hands aims to provide funding and support to community-based organizations in improving and increasing efforts to contact and inform likely eligible residents and enroll them in public benefits programs. The targeted public benefits programs for Helping Hands include Children's Medicaid, CHIP, CHIP for pregnant women, SNAP, and the Harris Health Financial Assistance Program. The program aims to enroll at least 1,000 residents in public benefits programs and build sustainable benefits enrollment capacity and knowledge among Harris County community-based organizations. The Alliance of Community Assistance Ministries (ACAM), the intermediary organization will conduct a granting program to subrecipients to achieve the goal of Harris County Helping Hands.

Inspire

Inspire provides grants to qualifying families to promote community inclusion, prevent institutionalization, and improve developmental outcomes for young children. Inspire participants can receive up to \$5,000 in financial assistance for assistive technology, learning materials, and/or services directly related to the disability, plus \$1,000 for respite care (approximately 100 hours). It is estimated that 250 Harris County residents will receive a grant each year (500 unduplicated within the 24-month contract term). The Harris Center for Mental Health and IDD has been awarded the contract to administer the two-year program.

RAPID-EC Survey - flex

To ensure accurate information about families with children under age 5 who need access to child care programs, a partnership with the University of Houston to administer Stanford University's **RAPID Survey for Early Childhood** (The Rapid Assessment of Pandemic Impact on Development). The survey, which will be conducted over two years, collects vital information about:

- Families' needs in relation to child care and healthcare
- Families' needs in relation to impacts of COVID-19
- Mental health and wellbeing of parents and children
- Material hardships for families before and during the COVID-19 pandemic

This information will provide us with real-time information about families most in need of child care. Our goal is to reach 1,500 families with the survey; all results will be shared openly with the public. Outreach through a broad group of partners will maximize reach.

Resiliency Fund

The Early Childhood Resiliency Fund will help reduce the harmful developmental impacts of early exposure to violence by investing in trauma-informed programs and strategies for young children exposed to domestic violence (DV) and intimate partner violence (IPV). Eligible families are families with young children that have been exposed to DV/IPV. The purpose of this program is to improve

developmental outcomes for the eligible population. Progress towards the goal will be measured through various diagnostic batteries. The Harris County Domestic Violence Coordinating Council will provide grants to local nonprofit organizations to provide for developmental and therapeutic interventions for the intended beneficiaries.

RISE

Responsive Intervention Services & Engagement (RISE) will improve the continuum of care for young children with disabilities in Harris County. Three strategies will be deployed through RISE:

- **Dedicated resource specialists:** Harris County residents will have access to a 24.7 resource helpline to advise families of children with disabilities on resources and navigating the service landscape. There are no specific eligibility requirements for this service. Service target is 1200 callers a month.
- **Enhanced Early Intervention Services:** Certified family partners will be incorporated into the program to support family navigation and retention in the services. Eligibility criteria for ECI will also be expanded. Eligible families include families of children up to age 3 with qualifying developmental delays or medical diagnoses. Service target is 160 children through ECI, and 500 families through CFP.
- **Applied Behavior Analysis - Skills Intervention Program (ABA-SKIP):** The intervention is designed for children ages 3-8 years old with autism displaying inappropriate classroom behaviors and developmental delays. Eligible families include those with children ages 3-8 with autism spectrum disorders and other developmental delays. Service target is 100 children.

Shine Facilities

The SHINE Childhood Facilities Fund is Harris County's first-ever facilities-specific funding for providers in the region to receive support for construction, remodeling, and expansion projects for the physical spaces in which they offer early learning and care. The SHINE Fund serves to increase providers/ access to capital and resources to make safe and nurturing environments for Harris County's children. It also serves as a model to further examine the efficacy of offering providers access to funding pre-determined for altering their facilities, and in turn, its effects on children's learning and growth.

Family Financial Stability

Direct Assistance

In 2021, Harris County and Catholic Charities partnered to administer a total of \$60 million in financial assistance to Harris County residents. The allocated funds were part of a larger portion of federal funds received by Harris County through the American Rescue Plan Act (ARPA,) in response to the financial distress caused by the COVID-19 pandemic. The program provided a one-time cash transfer of \$1,500 to households located within Harris County that met eligibility requirements such as having at least one household member enrolled in a public assistance program, or a total household income at or below 60% of the United States Department of Housing and Urban Development (HUD) Area Median Family Income. Recipients were allowed to use the payment for any COVID-related emergency expenses such as healthcare, rent or mortgage, utilities, food, internet, transportation, childcare, and other past-due expenses.

Immigration Legal & Naturalization Services

The Immigration & Naturalization Legal Services Fund will provide legal representation to indigent detained immigrants and immigrant families facing removal.

KPI Description	Actuals to Date
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# of individuals provided legal representation	370
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Tax Credit Assistance

BakerRipley Neighborhood Tax Centers (NTC) provide free, quality tax preparation for low-income families and individuals who earn up to \$58,000. The Volunteer Income Tax Assistance (VITA) program also assists taxpayers in claiming the Child Tax Credit (CTC) and the Earned Income Tax Credit (EITC) for which they are eligible. Funding from Harris County supports nine in-season Tax Center locations and 16 mobile sites within the County. The funding also supports three-year-round tax center locations open from May through November.

KPI Description	Actuals to Date
# of households filing taxes	34,775

Uplift Guaranteed Income Pilot

The Uplift Guaranteed Income Pilot is an 18-month pilot that will provide continuous cash transfers to eligible low-income individuals and households to ensure an income floor and address economic inequality for low-income households most affected by the pandemic. Each participating household will receive \$500 per month. The pilot includes funding for two cohorts. The first cohort includes randomly selected persons who reside within the top ten high-poverty zip codes where the COVID-19 pandemic and corresponding economic crises have adversely impacted residents. The second cohort includes priority populations under ACCESS, a coordinated and client-centered safety net service delivery model administered by Harris County Public Health. Funds available for ACCESS participants are intended to maximize the impact of targeted services offered to participants by Harris County agencies.

Small Business

Disparity Study Fund - flex

The Disparity Study Fund supports eligible entities in Harris County in developing inclusive procurement practices through the completion of a disparity study. Studies will be commissioned by both Community Colleges and Independent School Districts on the condition that participating entities will develop and implement model MWBE programs using national best practices.

Harris Hub Small Business Assistance

Harris Hub will provide funding to Business Support Organizations (BSOs) to increase their capacity to provide in-depth and culturally competent technical assistance to small and micro businesses affected by the pandemic, with a focus on Minority- or Women-owned Business Enterprises (M/WBE) and business owners in Qualified Census Tracts (QCTs) as designated by the U.S. Department of Housing and Urban Development (HUD).

KPI Description	Actuals to Date
# of businesses that received TA	136

Jobs Portfolio Admin

The Department of Economic Equity and Opportunity (DEEO) activates resources, partners, direct assistance, and data to eliminate economic disparities and disinvestments in Harris County. This Workforce Administration funding will allow DEEO to hire an Assistant Director of ARPA Initiatives, who will be responsible for overall implementation, compliance, reporting, and close-out of programs funded by ARPA. Responsibilities include program evaluation and reporting, portfolio management, managing staff responsible for DEEO ARPA programs, communicating project progress to various stakeholders, and developing and managing relationships.

Revolving Loan Fund

The Revolving Loan Fund provides small businesses equitable lending with competitive rates and flexible terms microloans up to \$50,000 and growth loans up to \$250,000 with the goal of addressing disparate access to capital.

Workforce Development

Apprenticeship Advantage

The Apprenticeship Advantage program aims to expand and create opportunities in traditional and high-growth emerging industries within Harris County while offering individual coaching and a pipeline to open employment opportunities. It also seeks to provide wraparound support and financial resources to residents experiencing un- and under-employment for successful completion of programs and transition to work.

KPI Description	Actuals to Date
# of beneficiaries enrolled	622

Hire Up Harris

Hire Up Harris supports comprehensive approaches to workforce development characterized by training complemented by soft skills development, professional skills development, and wraparound services. The goals of this program include the promotion of skills training and wraparound support services that can lift target populations—underemployed, unemployed, dislocated workers, opportunity youth, people of color, women, and those without college degrees—from poverty and economic insecurity. Harris County also seeks to build capacity among organizations that provide workforce training. Importantly, this program aims to support programming that includes wraparound support services that increase apprenticeship program completion, placement rates, and retention rates.

KPI Description	Actuals to Date
# of beneficiaries enrolled	1,482

COUNTY OPERATIONS

County Ops

ARPA Administration

The ARPA Portfolio Management Office (PMO) ensures the 80+ programs in the Harris County ARPA portfolio deliver target outcomes and fully comply with US Treasury regulations.

Data Fellows

The Harris County Office of Performance and Data and the Office for Human Resources and Risk Management are launching the Harris County Data Fellows Program to empower County government agencies to improve their services to citizens through data-driven decision-making. Talented data analysts collaborate with County leaders to tackle key data challenges through operational guidance, performance tracking, county-wide support, and automation. Data Fellows seek data-driven performance in County government and are dedicated to improving services rendered to the citizens of Harris County.

General Fund Support

The Harris County Office of County Administration (OCA) was directed by Commissioners Court to develop a project for \$19,500,000 in revenue replacement during the FY 2024 budget cycle. Due to significant losses in revenue during the COVID-19 Pandemic, a budget shortfall has been projected for FY2024.

Position Standardization & Pay Equity

The Harris County Office for Human Resources and Risk Management (HRRM) is launching the Harris County Position Standardization and Pay Equity Program to address disparities in compensation. The market-based salary structure is the most common type and involves basing employees' salary structure on what other companies in the same industry and geographical location offer in their compensation packages. The current recommendation is to decrease the total number of pay grades from 79 to 30 and centralize the pay structure throughout county departments.

Voter Outreach and Education

Harris County voters have faced increased voting access challenges due to COVID-19 risk and changes to the Texas Elections Code. Commissioners Court approved ARPA funding for voter education and outreach services related to elections in 2022, 2023, and 2024 for branding, marketing, and strategic communication services. The purpose of this program is to execute a paid media campaign focused on educating voters in Harris County about election basics, including how to operate new voting machines, and to increase understanding of the new processes for in-person and/or vote-by-mail.

FLEX Fund

FLEX Expenses

The FLEX Fund was created to allow for faster delivery of priority outcomes by reducing the compliance burden of programs and allowing the use of locally procured vendors. It is funded from a budget made available by transferring eligible expenses to the ARPA fund and freeing up the general fund budget.

JUSTICE & SAFETY PORTFOLIO

Justice & Safety

Court Backlog

Addressing the criminal case backlog generated by pauses during the pandemic is key to ensuring speedy access to trial for defendants and victims. ARPA funding is dedicated to increasing the speed and efficiency of these operations. Funds were allocated to accelerate evidence processing and provide additional court space, judges, jury services, court staff, and attorneys to mitigate impacts of the pandemic-related court backlog. Funding supports the development of a pretrial analytics database and a program to quickly bring one-time, low-level offenses to disposition. Additionally, ARPA funding is helping to improve forensic science staff retention efforts and support elevated pathology and decedent transport needs. Further, funds support the Children's Assessment Center in addressing child abuse through a digital conversion project, upgraded technology, single-session therapy, new staff, and training sessions. Both defendants and survivors of crimes have been negatively impacted by having cases remain unheard for long periods of time.

Overall, the key outcome goals are reducing exposure to the criminal justice system and increasing the speed of access to a hearing or trial. Impacts of funding are measured in terms of the decrease in number of court cases in the backlog, improvements in the average time to case disposition, number of backlog cases disposed, clearance rates, contribution to backlog cases by emergency response dockets, associate judge dockets, and case management analysts. Progress in staff hiring and retention is also being tracked.

Program	KPI Description	Actuals to Date
Court Backlog: Associate Judges (AJs)	Cases progressed by AJs/disposed by home court	2,343
Court Backlog: Associate Judges (AJs)	Cases returned to home court in pending status	1,716
Court Backlog: Felony ERD & ERTD	Backlog cases disposed of by visiting judges	2,415
Court Backlog: Case Management Analysts	Cases referred to AJs	4,137
Court Backlog: Case Management Analysts	Cases with AJ settings	5,705
Court Backlog: Case Management Analysts	Process improvements identified	155
Court Backlog: Overall Felony Backlog	Overall reduction in felony cases in backlog	62.4%
Court Backlog: Overall Misdemeanor Backlog	Overall reduction in misdemeanor backlog	71.3%
Court Backlog: Children's Assessment Center	Children trained in abuse prevention & reporting	46,943
Court Backlog: Children's Assessment Center	Single-session mental health assessments	919
Court Backlog: Children's Assessment Center	VHS tapes converted to digital	23,640

Detention Officers

The ARPA-funded Detention Officer Retention Incentive Program will provide incentive payments to Detention Officers in the Harris County Sheriff's Office (HCSO) with the goal of improving staff retention. The HCSO is committed to ensuring public safety, including the safety of HCSO employees and the justice-involved persons entrusted to their care in the County Jail system. While HCSO maintains the largest jail in Texas and continues to grow its department, employee turnover continues to be high. Turnover of Detention Officers is costly to the department because it is labor and cost-intensive to find and train new employees. Additionally, when turnover rates are high, the number of staff available to perform supervisory duties decreases. Currently, 67% of Detention Officer resignations occur within the initial two years of employment. By providing ARPA-funded incentives for Detention Officers during this important period, the HCSO is targeting increased employee retention. Incentivizing Detention Officer staff may additionally contribute to improved safety conditions for Harris County Jail inmates and staff by ensuring adequate jail staffing.

KPI Description	Actuals to Date
Original Detention Officers Retained (hired before April 2023)	1,210
Total number of new hires (hired after April 2023)	467

Jail Population

The Harris County Jail population grew during the COVID-19 pandemic. A few factors contributing to the increase in jail population included the growth of the court backlog (already high following Hurricane Harvey impacts), a spike in violent crime during the pandemic, and state legislative changes. In order to remain at recommended capacity levels, the Harris County Sheriff's Office determined a need for outsourced jail capacity. Commissioners Court allocated \$25.7 million to relocate Harris County Jail inmates to the Giles Dalby Correctional Facility in Post, Texas via a contract with Management & Training Corporation (MTC). The facility provides medical and dental services to inmates, as well as recreational spaces and transport to court as

needed. The goals of this program are to provide a safer environment for both inmates and Harris County Sheriff's Office personnel and to meet state jail regulations.

Jail-based Competency Restoration

The Jail-Based Competency Restoration (JBCR) program, operated by the Harris Center for Mental Health and Intellectual Disabilities, provides mental health treatment to these inmates and combines individual and group therapy, co-occurring substance abuse services, trauma-informed care, peer support services, medication management and nursing services with a focus on individualized care, and factual and rational court education services, and has been tremendously successful. During FY 2022, the program had a competency restoration rate of 93%—more than double the average rate for other JBCR programs in Texas (40%)—and its average length of stay, 55 days, is a fraction of the wait time for a state hospital bed.

TeleDeputy

ARPA funds support the Harris County Sheriff's Office (HCSO) for the TeleDeputy Unit to allow deputies to work overtime at the Emergency Dispatch Center (EDC) to respond to 911 calls for services that do not require an on-scene law enforcement response. The TeleDeputy Unit staffing plan allows up to 126 shifts per week and 504 workforce hours, and all Priority 3 and 4 calls for service that are eligible for TeleDeputy will be routed to the unit. During 2022, HCSO responded to 410,862 dispatched calls for service, with close to 60% of these calls being Priority 3 and 4, which generally do not require an on-scene law enforcement response. Managing these lower-priority 911 calls remotely will allow patrol deputies to provide a faster response time to higher-priority 1 and 2 calls requiring an on-scene patrol investigation and should decrease response times to all priority levels of 911 calls.

KPI Description	Actuals to Date
Total calls for service addressed by TeleDeputy	30,152
Total number of reports produced by TeleDeputy	11,967

Violent Persons Warrants Task Force

During the COVID-19 pandemic, Harris County experienced a rise in violent crime, resulting in an increase in warrants issued and an accumulation of outstanding warrants. The Harris County Violent Persons Warrants Task Force is a multi-agency task force led by the Harris County Sheriff's Office in collaboration with Harris County Constables that seeks to address the backlog in outstanding warrants and reduce extradition costs through accelerated execution of warrants related to the most violent offenses. Outstanding warrants for offenders accused of aggravated offenses and murder are prioritized. American Rescue Plan funding for the program supports personnel costs and equipment required for the Task Force.

KPI Description	Actuals to Date
Total number of warrants served	3,988

Violence Prevention

Domestic Violence Assistance Fund

The Domestic Violence Assistance Fund will provide flexible financial assistance to survivors of domestic violence via grants to not-for-profit community-based organizations that serve this population. Flexible funding for domestic violence survivors has been described by both survivors and service providers as “lifesaving.” Survivors can use flexible funding to cover basic needs to successfully leave abusive situations and seek stability by covering costs for housing, transportation, childcare, utilities, and other needs. Recipient organizations may also use a limited portion of the funds to build organizational capacity to address unmet needs of survivors.

Gun Buybacks

Harris County and similar-sized counties across the nation have recently experienced an uptick in gun-related violence and deaths. Voluntary gun buyback programs allow gun owners to surrender personal firearms to governmental law enforcement entities in exchange for a gift card. The primary goal of the program is to remove unwanted firearms from the community, thus reducing the potential for these guns to cycle through illegal networks or become potential hazards in the home. The Gun Buyback program promotes a reduction in gun violence and prevention of crime by removing illegal or unwanted firearms from the street.

KPI Description	Actuals to Date
Total weapons collected at the three 2023 events	2,700

Youth Diversion

The Youth Diversion Center, operated by the Harris Center for Mental Health and Intellectual and Developmental Disabilities, serves as an alternative to juvenile detention for Harris County youths ages 13-17, who have committed low-level, non-violent offenses and temporarily need respite care due to a behavioral health crisis. Offenses qualifying for diversion are determined by the Harris County Juvenile Probation Department and the District Attorney’s Office. The Youth Diversion Center provides clients with comprehensive rehabilitation services in a safe, supportive environment with crisis intervention, family counseling, and reintegration services included during their stay.

COMPLETED PROJECTS

HEALTH PORTFOLIO

Emergency Nursing

Over 602 nurses, respiratory therapists, and other medical staff were temporarily placed with 18 area hospitals in response to the Delta surge, with an additional 361 placed during the Omicron surge, substantially alleviating staffing shortages and providing critical support to patients. Harris County received a \$47 million reimbursement from FEMA for this program.

Vaccine Incentives

The countywide vaccine incentive offer ended at the end of September 2021, after incentivizing more than 30,000 incremental vaccinations above baseline forecasts.

Food & Nutrition: Urban Harvest

The ARPA Food & Nutrition Program aims to address food insecurity in Harris County by increasing access to healthy foods and strengthening our local food and nutrition infrastructure. This program is improving food distribution infrastructure, providing food and nutrition services to individuals disproportionately impacted by the pandemic or living in food deserts, and providing small capacity-building grants to hyperlocal food providers. **Urban Harvest** managed and hosted recurring mobile or pop-up markets and provided nutrition education. Program completed on 5/31/2024.

HOUSING PORTFOLIO

Employ2Empower (E2E)

Employ2Empower (E2E) is a county-wide, employment-first model that connects participants with a viable path to a healthy, productive, and economically stable future. The E2E program helps the unhoused and those living in encampments to reenter the workforce and utilize wrap-around services. The program aims to provide a low barrier for participants to gain employment, along with access to social services, such as housing navigation, healthcare, and income support, with the goal of connecting participants to a pathway to permanent housing solutions.

JOBS & EDUCATION PORTFOLIO

Flexible Financial Assistance

The Harris County Recovery Assistance program administered by Catholic Charities has completed the distribution of funds, with \$60 million in assistance provided to 40,000 families.

Small Business Relief

Harris County created the \$30 Million Harris County Business Relief Fund to accelerate recovery for microenterprises and small businesses impacted by the COVID-19 pandemic. The Fund provided grants ranging from \$5,000 to \$25,000 to eligible microenterprises and small businesses located inside Harris County. LiftFund, a Texas Community Development Financial Institution (CDFI) with over 25 years of experience serving small and underserved entrepreneurs, administered the program and coordinated outreach through 90 community partners and five navigator agencies.

ACTIVE PROJECTS – OTHER FUNDING SOURCES

HOUSING PORTFOLIO

Rental Assistance via ERA 1 (complete) and ERA 2 (ongoing)

Harris County's rental assistance program helps vulnerable families remain housed while also supporting landlords with struggling tenants. The Houston-Harris County Emergency Rental Assistance (ERA) Program has been nationally recognized for its effectiveness of fund distribution, accessibility, and outreach.

Key Updates

- Commissioners Court approved an additional allocation of \$3.2M of ERA 2 funds to Catholic Charities to assist eligible renter households impacted by the COVID-19 pandemic
- The ERA program is now focused on tenants with an active eviction case
- Harris County has received \$172.1M of ERA Funds to-date
- \$322 million in assistance has been disbursed to date via over 77,000 awards through the combined Harris County and City of Houston ERA program

PORTFOLIO OVERVIEW

The current portfolio of projects managed via the ARPA governance process follows. A total of **\$927.8 million** has been allocated toward COVID relief from the ARPA Local Fiscal Recovery Funds.

Fund	Portfolio	Focus Area	Project Group / Display Name	Committed	
ARPA 2651	Health	Behavioral Health	Behavioral Health	15.7	
			Healthy Minds, Healthy Communities	3.9	
		Clean Streets, Safe Neighborhoods	Community Engaged Design	1.5	
			Neighborhood Nuisance Abatement	1.8	
		Coordinated Care	ACCESS Harris	35.1	
		COVID-19	Emergency Nursing	4.6	
			Vaccination Incentives	8.0	
		Env. Health: Lead	Lead Abatement & Screening	8.0	
		Food & Nutrition	Food & Nutrition Awards	6.4	
		Harris Health	Food Farmacy	0.7	
			GI Lab	9.0	
		Healthcare Access	Chronic Disease Prevention	5.2	
			Health Strategy and Evaluation	2.3	
			Maternal and Child Health	7.7	
			Reproductive Health Fund	5.5	
	Health Total				115.4
	Housing	Affordable Housing		Affordable Housing Admin	3.7
				Eviction Appeal Support	1.1
				Legal Aid & Counseling	7.8
				Multifamily Development	128.9
				Single Family Reconstruction	3.5
				Single Family Rehab	3.1
		Homelessness		Single Family Supply	1.0
				CCHP PSH, RRH, Diversion	35.9
				Employ to Empower	1.4
		Infrastructure		HAY Center	9.0
				Water and Sewer Infrastructure	37.6
			Reentry / Reintegration	0.5	
	Women's Empowerment Center	4.0			
Housing Total				237.5	
Jobs & Ed	Early Childhood Initiatives		Child Care Workforce Supports	7.3	
			County Connections	8.4	
			Early Childhood Impact Fund	14.9	
			Early Childhood Initiatives Admin	1.7	
			Early Learning Quality Networks	16.4	
			Early REACH	26.7	
			RISE	4.3	

			SHINE Facilities	17.7
		Family Financial Stability	Direct Assistance	65.4
			Tax Credit Assistance	2.5
			Harris County Community Prosperity Program	0.9
		Small Business	Harris Hub Small Business Assistance	6.4
			Jobs Portfolio Admin	0.6
			Small Business Recovery Fund	32.1
		Workforce Development	Apprenticeship Advantage	10.9
			Hire Up Harris	14.2
		Jobs & Ed Total		230.4
	County Ops	County Ops	ARPA Administration	25.0
			Data Fellows	0.6
			General Fund Support	19.5
		County Ops Total		45.1
	Justice & Safety	Justice & Safety	Court Backlog	62.9
			Detention Officers	5.7
			Jail Population	53.7
			Jail-based Competency Restoration	0.6
			TeleDeputy	1.7
			Violent Persons Warrants Task Force	6.1
		Violence Prevention	Youth Diversion	7.6
		Justice & Safety Total		138.4
	ARPA 2651 Total			766.7
Interest	Health	Clean Streets, Safe Neighborhoods	Neighborhood Nuisance Abatement	1.2
		Environmental Health: Lead	Lead Abatement	6.0
		Healthcare Access	Chronic Disease Prevention	0.8
			Reproductive Health Fund	0.3
		Health Total		8.3
	Housing	Affordable Housing	Homeowner Assistance	4.0
			Single Family Reconstruction	8.0
			Single Family Rehab	3.5
			Single Family Supply	14.8
		Housing Total		30.2
	Jobs & Ed	Early Childhood Initiatives	Helping Hands	2.5
			INSPIRE – Children with Disabilities	4.3
			Resiliency Fund	6.2
		Family Financial Stability	Harris County Community Prosperity Program	18.7
		Jobs & Ed Total		13.0
Interest Total				70.2

Fund	Portfolio	Focus Area	Project Group / Display Name	Committed	
FLEX 1040	Health	Clean Streets, Safe Neighborhoods	Community Engaged Design	25.5	
			Neighborhood Nuisance Abatement	0.0	
		Environmental Health: Lead	Lead Abatement	0.2	
			Healthcare Access	Chronic Disease Prevention	0.0
			Reproductive Health Fund	0.0	
	Health Total				25.7
	Housing	Homelessness	CCHP PSH, RRH, Diversion	0.7	
			HAY Center	0.1	
			Facility & Infrastructure Investment	20.0	
	Housing Total				20.7
	Jobs & Ed	Early Childhood Initiatives	Child Care Subsidy Process Improvement	0.1	
			Early Childhood Impact Fund	1.2	
			Early Childhood Initiatives Admin	0.2	
			Early Learning Quality Networks	1.0	
			Early REACH	2.3	
			RAPID-EC Survey	0.7	
		Family Financial Stability	Immigration Legal & Naturalization Services	3.0	
			Harris County Community Prosperity Program	1.2	
		Small Business	Disparity Studies	2.0	
			Harris Hub Small Business Assistance	0.6	
			Small Business Loan Fund	10.5	
			Workforce Development	Hire Up Harris	0.4
	Jobs & Ed Total				23.2
	County Ops	County Ops	ARPA Administration	7.2	
			Position Standardization & Pay Equity	2.2	
			Voter Outreach and Education	5.0	
	County Ops Total				14.4
Justice & Safety	Justice & Safety	Court Backlog	1.1		
		Violence Prevention	Domestic Violence Assistance Fund	4.7	
		Gun Buybacks	0.5		
		Youth Diversion	0.4		
Justice & Safety Total				6.8	
FLEX 1040 Total				90.9	
Portfolio Total				927.8	
Total					