



HARRIS COUNTY, TEXAS

COMMISSIONERS COURT

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Ed Emmett
County Judge

El Franco Lee
Commissioner, Precinct 1

Sylvia R. Garcia
Commissioner, Precinct 2

Steve Radack
Commissioner, Precinct 3

Jerry Eversole
Commissioner, Precinct 4

September 19, 2008

To: County Judge Emmett and
Commissioners Lee, Garcia,
Radack and Eversole

Fm: Dick Raycraft

Re. Mid-Year Review

The reports and schedules in this book are provided for your consideration for the Mid-Year Review at 9 a.m. Tuesday, September 23. The information includes the four entities for which the court sets annual tax rates: Harris County, the Flood Control District, Port Authority, and the Hospital District.

The sections in the book are in the following sequence:

1. Hospital District
2. Juvenile Mental Health Services
3. Justice System
4. Public Defender Office
5. Patrol
6. Public Infrastructure
7. Sports & Convention Corporation
8. FY 2008-09 Budgets
9. Population
10. 2008 Tax Rates
11. 2009 Meetings and Holidays

A review of each section follows for discussion and possible action on recommendations. Supporting materials and data can be found behind the appropriate tab.

Please let me know if you have any questions or need additional information on any subject.

1. Hospital District

Projections show that net revenue for the Hospital District will be \$988.6 million compared to \$1 billion that was shown in the original budget for FY 2008-09. Net patient service revenue is projected at \$25.3 million less than in the original forecast, and interest income will be down by \$2.2 million. On the positive side, DSH/UPL program revenue should show an increase of \$5.1 million, and other operating revenue will have an increase of \$2.8 million. Tobacco settlement revenue is up by \$1.6 million, and the projection for ad valorem tax revenue shows a \$6.2 million increase. Property tax collections, projected at \$493.6 million would be approximately 50% of the district's projected net revenue of \$988.6 million.

Expenditures are projected at \$550.9 million, a reduction of \$9.5 million, for salaries and benefits; supplies at \$142.1 million compared to the original projection of \$146.4 million, a reduction of \$4.3 million; and services of physicians and other purchased services and related items, up by \$1.6 million, to \$242.2 million compared to the budget target of \$240.6 million.

Total operating expense for the fiscal year as projected will be \$935.1 million, a reduction of \$12.2 million from the original forecast of \$947.3 million. The ending balance would be \$53.5 million, or 5.7% of expenditures. Its original goal was 5.6%.

The director reports there has been a reduction in inpatient admissions at LBJ and Ben Taub in the number of births and because of the shift to outpatient volume. Hence, there has been a reduction in net patient revenue, primarily by the drop in Medicaid volume.

The relative value (RVU) physicians payment methodology is now in use and is shown in the new Affiliated Medical Services (AMS) agreement for physician services by the medical schools. The HCHD President/CEO said the goal is to improve physician productivity and accountability in patient care.

Major phases of a new business system, the Epic System, have been implemented for conversion of medical records to an electronic format. Further phases, including the system change for specialty clinics, will be done later this fiscal year and in FY 2009-10. The district's IT department is to implement an enhanced security system for protection of patient health information.

There has been an increase in shifting appropriate cases to urgent care units at the district's hospitals rather than in emergency rooms. Also, case management improvements have helped reduce inpatient cases. The director said net patient revenues have been effected by a drop in Medicaid volume and an increase in charity/self-pay volumes.

The district has been able to reduce its RN vacancy rate which in August 2007 was 19.3%. In August 2008 the rate was 8.8%.

The director reports that construction work should be complete in 2009 for the Alief, MLK, and Lyons clinics. The LBJ emergency center expansion project should be completed in 2010. The LBJ outpatient specialty clinics and a parking garage should be completed in FY 2010-11. A new facility for specialty clinics, including radiation therapy services, at the Holly Hall campus is expected to be completed in FY 2011-12.

A new dialysis center will be opened for services later in September 2008. The center is housed within Houston's Riverside Clinic.

All of the above projects are following the master plan of the district which was adopted in FY 2005-06.

A report by the President/CEO is behind the Hospital District tab.

2. **Juvenile Mental Health Services**

a. **State Reductions**

The directors of Juvenile Probation and MHMRA have presented requests for assistance with funding to fill gaps and continue programs that have been reduced or limited by the state.

MHMRA has provided mental health services in Juvenile Probation facilities. However, due to state mandates, MHMRA will not have state funds to provide counseling services to youths with mental health problems that do not require psychiatric medication. Although involved in a crisis that requires intervention and continued professional support, the youth would be returned to detention with limited services. There are approximately 500 youth that need these services on any given day.

The Juvenile Probation director is requesting that the county provide funding for a contract with MHMRA to continue crisis intervention and rehabilitation services in the county's juvenile facilities. The projected cost would be \$333,560.

In related programs, Juvenile Probation is seeking \$283,150 for support of a Psychiatric Stabilization Unit. MHMRA has begun to decrease clinical services. MHMRA has provided services for approximately 120 severely emotionally disturbed youths in the PSU each year.

Juvenile Probation reports that effective March 1, 2010 MHMRA will no longer provide any services to juveniles in county facilities because of state reductions. The cost of those services at the current level is \$1,052,884. It should also be noted that 40% of youths in county facilities are prescribed psychotropic medications.

Funds will also be requested in the next fiscal year for two other programs, Operation Redirect, for assessment clinicians, and System of Hope, for community-based mental health services. These requests will be in the department's budget for the new fiscal year.

Meanwhile, the department is requesting \$616,710 for continuation of mental health services this fiscal year. It is recommended that the court authorize Management Services to review the above requests and provide funding where necessary for continuation of services.

b. **Mental Health Docket**

Children at Risk, an organization that provides research and public policy analyses of services needed for low-income children in the Houston metropolitan area, have developed a recommended Juvenile Mental Health Docket proposal for the court's consideration. A copy is behind the Juvenile Mental Health Services tab.

The goal of the program would be to divert mentally ill youth from expensive placement facilities and decrease recidivism of such youth through coordinated mental health interventions. As a pilot project, it would begin in the 164th District Court for Juvenile Cases under Judge John Phillips.

Youth in the program would be placed on probation and receive case management and community-based mental health services. The Judge from the referring court would approve referral of a juvenile to the Mental Health Docket. The judge may exclude a youth's participation in the program if he or she is believed to pose a serious safety risk.

Children at Risk in its report has proposed the county should provide the following personnel for the program: a Program Administrator; a Case Manager; and two Licensed Psychologists.

Sent with the Children at Risk report are eight letters of support for the Mental Health Docket concept from the Harris County Juvenile Detention Alternative Initiative, State Rep. John Davis, the MHMRA director, Mental Health America of Greater Houston, One Voice, the director of Protective Services for Children & Adults, the director of Juvenile Probation, and the director of the City of Houston Department of Health & Human Services.

If the court agrees with the concept of the program as outlined by Children at Risk, it is recommended that Management Services be instructed to work with Judge Phillips and the District Courts administrator to prepare a budget, a funding proposal, and timetable for the court to consider.

3. **Justice System**

a. **Justice System Study**

Attached for the court's consideration is a proposal from the Justice Management Institute for a study of Harris County's criminal justice system. The project which would provide a systematic review and recommendations for the justice system, would begin in October 2008. A preliminary Phase I report would be available for review in February 2009. An outline of the study is behind the Justice tab. The study will cover processes from the time of initial arrest through disposition and post-conviction confinement and community-based supervision practices. During FY 2009-10 budget decisions, the court would decide on continued phases of the study to be done in the new fiscal year.

If the court agrees to have the study begin, the County Attorney's Office will be asked to prepare an agreement with JMI in the amount of \$150,000. The item will be placed on the court's regular agenda. A proposed Justice System Task Force will be recommended for work and coordination with the JMI study team. The Task Force will include representative judges and officials who are part of the justice system and other county officials whose work involves analyses and assistance for the justice system. The recommendation for the Task Force will be placed on the court's agenda with the proposed agreement with JMI.

b. **Healthcare for the Homeless Project**

Healthcare for the Homeless has proposed a Jail Inreach Project for coordination of care for incarcerated persons who, upon release, would need housing and who suffer from mental illness. MHMRA reports the rate of mental illness among offenders is 24% compared to 5% in the general population.

The goals of this program would be to reduce recidivism in the criminal justice system and link those in the program to coordination of care through community services. A pilot of this program has shown there is a possibility of meeting the goals as outlined if the county were to provide financial support. A copy of a report from Dr. David Buck of Healthcare for the Homeless is attached for reference.

If the court agrees, the County Attorney's Office will be asked to prepare an agreement for the project for the period of November 1, 2008 through April 30, 2009 in the amount of \$180,460. Grant funds will be sought to help with the project.

4. **Public Defender Office**

If the court agrees, the following steps would be taken for establishment of a Public Defender Office.

a. **Preparation: October 2008-February 2009**

1. An outline of the initial office is provided for consideration in this report. If the court concurs, a model will be completed with staffing and cost projections for operation as a county department. The model would also be adapted for proposals to be taken for outside organizations to submit operating plans. The county department plan and any outside proposals for operating plans will be evaluated by a study team. The team would include the County and District court administrators and staff attorneys, the County Attorney's Office, Management Services, staff representatives of each Commissioners Court member, a member of the criminal defense bar, and Andrea Marsh, executive director of the Texas Fair Defense Project, and James Bethke, director of the Texas Task Force on Indigent Defense.

2. The study team would present a recommended plan to Commissioners Court. The plan would include a description of the job of director of the Public Defender Office. If the court agrees, two public hearings for all interest groups and individuals would be held regarding the plan. Adjustments that the study team recommends following the hearings would be transmitted to Commissioners Court. The proposed plan as adopted would then be placed in the budget preparation materials for FY 2009-10.
3. The budget consideration in March 2009 would be for the Public Defender Office to have a limited source of funds for preparation expenses and additional funding to begin its operations on October 1, 2009. Grant funds will be sought where possible.

b. **Harris County Public Defense Board: March 2009-September 2009**

1. A Harris County Public Defense Board (PDB) of 15 persons would be established effective with the FY 2009-10 budget in March 2009. The board would oversee the public defense system including the development and operation of the Public Defender Office.

The 15-member board would include two members of Commissioners Court; a district judge from the Criminal Division; a district judge from the Juvenile Division; the presiding judge of the County Criminal Courts; three attorneys whose practice is in criminal defense or juvenile law in Harris County chosen from the five countywide bar associations with the largest memberships; four members selected by the Commissioners Court from organizations concerned with the problems of indigent persons; and the administrator of the district courts, the manager of the county courts, and an attorney representative of the County Attorney's Office.

The board members would be selected by organizations or by Commissioners Court where noted.

The appointments would be transmitted to Commissioners Court for entry in the county's records kept by the County Clerk.

2. The board members, once officially appointed by Commissioners Court order, would meet to organize and decide on a chairperson and other officers. The board members would draw lots for initial terms of membership with seven to serve four year terms and six to serve two year terms. Reappointments or new appointments by the respective organizations after initial terms would be for four year terms.
3. The Public Defense Board would appoint a director of the Public Defender Office and approve a budget amendment for consideration of the court for the balance of the fiscal year to February 28, 2010. Positions that were initially presented in the study team's plan earlier in the year, and accepted as necessary by the PDB, the director, and by Commissioners Court, would be opened for applications in June 2009. The goal would be to have office location, equipment, and necessary positions in place for the opening of the office in October 2009.

c. **Public Defender Office Divisions: March 2009-August 2009**

It is suggested that the PDO be designed to provide trial and appellate defense counsel services for the indigent in four criminal district courts, a juvenile district court, at adult probable cause hearings, and for defendants with significant mental illness, or who are mentally retarded, in the participating courts and in all 15 of the county criminal courts.

Participation by four criminal district courts and a juvenile district court would be on a voluntary basis. The district courts administrator should transmit the names of the judges and their court numbers for the court's agenda for entry in the Commissioners Court minutes.

The 15 county criminal court judges have indicated a willingness to participate as a division for mental illness and retardation criminal cases.

The courts participating in the initial program would retain the assigned counsel system for use when necessary and to provide flexibility in managing caseloads. The 15 county criminal courts would retain use of the current assigned counsel system for cases not assigned to the PDO. The judiciary would amend their alternative plans under the Texas Fair Defense Act to provide for a hybrid model.

The PDO director would be responsible for administering the hybrid model in participating courts, including screening and assigning applicants for the assigned counsel wheel. The PDO director would also hire assistant public defenders and provide for indigent defense support services as authorized by law.

d. **Public Defender Office: Principles and goals for operations**

If the court is in agreement, the following principles and goals should be considered as guidelines for the Public Defense Board, the PDO director and staff, and officials and employees of Harris County who will provide services.

1. Harris County's goal is for each person entering the criminal justice system, regardless of status, to receive effective representation of counsel in accordance with the U.S. and Texas Constitutions.
2. The public defense system that is developed should involve staff of the Public Defender Office and the active participation of private attorneys. The PD Board and staff should seek a coordinated, evolutionary hybrid plan that would help meet the varied requirements and complexities of criminal law practice in the growing Houston metropolitan area.

3. Harris County should assist the PDO to assure that designated counsel in each case would be provided with adequate space within which to meet confidentially with a client for exchange of legal, procedural, and factual information in all current and future structures designated for county prisoners consistent with the safe management of such facilities.
4. The PD Board should set standards for PDO attorneys to make sure that quality representation can be maintained in all cases. The standards should consider national and local caseload standards and be adjusted as necessary to accommodate case complexity and availability of support services. Attorneys in the PDO and from the private bar should be assigned cases on the basis of their experience and training and the complexity of a case in order to maintain competence in representation. Once designated for a client, the same attorney should continue to represent the person through all of the required process, including trial and sentencing. An appellate attorney should be designated to represent the client through a direct appeal process.
5. Harris County should establish a policy that, to the extent possible, there would be parity in salaries and resources between prosecution and public defense. Parity should include expert, investigative, and other litigation support services.
6. The PD Board and PD director should establish annual legal education and training requirements for the PDO staff.
7. The director should establish an evaluation system for review of PDO attorneys and support staff for compliance with adopted standards and requirements for competent and efficient services for clients and their cases.
8. Continuing studies should be sought for such matters as the length of time from arrest to appointment of counsel and then to counsel's initial contact with the defendant. Accurate empirical information and data should be collected and analyzed for improvements in public defense services.

5. **Patrol**

Harris County has 892 patrol positions assigned to 331 contracts, with 390 officers, or 44% of the total, providing services for community associations; 237, or 26%, serving communities through municipal utility districts; 116, or 13%, under contract to schools; 89, or 10%, assigned to the Toll Road Authority; 52 or 6%, with management districts; one for the appellate courts; and seven for the City of Houston.

There are 166 officers, or 19%, assigned to contracts within the City of Houston, and 610, or 68%, to contracts in the county outside of Houston. Another 116 officers, or 13%, are assigned to schools.

Constables have 625, or 70%, of the officers, and the Sheriff's Office has 267, or 30%.

The court's policy for contracts has been a minimum of 70% of the contract price for areas outside of municipalities; 80% for areas within municipalities; and 100% for organizations that choose that amount. The contracts call for 30% of an officer's working time to be available for county patrol outside of the contract area with 70% agreements, and 20% of the time outside of the areas in 80% agreements. In all contracts, the constable or Sheriff can call the officers out for general patrol or emergency calls as necessary.

There are 296 constable officers in 70% contracts, 207 in 80% contracts, and 122 in 100% contracts. The Sheriff has 256 in 70% contracts, two in 80%, and nine in 100% agreements. The totals are 552 officers, or 62%, in 70% contracts, 209, or 23%, in 80% contracts, and 131, or 15%, in 100% agreements.

The following are questions and issues relating to the contract patrol program and suggestions and recommendations for consideration.

- a. A concern has been patrol coverage for the unincorporated areas of Harris County. If the goal is to provide uniform coverage, the court could consider a plan to develop such coverage over time using the following steps.

The court could authorize a transfer of all patrol contracts to the constables and require the Sheriff's Department to provide general patrol service throughout the unincorporated areas. The county could use a standard ratio of 1.4 officers per 1,000 residents for the Sheriff's Patrol Division. That number could exclude the constable deputies assigned to the contracts. At this time the county's current ratio is 1.63 per thousand persons including all of the county's contract patrol officers. When officers assigned to contracts are excluded from the ratio count, the current ratio would be 1.26 positions per thousand residents. To reach the 1.4 ratio would require 181 additional law enforcement positions. Contracts would continue to allow constables to pull deputies from contract areas for patrol or emergency calls as necessary.

- b. A study is needed with the constables and Sheriff for improvements in dispatch operations on a 24 hour, seven-day basis.
- c. A review should be made of basic standard equipment for every patrol car to include electronic citation capability and Global Positioning System (GPS) equipment.
- d. A review is needed of all the law enforcement departments to make sure that positions classified as patrol are actually serving in patrol functions. Certain jobs filled by certified officers could be filled by civilians.
- e. The vehicle fleet assigned to law enforcement should be reviewed regarding replacement and retention policies, and assignment of patrol vehicles to persons who do not engage in pursuit. Such vehicles could be transferred to patrol and be replaced by more fuel-efficient sedans.
- f. It is recommended that constables not be allowed to establish SWAT capability. All county law enforcement should use the HPD SWAT Team as a primary resource, with the Sheriff's Department to be used as a secondary backup if necessary.

- g. Constables should be prohibited from acquiring high powered automatic weapons even if they are furnished by a provider at no initial cost to the county.
- h. All law enforcement officers should be reviewed for reasonable access to AFIS equipment.
- i. Contracts should be reviewed with the County Attorney's Office for a list of possible changes as shown in the attached report (Item 3. pp. 2-4), including adjustments for capturing direct costs of the officer and his or her equipment, and full costs for certain non-standard agreements, such as the proposed agreement for security services at the Texas Medical Center. A list of contracts will be prepared with the County Attorney and placed on the court's agenda for consideration for 2009.
- j. A proposal to adjust the contract amounts effective January 1, 2009 by 6% has been placed on the court's agenda so the County Attorney can begin preparation.
- k. A review should be made of alternative ways to improve the research, entry, confirmation, delivery, and execution of warrants by the eight constables and certain business and administrative office functions.
- l. Another report requested by the court is attached concerning the status of the relationship of the Sheriff's Department and the Port's Police Department.

6. **Public Infrastructure**

A report from the director of PID is behind the PID tab. The following are items that are requested for consideration.

- a. **County Asset Management System** PID is requesting \$1.9 million to continue development of the system for tracking and financial reporting of the county's infrastructure.
- b. **Delta Building** The county purchased this facility at 10555 Northwest Freeway for PID. The department is requesting \$3.6 million to complete renovations for Permits and Watershed Protection personnel.
- c. **Forensic Center** PID is requesting approximately \$7 million for a consultant to provide a site analysis and recommendations as a subset of the design process.
- d. **Construction Division** Four new positions are requested for an in-house team to provide construction management for future Toll Road projects. The Toll Road Authority will fund the positions at an estimated annual cost of \$635,000. The staff will be housed at the construction site and perform duties that are currently provided by contract consultants at a higher cost.
- e. The **FPM Division** is requesting \$155,000 for two new positions and reclassification of two positions for a new group to ensure that all applicable code compliance regulations are current in the county's downtown complex and regional facilities. The group will schedule and document required code inspections and repairs and review construction and renovation documents for code compliance.

- f. **Flood Control District** The district has been implementing priorities listed for the court in the FY 2008-09 budget within available funds. Management Services will develop a funding plan for the district to continue its scheduled work and necessary projects related to Hurricane Ike.
- g. **Atascocita Complex** PID recommends that the court authorize \$7.7 million for conversion to water and wastewater provided by Municipal Utility District 278 at the Atascocita complex. The water wells and wastewater treatment plant the county owns and operates for the complex are in poor condition and need improvements. City of Houston surface water would be brought by a new water line and MUD 278 would provide the county with public water and wastewater service on the property.
- h. **Ship Channel Security Project** Certain items are needed, according to the PID report, as they are not reimbursable by grant funds. Those items are as follows.
 - 1. \$150,000 for preparation for a command and control site.
 - 2. \$358,000 for continuation of an agreement with the University of Houston for project consulting and coordination.
 - 3. \$250,000 for engineer services between design and implementation of the project.
 - 4. \$150,000 for contingency funds.
- i. **Right of Way** Added costs of \$2.4 million for state road projects were placed on the September 9 agenda. Management Services will provide for transfers that may be necessary.
- j. **Toll Road Authority** Budget transfers of \$5.4 million have been requested by the Toll Road Division for equipment, services, and maintenance of the Toll Road system, and for 33 new positions and salary adjustments for certain existing positions. The new positions would be 20 part-time toll collections, five information technology positions, two dispatchers, four technicians, and two lane supervisors.
- k. **Family Law Center** The PID director has placed on the court's agenda a letter of confirmation by an architect firm that the Coffee Pot Building site is the best location for the Family Center; and a letter recommending that PID be instructed to negotiate a contract with an architect-engineering team led by PGAL for the Family Law Center project.
- l. **Administration Building** FPM plans to place an item on the agenda regarding security changes for the Administration Building.

7. Sports & Convention Corporation

The Harris County Sports & Convention Corporation is requesting \$13.1 million in capital project funding. The amount includes \$876,000 for the Reliant Center Lighting Retrofit project, and reimbursement of \$578,188 for improvements to the Domed Stadium required by the Fire Marshal, and \$205,197 for repairs for the Central Plant.

A report from the corporation director is behind the Sports Corporation tab concerning the Reliant Center lighting project with initial cost of \$875,802 and project energy conservation savings of \$440,314. The director said there would be monthly savings from reduced electrical use at Reliant Center. If the county provides the funding, Centerpoint Energy will provide \$217,959 in incentives for installation of the project.

Maintenance would be reduced due to warranties on lamps and ballasts and replacements, and new lamps would have a longer average rated life compared to the existing system.

If the court agrees, Management Services will review priorities for the capital improvement listing and will recommend funding as necessary for an agenda item.

8. FY 2008-09 Budgets

Attached for reference are budget expenditures and projections for county departments and the status of funds. The general fund expenditures for the first six months of the fiscal year were \$662.6 million, an increase of 3% compared to initial projections. Higher fuel costs, expenditures for detention of prisoners, and additional filled positions, 60% of which are in administration of justice departments, are the main reasons for the increase in expenditures.

The revised second half of the fiscal year projection is \$701.4 million, including a 3% cost of living adjustment for positions, possible approval of added positions, an increase in the costs for medical group insurance and retirement costs, an increase in election costs, and continued increases in fleet and fuel expenses, and utilities.

Management Services, working with the Auditor, is recommending creation of a Mobility Fund within the General Fund concentration for the annual transfer of Toll Road mobility funds to the commissioners budgets for improved transportation routes and linkage to the Toll Road system. A brief on the subject is behind the Budgets tab. Reports will be given to the court members on this subject along with meetings with staff.

A brief on the expenditures and outlook of the General Fund is in the materials behind the Budgets tabs. The outlook will be modified because of damages from Hurricane Ike.

Expenditures required in the aftermath of Hurricane Ike will be brought to the court on a regular basis through the agendas. There were numerous requests for budget changes and positions submitted by departments prior to the Hurricane. It will be necessary to consider the immediate requirements for budget adjustments for the storm. It is recommended that Management Services place Mid-Year budget requests on the court's agendas after consideration of the availability of funds, and recommend that other items be placed in budget requests for FY 2009-10.

Management Services will place a report concerning employee travel requests on the court's agenda.

For the cost of living adjustment, as planned, it is recommended that it be effective September 27, 2008 in the amount of 3% for all positions except for district judges and appellate justices. The cost for the balance of this fiscal year for the general fund will be \$11.4 million, and for the next fiscal year, \$29.6 million.

A report by the Office of Human Resources & Risk Management regarding group health and related benefits is behind the Budgets tab. The county is in its final year of a five-year agreement with Aetna, Inc., for administration of the medical plan. Proposals for a new plan to be effective in FY 2009-10 are in evaluation. A recommendation will be submitted to court in October based on the best proposal meeting specifications.

Dental indemnity, DHMO, vision, and long term disability will be renewed for the fourth year of five-year contracts in FY 2009-10. Life insurance and flexible spending accounts will be in new plans next year and OHRRM will make recommendations in October after evaluation now underway of proposals that have been received.

The county has experienced an increase in the number of retirees at a younger age and with less than 20 years of service with the county. As employees retire earlier and live longer, the cost of providing retiree healthcare will continue to increase impacting the county's long term obligations. Harris County, as shown in a table attached to the Benefits report, is one of the few counties in Texas that provides retiree healthcare at little or no cost for the retiree and dependent healthcare at 50% of the premium.

The Benefits report provides options under the TCDRS plan study for the year beginning January 1, 2009. The option recommended by OHRRM is Option A, no plan changes. With that plan, the county's contribution rate will increase from 9.64% to 9.74% with a projected annual increase of approximately \$4.8 million based on a FY 2009-10 estimated payroll. Harris County's level of retirement benefits is higher than the majority of TCDRS subdivisions. The average matching credit for all TCDRS subdivisions is approximately 170% while Harris County's is 225%. Also, Harris County's average monthly TCDRS annuity has been 48% greater than the TCDRS average.

9. **Population**

The EBRT update report on population in Harris County is behind the Population tab for your information and reference.

10. **Tax Rates**

The following 2008 tax rates are recommended for approval.

	<u>2007</u>	<u>2008</u>	<u>Difference</u>
County General	.33221	.33221	.00000
Pub. Imp. Cont. Fund	.00697	.00594	(.00103)
Debt Service	<u>.05321</u>	<u>.05108</u>	<u>(.00213)</u>
Subtotal County	<u>.39239</u>	<u>.38923</u>	<u>(.00316)</u>
Flood Control O&M	.02754	.02754	.00000
Flood Control Debt	<u>.00352</u>	<u>.00332</u>	<u>(.00020)</u>
Subtotal Flood Control	<u>.03106</u>	<u>.03086</u>	<u>(.00020)</u>
Port of Houston Debt	<u>.01437</u>	<u>.01773</u>	<u>.00336</u>
Hospital District	<u>.19216</u>	<u>.19216</u>	<u>.00000</u>
Total	<u>.62998</u>	<u>.62998</u>	<u>.00000</u>

The rates as proposed are calculated to provide sufficient funds for certified debt service and to help meet operational requirements. Supporting schedules and related data are behind the Tax Rates tab.

In compliance with tax law requirements, hearings on each of the entities will be required. According to the schedule, meetings for discussion of the rates must be held at the regular meeting of the court on October 7 and again at a special meeting of the court on October 14. The final vote on the rates will be scheduled for the regular meeting of the court on October 21.

11. 2009 Meetings and Holidays

The following calendar is suggested for the court's schedule of meetings and county holidays for 2009. The schedule provides for 24 court meetings, which is the same number that was approved in each of the last four years.

Calendar 2009

January	February	March	April	May	June
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4	1 2	1 2 3 4 5 6
4 5 6 7 8 9 10	8 9 10 11 12 13 14	8 9 10 11 12 13 14	5 6 7 8 9 10 11	3 4 5 6 7 8 9	7 8 9 10 11 12 13
11 12 13 14 15 16 17	15 16 17 18 19 20 21	15 16 17 18 19 20 21	12 13 14 15 16 17 18	10 11 12 13 14 15 16	14 15 16 17 18 19 20
18 19 20 21 22 23 24	22 23 24 25 26 27 28	22 23 24 25 26 27 28	19 20 21 22 23 24 25	17 18 19 20 21 22 23	21 22 23 24 25 26 27
25 26 27 28 29 30 31		29 30 31	26 27 28 29 30	24 25 26 27 28 29 30 31	28 29 30

July	August	September	October	November	December
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4	1	1 2 3 4 5	1 2 3	1 2 3 4 5 6 7	1 2 3 4 5
5 6 7 8 9 10 11	2 3 4 5 6 7 8	6 7 8 9 10 11 12	4 5 6 7 8 9 10	8 9 10 11 12 13 14	6 7 8 9 10 11 12
12 13 14 15 16 17 18	9 10 11 12 13 14 15	13 14 15 16 17 18 19	11 12 13 14 15 16 17	15 16 17 18 19 20 21	13 14 15 16 17 18 19
19 20 21 22 23 24 25	16 17 18 19 20 21 22	20 21 22 23 24 25 26	18 19 20 21 22 23 24	22 23 24 25 26 27 28	20 21 22 23 24 25 26
26 27 28 29 30 31	23 24 25 26 27 28 29 30 31	27 28 29 30	25 26 27 28 29 30 31	29 30	27 28 29 30 31

Holidays:

<i>New Years Day</i>	<i>Thursday</i>	<i>January 1</i>
<i>MLK Day</i>	<i>Monday</i>	<i>January 19</i>
<i>Good Friday</i>	<i>Friday</i>	<i>April 10</i>
<i>Memorial Day</i>	<i>Monday</i>	<i>May 25</i>
<i>Independence Day</i>	<i>Friday</i>	<i>July 3</i>
<i>Labor Day</i>	<i>Monday</i>	<i>September 7</i>
<i>Thanksgiving</i>	<i>Thurs. & Fri.</i>	<i>November 26 & 27</i>
<i>Christmas</i>	<i>Thurs. & Fri.</i>	<i>Dec. 24 & 25</i>
<i>Floating Holiday</i>	<i>Employee's Choice</i>	