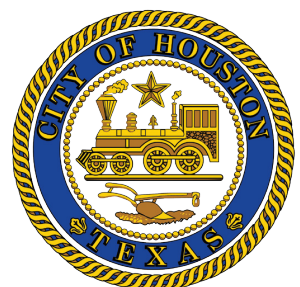


# AMERICAN RESCUE PLAN ACT

Local Fiscal Recovery Funds 2021 Report | Recovery Plan

Mayor Sylvester Turner  
City of Houston



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## ARPA

Dear Houstonians,

The coronavirus pandemic caused personal and fiscal hardships for many of us. Fortunately, the City of Houston will avoid a massive budget shortfall thanks to more than \$600 million in State & Local Fiscal Recovery Funds from President Biden's American Rescue Plan Act (ARPA).

But for the dollars being made available by Congress and the President, there would have been major budgetary cuts and layoffs. Without this needed influx of federal funds, the City would have had to close a \$201 million budget gap in fiscal year 2021-2022.



The ARPA funds are helping protect the salaries of our first responders, including police, EMS, health, and solid waste workers who continued to work every day and are critical to our struggle with COVID-19. And yes, finally, we were able to give our firefighters an 18 percent raise over the next three years.

The overall budget for this fiscal year will represent a five percent increase over last year. Most of the federal funds will go to replace revenues lost due to COVID-19 and associated drops in sales tax collection in the General Fund, but we expect to have a small amount left over for some priority projects outlined in this report.

Unfortunately, the pandemic still has not run its course. We'll continue to be mindful next year, and the year after next, because we will still be affected by the coronavirus and there will still be impacts on our tax revenue. The Biden Administration recognizes this as well, so the Fiscal Recovery Funds will be distributed in two tranches. The first tranche of \$303.8 million was received in May. The second tranche of \$303.8 million will be delivered in May of 2022.

This report will help provide transparency on how, together with City Council, the City of Houston plans to recover. With the help of these federal funds and all Houstonians, we will come back from the coronavirus pandemic stronger than ever.

Sincerely,

A handwritten signature in black ink that reads 'Sylvester Turner'. The signature is fluid and cursive, with the first name 'Sylvester' being more prominent than the last name 'Turner'.

Sylvester Turner

Mayor

# Executive Summary

***But for the dollars being made available by Congress and the President, there would have been major budgetary cuts and layoffs. Without this needed influx of federal funds, the City would have had to close a \$201 million budget gap in fiscal year 2021-2022.***

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The coronavirus pandemic created an enormous crisis in America. Government at every level has wrestled with the demand for increasing services while revenues were shrinking due to the economic crisis. While the worst of the economic situation may be behind us, the effects will be felt for years.

The Biden Administration has truly used an “all of government” effort to battle the pandemic. A major component of the administration’s approach is evidenced by the resources allocated to local governments in the American Rescue Plan Act (ARPA). The City of Houston has endured unique challenges that have made municipal services both more challenging to provide, yet more needed than ever.

But for the dollars being made available by Congress and the president, there would have been major budgetary cuts and layoffs. Without this needed influx of federal funds, the City would have had to close a \$201 million budget gap in fiscal year 2021-2022.

Public safety is the first priority for the City of Houston and Mayor Sylvester Turner. The Houston Police Department (HPD) is the largest department in the City of Houston and the largest police department in the State of Texas. With the help of ARPA dollars, the salary costs for personnel were fully funded in the FY 2022 budget, including approximately 5,250 officers and six police cadet classes to keep pace with the retirement of officers. Thanks to the ARPA money dedicated to maintaining government services, the City’s budget fully funds the police department.

The pandemic has also stretched the Emergency Medical Services (EMS) operated by the Houston Fire Department (HFD) like never before. Thanks to ARPA, Houston was able to fully fund the 4,000 firefighters within HFD, as well as provide a much-needed six percent raise as part of a three-year commitment to be more competitive in the market and to retain talent.

The pay raise is well deserved, as firefighters have performed admirably during very difficult circumstances on the frontline of the COVID-19 pandemic.

From ongoing testing to vaccinations, the country has a much better understanding of the demands placed on our health system and a greater appreciation for public health workers. In this case, the Houston Health Department (HHD) received ARPA funding to keep the experienced workers battling the pandemic secure in their jobs. With the Delta variant already stressing the capacity of the hospital system, keeping Houston’s Health Department fully resourced empowers the department to concentrate on vaccination outreach and other public health interventions, which are vital to a healthy Houston.

First responders weren’t the only ones under strain. With early “stay at home” orders and increased telecommuting, Houston experienced significant growth in solid waste volumes similar to what appeared throughout the United States. Houston’s Solid Waste Management (SWM) personnel and equipment were pushed to the brink as the pandemic ran its course. ARPA funding is key to maintaining these vital services, which include regular weekly pick up, recycling, and bulk waste collections.

In addressing priority projects, the City of Houston sought to address community needs beyond the scope of existing City services. Houston is the largest municipality in the United States without the safety net of Medicaid expansion. The State of Texas is one of 13 states that have rejected the Affordable Care Act’s provision for Medicaid expansion. As a result, many vulnerable Houstonians do not have adequate access to medical care, thus exacerbating inequality in the midst of a pandemic.

A population under duress, compounded by the limited options for behavioral health services (both for mental health and substance abuse disorders), puts additional strain on local first responders, such as police, fire and health departments.

Priority projects under the Houston Police Department address the growing demand for behavioral healthcare access as well as provide additional resources for domestic violence victims.



# ARPA

## *Executive Summary (cont'd)*

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To directly address effective vaccination programs, the Houston Health Department has rolled out an incentive program, which is already proving successful.

Finally, as part of Houston's plan to address the negative economic impact resulting from the public health emergency and financial impacts of the COVID-19 pandemic, the City plans to expedite payments to the Zoo Development Corp. (ZDC), using LFRF funds, to address impacts to ZDC and its operations.

In addition to the funding for the provision of government services through Local Fiscal Recovery Fund (LFRF), the City of Houston has worked hard to maximize the impact of ARPA dollars.

The Emergency Rental Assistance Program (ERAP) portion of ARPA provided \$21.6 billion to assist households unable to pay rent and utilities due to the impacts of COVID-19. Partnering with Harris County, no other entity in the country has provided as much rental relief to renters and landlords as Houston and Harris County. The recent visit by Deputy Treasury Secretary Wally Adeyemo showcased the success of the Houston-Harris County rental relief program in keeping families housed. During his visit, grantees shared best practices resulting from the city-county partnership, strong community-based organization support, and robust outreach efforts, particularly in the most vulnerable communities.

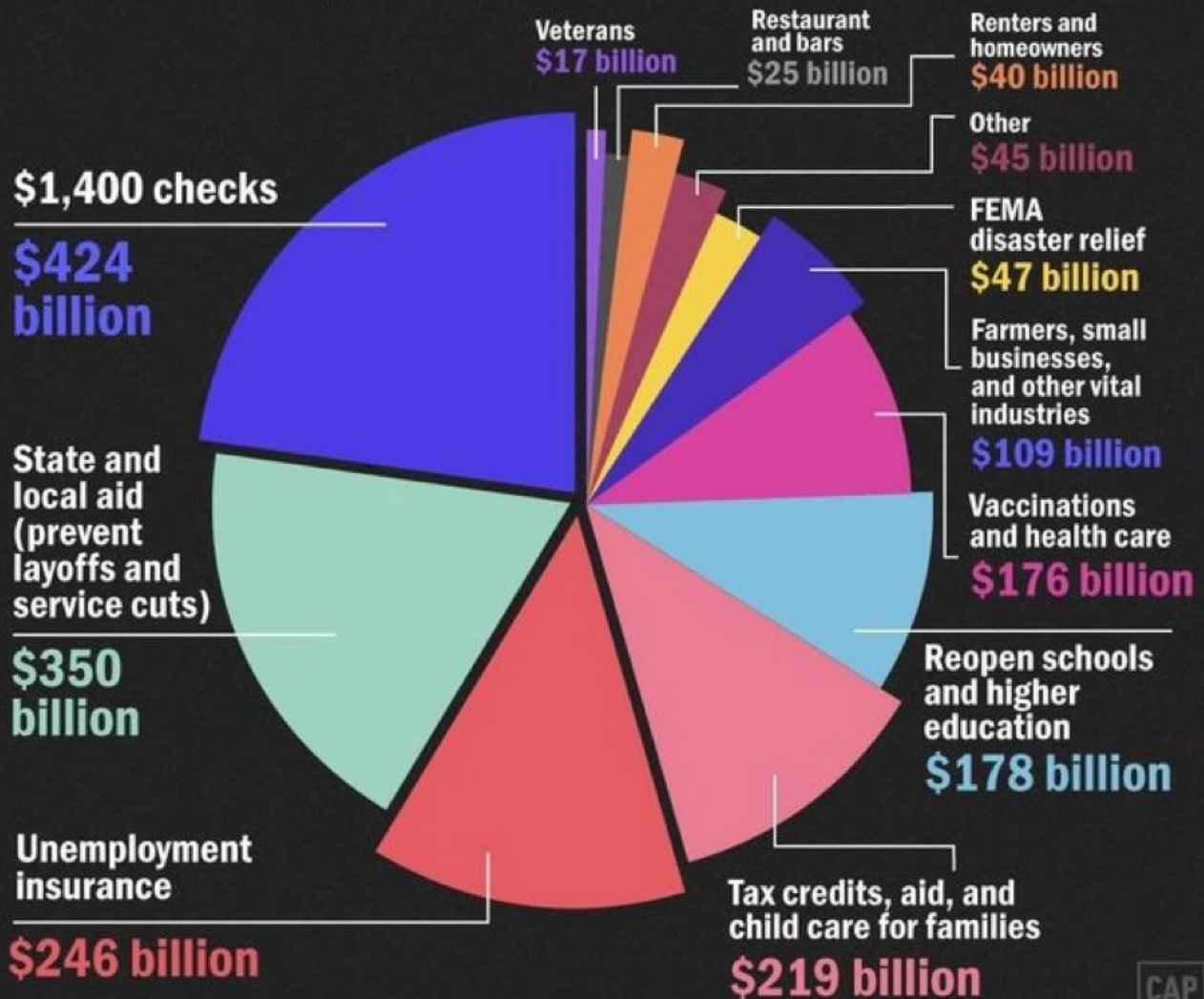
Finally, the Houston Airport System (HAS) operates three airports: Bush Intercontinental Airport (IAH), Hobby Airport (HOU), and Ellington Airport (EFD). Under ARPA, approximately \$8 billion in economic relief was directed to airports to prevent, prepare for, and respond to the COVID-19 pandemic, including relief from rent and minimum annual guarantees (MAG) for eligible airport concessions at primary airports.



# ARPA



# Who does the American Rescue Plan help? **American families**



Source: Congressional Budget Office, "Estimated Budget Effects of the American Rescue Plan Act of 2021" (2021).



“ From testing, to contact tracing, to vaccinations, the country has a much better understanding and appreciation for public health workers. ”

## *All-of-government effort*

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***Public safety is the first priority for the City of Houston and Mayor Sylvester Turner. The Houston Police Department (HPD) is the largest department in the City of Houston and the largest police department in the State of Texas. With the help of ARPA dollars, the salary costs for personnel were fully funded in the FY 2022 budget, including approximately 5,250 officers and six police cadet classes to keep pace with the retirement of officers. Thanks to the ARPA money dedicated to maintaining government services, the City’s budget fully funds the police department.***





# Use of Funds

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Like most state and local governments across the nation, the City of Houston faces record revenue losses due to the COVID-19 pandemic. Replacing these lost revenues has been the most pressing need for the fiscal year ending June 30, 2022.

On June 2, 2021, Houston City Council approved \$198.624 million of LFRF from the ARPA Funds for the replacement of lost revenue due to the revenue losses during the COVID-19 public health emergency that would otherwise have funded the provision of government services. This replacement funding will be utilized to maintain and sustain critical services in the FY2022 Budget.

But for the dollars being made available by Congress and the President, there would have been major budgetary cuts and layoffs. Without this needed influx of federal funds, the City would have had to close a \$201 million budget gap in Fiscal Year 2022.

At the same time, money from other portions of ARPA have helped provide resources for Emergency Rental Assistance (ERA) and support for the Houston Airport System (HAS), which is made up of three separate airports.

The following documents provide a breakdown of the proposed allocation from LFRF into departmental totals, illustrate the disbursement progress of rental relief funds, and detail the airport support funding.

## Houston Police Department

The Houston Police Department (HPD) will receive 60 percent of the LFRF funds in the 2021-22 fiscal year. Most of these funds will be dedicated to maintaining the high level of government service HPD provides to Houston. As stated earlier, public safety is the first priority for the City of Houston and Mayor Sylvester Turner.

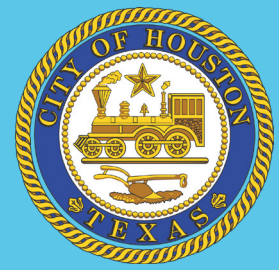
On July 23, the Biden-Harris Administration released a “Comprehensive Strategy to Prevent and Respond to Gun Crime and Ensure Public Safety.” The report specifically mentions using ARPA resources to fund law enforcement programs, per a recent announcement by the Treasury Department:

**“Hiring law enforcement officials – even above pre-pandemic levels – or paying overtime where the funds are directly focused on advancing community policing strategies in those communities experiencing an increase in gun violence associated with the pandemic.”**

Thanks to ARPA money dedicated to maintaining government services, the City’s budget fully funds the police department. However, the pandemic has created additional needs for public safety interventions. These additional interventions are directly associated with behavioral health needs increasing due to the stress of the pandemic.



# AMERICAN RESCUE PLAN ACT SUMMARY



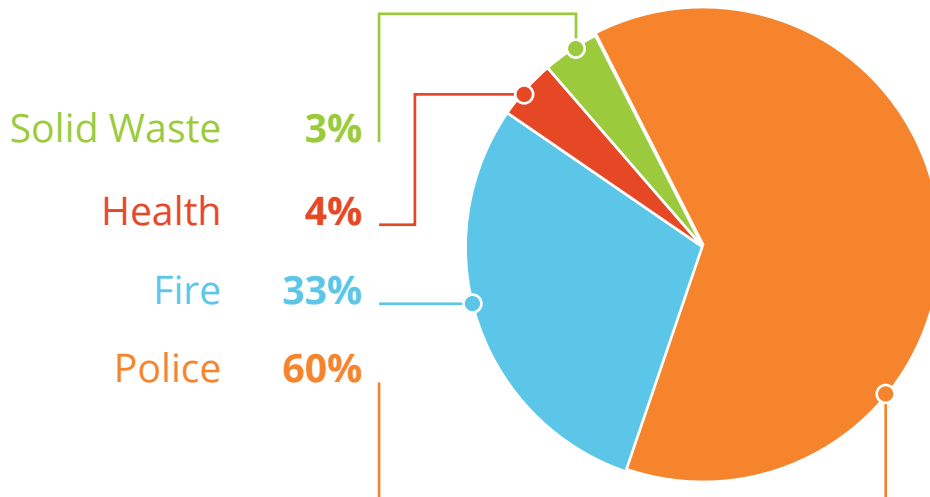
## MAINTAINING GOVERNMENT SERVICES



On June 2, 2021, Houston City Council passed the FY 2022 budget for the City of Houston. Together with Mayor Turner, Council agreed to use **\$198.624 million of Local Fiscal Recovery Funds (LFRF)** from the American Rescue Plan Act (ARPA) for the provision of government services due to revenue losses during COVID-19 public health emergency, to maintain and sustain critical services.

Unlike the CARES Act, ARPA recognized the negative economic impact of the COVID-19 public health emergency to state and local governments and the need to continue providing critical services to citizens. Like most state and local governments across the nation, Houston faces record revenue loss during the COVID-19 pandemic, especially in sales tax revenue that makes up nearly **30 percent of General Fund revenues**. With this government provision, ARPA has enabled the City to maintain the indispensable services most valued by our residents during this challenging time.

The critical services allocation included for FY2022 are as follows:



These departments continue to play a vital and ongoing role in the pandemic.

Monies from ARPA must be obligated before 2024 and completely spent by 2026.

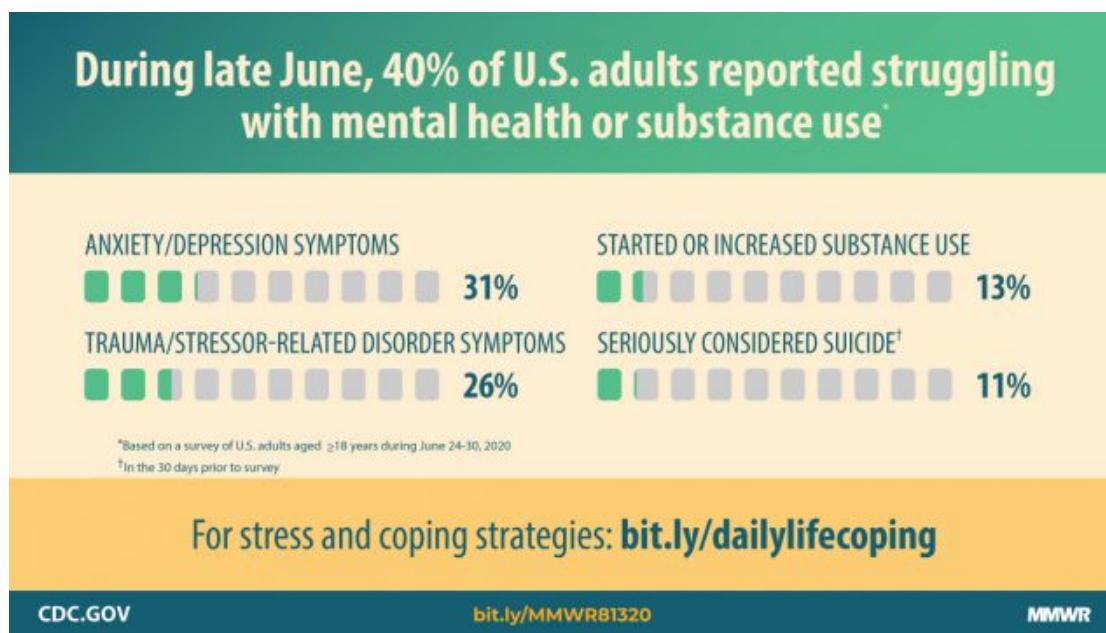
## Priority Projects

*“The public health response to the COVID-19 pandemic should increase intervention and prevention efforts to address associated mental health conditions.”*

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According to the Centers for Disease Control and Prevention (CDC) study, “Mental Health, Substance Use, and Suicidal Ideation During the COVID-19 Pandemic” dated August 14, “The public health response to the COVID-19 pandemic should increase intervention and prevention efforts to address associated mental health conditions.”

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ARPA

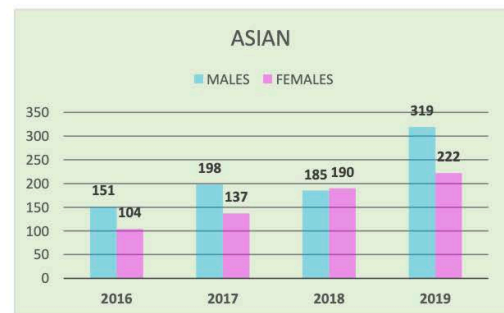
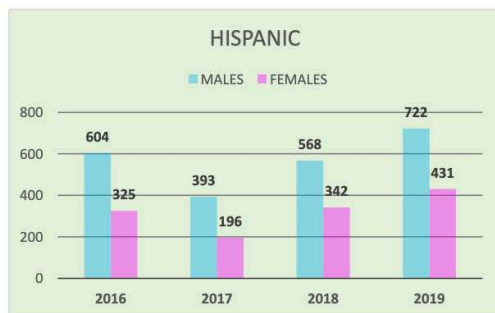
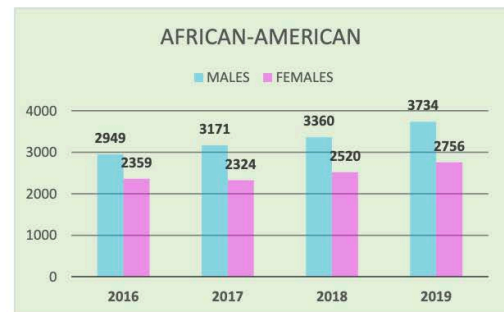
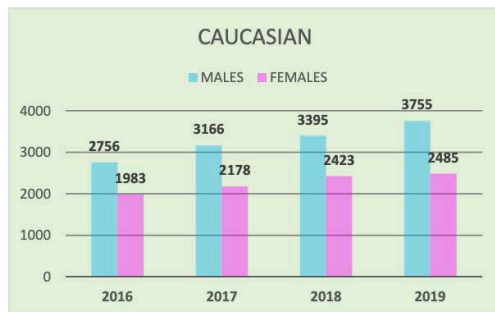
# Priority Projects

*In addition to the money utilized for Revenue Replacement, the City of Houston is planning several Priority Projects from city departments to provide needed services. The demand for these services has increased due to the pandemic, while revenues have decreased.*

The Mental Health Division is a collaboration between the HPD, mental health professionals in Houston/Harris County and advocacy groups, such as the National Alliance on Mental Illness and Mental Health America of Greater Houston. The Houston Police Department works with the community to develop a multifaceted strategy for responding to individuals in serious mental health crises. Calls for service for Crisis Intervention Training (CIT) have been trending upward, and that has only been exacerbated by the pandemic.

## DEMOGRAPHICS- STATISTICAL DATA

### Reported CIT Incidents Broken Down by Race and Gender



In addition to maintaining the current police force of approximately 5,250 officers, the following priority programs are being considered for implementation by Mayor Turner:

#### Expand the 911 Crisis Call Diversion (CCD)

**Program:** CCD is a joint program between the City of Houston and The Harris Center for Mental Health to divert mental health crisis calls to counselors and community mental health providers instead of sending first responders to investigate.

The counselors work at the Houston Emergency Center (HEC) to coordinate diversions directly with HPD and Houston Fire Department dispatchers. CCD counselors answer non-criminal/non-violent types of crisis-intervention calls for service in lieu of sending patrol officers and/or EMS to the scene. The program provides enhanced service to mental health consumers not directly available to patrol, such as community health referrals and Mobile Crisis Outreach Team responses.



ARPA

# Priority Projects

In 2020, CCD assessed 4,527 calls for service and diverted 2,116 toward a mental health or community support service better suited for the provision of such services. Of those, 1,241 were diverted away from law enforcement and 875 were diverted away from fire/medical. In addition, CCD refers eligible calls to the Mobile Crisis Outreach Team when appropriate.

The cost of expansion to 24-hour coverage is \$272,140 annually (\$816,420 for 3 years). This would add four more full-time care coordinators and necessary equipment. While the provision of behavioral health services is worthy of investment on its own merits, the program increases the capacity of law enforcement officers to focus on public safety rather than behavioral health issues.

**Increase the number of Mobile Crisis Outreach Teams (MCOT):** MCOT is a team of mental health professionals who respond to situations involving a person in a mental health crisis without the involvement of law enforcement.

MCOT has a proven record of handling situations involving mental health crises with appropriate community resources. MCOT can safely respond to 911 calls that involve a mental health nexus so long as there is no indication of violence, weapons, or criminal offenses. This represents approximately 200 of the calls received by 911 every month.

The crisis teams will focus on “rapid response,” not referrals for future treatments, but immediate interventions. This methodology helps alleviate the demands on law enforcement from dealing with lower-level mental health calls and connects individuals suffering from a mental illness to services and professionals that can help them most without involving the criminal justice system.

MCOT can be deployed by the CCD or called in by officers in the field, allowing for officers to introduce a behavioral health medical intervention. This “hand off” delivers the appropriate level of care.

Currently, only law enforcement officers are authorized to issue Emergency Detention Orders (EDOs) in Texas. By expanding MCOT and allowing for more immediate medical interventions, the number of EDOs are likely to be reduced.

MCOT will be expanded by six teams and support staff, and upon evaluation of the success of the program, expanded to 18 teams. Costs will be \$11,871,469 for three years for the 18-team expansion.

**Increase the number of Crisis Intervention Response Teams (CIRT):** The Crisis Intervention Response Team (CIRT) consists of a Crisis Intervention Trained (CIT) officer and a licensed professional clinician who ride together and respond to mental health disturbances. The CIRT units safely de-escalate mental health crises and provide the most informed possible disposition to these calls. CIRT units are also called on to support the SWAT commander in special threat situations. The clinicians have direct access to patient medical data in the Harris Center and Harris County Hospital District systems, which provides patient diagnoses, mental health history, medications and hospitalizations critical to the proper assessment of needs and provision of services.

Currently, the CIRT staff includes 12 Houston Police Department Officers, 14 Harris Center clinicians, and nine Harris County Sheriff’s Deputies. Annually, each CIRT unit handles approximately one percent of all the City’s total calls for service, including approximately 13 percent of the total calls for service involving persons in crisis. The capacity to address mental health related calls will be greatly increased with an increase in the number of CIRT units. They have proven to be the best suited to de-escalate situations, and ultimately, provide much-needed mental health resources to these vulnerable populations.

HPD currently has 12 CIRT units deployed. The cost of expansion to 24-hour coverage by adding six more teams is \$2,050,888 annually (\$6,152,664 for three years).





# Priority Projects

**Implement the Clinician-Officer Remote Evaluation (CORE) program:** The Clinician-Officer Remote Evaluation program is a telehealth strategy for responding to mental health crisis calls using a tablet and a HIPAA-approved technology platform to connect a law enforcement first responder with a mental health clinician in the community at the time of the 911 dispatch.

CORE currently operates with six licensed professional clinicians and a team leader that assist the officer at a scene to make a quick, accurate mental health assessment of persons who are in mental health crisis. The clinicians can also access the person's hospitalization history and connect the person with needed resources.

The Harris County Sheriff's Office (HCSO) has already implemented the CORE program. The University of Houston has evaluated the Harris County Sheriff's Office's pilot of CORE, leading Harris County to expand the pilot into a permanent program.

According to the June 2020 report by HCSO, the participating deputies felt that the clinician helped de-escalate the person in crisis 73 percent of the time; that the clinician helped them decide on the most appropriate course of action 83 percent of the time; and that the clinician helped them handle the call in a shorter period 71 percent of the time.

In implementing CORE within HPD, 80 officers per shift will have access to the system at three shifts daily, equating to a program reach of 240 officers. The program calls for funding seven clinicians to conduct interventions via the Telemed platform.

To expand this CORE program to 80 HPD officers, the cost is \$847,875 annually (\$2,543,625 for 3 years), which includes technology and clinical staff.

To expand this CORE program to 80 HPD officers, the cost is \$847,875 annually (\$2,543,625 for 3 years), which includes technology and clinical staff.

**Fund citywide Domestic Abuse Response Team (DART) initiative:** DART is a multidisciplinary crisis response team purposed to assist victims of domestic violence by engaging the victim immediately following a reported incident of domestic violence. DART will coordinate and provide emergency services, such as medical care, food, temporary shelter and connections to long-term solutions, counseling, legal help, and compensation to victims. These efforts help ensure not only their safety, but also provide much-needed trauma-informed care; preceding any follow-up and outreach services provided by the Department's Victim Services Division. Given the nature of the services provided, the program is almost entirely staffed by civilians.

There are numerous studies noting the increased prevalence of domestic violence as a result of the pandemic, with many incidences later leading to homicides. The year over year statistics from HPD on Aggravated Assaults with "impeding of breath" incidents has increase 113 percent from 2019 to 2020.

Month	2019		2020	
	Non-FV Agg Assault (Impede Breath/Stragulation)	FV - Agg Assault (Impede Breath)	Non-FV Agg Assault (Impede Breath/Stragulation)	FV - Agg Assault (Impede Breath)
Jan	15	17	49	146
Feb	5	17	52	146
Mar	22	27	52	182
Apr	9	24	60	251
May	8	37	58	219
Jun	16	17	61	177
Jul	11	28	70	167
Aug	20	54	69	157
Sep	65	198	87	204
Oct	73	163	70	196
Nov	48	169	70	163
Dec	63	200	62	178
<b>Total</b>	<b>355</b>	<b>951</b>	<b>760</b>	<b>2186</b>
<b>Year Total</b>	<b>1306</b>		<b>2946</b>	



ARPA



# Priority Projects

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The DART program provides for specially trained, two-person mobile teams consisting of one HPD officer and one victim advocate. The teams respond to “high risk” domestic violence crime scenes at the request of the primary responding police unit for the purpose of making on-scene danger assessments. The team then reaches out to the victims to engage and connect them with needed emergency services.

The program is currently staffed five days a week, 7PM – 3AM, with three DART units (one DART unit consisting of one officer and one victim advocate) and two supervisory units. Supervisory units, called “shadow units,” consist of one sergeant and one forensic nurse. Shadow units respond to domestic violence scenes and conduct forensic examinations of victims, when necessary, as part of the outreach services provided by DART.

The program also funds dedicated law enforcement resources such as officer overtime to serve warrants, to help address a gap in the criminal justice system. These efforts dedicate more resources to apprehending abusers. The certainty in apprehensions frees up capacity in a very limited support system for victims of domestic violence.

HPD can continue to provide these enhanced responses to the ever-growing issues surrounding domestic violence. Without funding, the DART Program will end once grant funding is exhausted.

Historically, the DART program has been funded by grant awards. This will fund the DART program consistently for a three-year period in the amount of \$1,205,274 annually (\$3,615,822 for 3 years).

## HPD Conclusion

The total amount for all additional HPD priority projects will be \$25 million. The CCD, CIRT, MCOT, CORE and DART initiatives support public health expenditures by funding services to address behavioral healthcare needs exacerbated by the COVID-19 pandemic.

These initiatives detect persons in mental health crises, suicidal ideation, drug addiction and other behavioral health needs. As the CDC report cited above notes, the pandemic has intensified the need for interventions. The Mayor’s Task Force on Policing Reform recommended expanding existing partnerships between HPD and mental health professionals to lighten the load on officers when responding to vulnerable populations, such as those experiencing mental health crises, domestic violence, human trafficking, substance abuse and homelessness.

These HPD programs promote better outcomes for people with behavioral health issues, often among historically vulnerable and underserved populations. The pandemic has made these conditions more common and the consequences of failing to address them endanger the public. These programs provide services that connect underserved residents with health care resources and public assistance programs to promote healthier communities.



# Priority Projects

*The most recent estimate of Houston's homeless population is around 4,000, with many individuals suffering underlying physical and mental health issues.*

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## Solid Waste Management

**Homeless Abatement:** People who are homeless are at increased risk of COVID-19, according to information and directives from the Centers for Disease Control and Prevention (CDC). Homeless encampments and services are often in congregate settings, not generally receptive to recommended social distancing guidelines and could facilitate the spread of infection. Because many people who are experiencing homelessness often have underlying medical conditions, they may also be at higher risk for severe disease.

Like many large cities, homeless encampments and individuals are prominent in and around major business centers and established either on sidewalks, beneath freeway underpasses or other public property managed by the City of Houston or the Texas Department of Transportation. The most recent estimate of Houston's homeless population is around 4,000, with many individuals suffering underlying physical and mental health issues.

This program initiative will fund weekly cleanups at encampments throughout the city to include needed major remediation activities directed by the City Public Health Authority and Health Department. The more intensive cleanings will include proper sanitizing activities and remediation of biological waste, when required. Minimizing the spread of COVID-19 among the homeless population will provide necessary protection to the city's general population.

**The projected cost for Homeless Abatement for FY 2022 is \$1,254,607.**

**Anti-Litter:** Due to people staying at home, such as students engaging in distance learning and parents working from home to minimize the spread of COVID-19, waste and litter volumes have increased. Residents are taking advantage of additional time at home to manage household projects such as landscaping, garage cleaning, and decluttering. Residents are also throwing out leftovers, containers and litter in public parks, hike/bike trails and public waterways. Houston, as well as other cities across the nation, are experiencing significant amounts of Personal Protective Equipment (PPE) litter.

Every day, thousands, if not millions, of disposable masks, gloves and sanitizer bottles are used and improperly discarded and disposed. There has also been an increase in individuals visiting city parks due to concerns about exercising indoors during the pandemic and because gyms have closed or limited capacity. The requested funding will be used to collect and dispose of PPE litter only in these city-owned/defined areas. The goal of the anti-litter campaign is to combat, reduce and extinguish the behaviors which have led us to our current state. Another goal is to further educate and train our citizens to be better stewards of our public spaces.

**The projected cost for the Anti-Litter program for FY 2022 is \$489,546.**



# Priority Projects

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**Bulk Waste:** In the continuing efforts to mitigate the spread of COVID-19, waste streams have increased for City-provided services. With higher set-out rates, the department has experienced an influx of heavy household debris, landscape debris and illegal dumping. Houston's experience is also being reported by other solid waste agencies statewide and nationwide (Solid Waste Association of North America and Municipal Waste Management Association). The department further expects an even larger uptick in bulk waste collection given the current crisis, as a result of the Delta variant of the COVID-19 virus.

This program initiative will fund additional bulk waste crews to collect bulky material. Funding should be established for up to 22 crews to work up to six days per week. Crews will be placed in high-volume areas of debris generation or clear illegal dumpsites in abused areas of the city.

If the City is unable to provide timely bulk waste service, it creates other public health hazards such as disease vector generation and flooding due to blocked ditches/storm drains. As Houston enters the peak of hurricane season, flood mitigation is a priority given the city's five-year history of significant flood events and the challenges that the City must overcome if homes flood and people are temporarily housed in congregate shelter settings during the pandemic.

**The projected cost for the Bulk Waste program for FY 2022 is \$1,467,000.**



ARPA

# Priority Projects

*Dr. Stephen Linder's team identified the neighborhoods where three or more of the following risk factors existed: the population 60 and older, current asthma, current COPD, stroke, heart disease, myocardial infarction, hypertension and diabetes.*

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## Houston Health Department

The Houston Health Department (HHD) has been on the front lines of the pandemic from the beginning, and they've focused on equity from the outset. According HHD documents outlining their COVID-response strategy:

***"The City of Houston initial testing strategy is underpinned by two key concepts, "access" and "equity". We wanted our approach to spatially reflect an intersection of access and equity using a data driven strategy***

***The COH is deeply invested in supporting our vulnerable population. The Houston Health Department (HHD) has historically focused on underserved populations. Underserved populations are vulnerable at multiple levels. Health Inequities are defined at the Federal level as vulnerabilities because of social position or other socially determined circumstances and health differences closely linked with social, economic or environmental disadvantages that adversely affect groups of people."***

## Testing

HHD initiated the development of their testing strategy by identifying what is scientifically valid information. It is widely known that those with underlying health conditions experience poor health outcomes associated with COVID-19. HHD examined existing data identifying neighborhoods with the risk of poor outcomes from a COVID infection. HHD reviewed a recent report from University of Texas School of Public Health (UTSPH) by Dr. Stephen Linder identifying areas where residents are most likely to experience poor outcomes in terms of severity of disease and the likelihood of cases requiring critical care.

To identify the greatest likelihood of severity of disease, Dr. Stephen Linder's team identified the neighborhoods where three or more of the following risk factors existed: the population 60 and older, current asthma, current COPD, stroke, heart disease, myocardial infarction, hypertension and diabetes. In order to identify those with the greatest likelihood of requiring intensive care, the same team identified the neighborhoods of populations 65 and older where one or more of the three following conditions were present: Chronic Obstructive Pulmonary Disorder (COPD), heart disease and diabetes. Associated with the identified neighborhoods, HHD identified the list of 31 zip codes that has 30 percent or more of its population in the City of Houston, whose residents have vulnerabilities described above and therefore with greater likelihood of poor health outcomes due to COVID.



# Priority Projects

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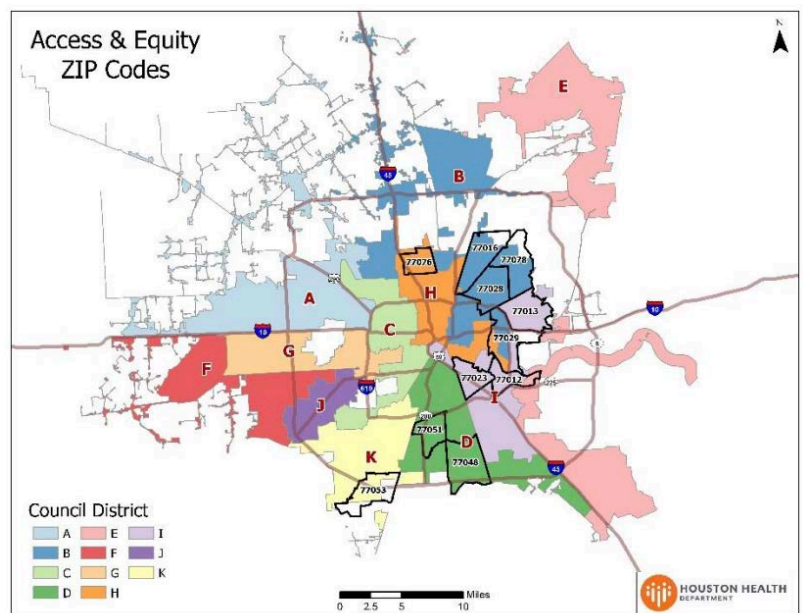
*Houston, the state's largest city, has more testing sites in minority neighborhoods than white neighborhoods. The city says it took into account risk factors for disease, as well as CDC testing data, to determine where to target its testing.*

”

– National Public Radio (NPR), May 27, 2020

Of the 31 zip codes identified in STEP 1, HHD examined poverty levels in each of these zip codes. HHD chose poverty as a proxy indicator for social, economic and environmental disadvantage. They calculated the percentage of population in the 31 zip codes that lived below the current Federal Poverty Levels (FPL). HHD selected those zip codes where 20 percent or more of the population lived below the current FPL (\$25,750 for a family of four). This resulted in 20 zip codes. The 20 selected zip codes were named “equity zip codes.” Also listed are the percent living below FPL and the race/ethnicity composition of the zip codes (for informational reasons).

The final step in locating priority zip codes for testing was to find those that met criteria for access and equity (that were in both sets of zip codes). This yielded 11 zip codes that we named “Priority One Zip Codes.”



ARPA



# Priority Projects

*In order to target areas that require more testing, HHD created a Mobile Testing Unit to increase access to testing in targeted zip codes based on positivity rates and reported clusters of cases.*

Through this data-driven process, HHD's testing strategy focused on the zip codes that reflected low testing access, likelihood of poor outcomes from COVID-19 infection and the zip codes that have 20 percent or more of their population living below the current Federal Poverty Level.

In order to target areas that require more testing, HHD created a Mobile Testing Unit to increase access to testing in targeted zip codes based on positivity rates and reported clusters of cases. HHD Mobile Testing Unit provides targeted short-term testing that are of two kinds:

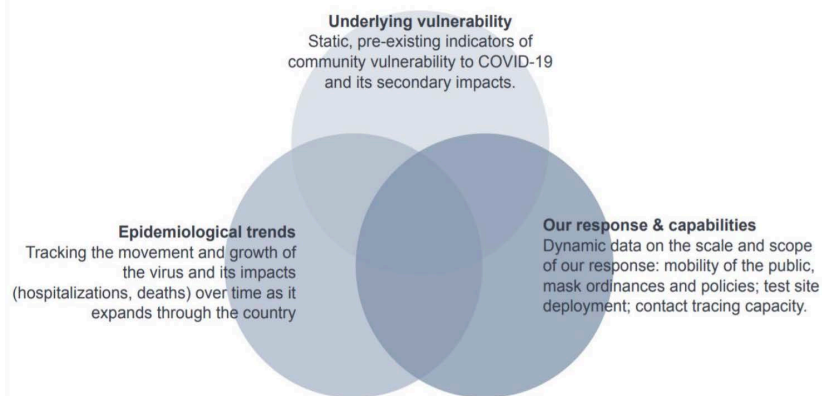
- 1) Mobile Team: HHD enhances additional public testing capacity based on need. The Mobile Team offers testing based on location and geography and the need for disease containment using a data-driven approach.
- 2) Strike Team: These teams provide testing in special populations or specific facilities. Along with reports of positive cases from any of the vulnerable populations from our surveillance system, the strike teams are informed by data from a wastewater testing project. Routine testing of wastewater from high density geographic areas that have long term care centers, homeless shelters and transitional care centers informs HHD of increasing or decreasing trends of infection from wastewater testing.

For testing, the City of Houston offers consistent testing at four multi-service centers, 18 walk-up testing kiosks, three additional sites staffed by healthcare professionals, and various pop-up locations that change weekly and do not require appointments.

## Vaccinations

The Houston Health Department takes a similar equity-driven approach with vaccine access. HHD used data to promote and assure access and equity in administration of COVID-19 vaccines in the City of Houston. This was done by identifying a list of priority zip codes based on the Community COVID Vulnerability Index (CCVI), a 40 Variable index. This index calculation is recommended by CDC to encapsulate social, economic, older age, comorbidities, healthcare system capacity, housing, record of epidemiological trajectory of the virus through different communities.

The Community COVID Vulnerability Index (delete) CCVI is based on the CDC's Social Vulnerability Index. The original Social Vulnerability Index (SVI), developed by CDC, is used worldwide to target social or public health interventions.



# ARPA



# Priority Projects

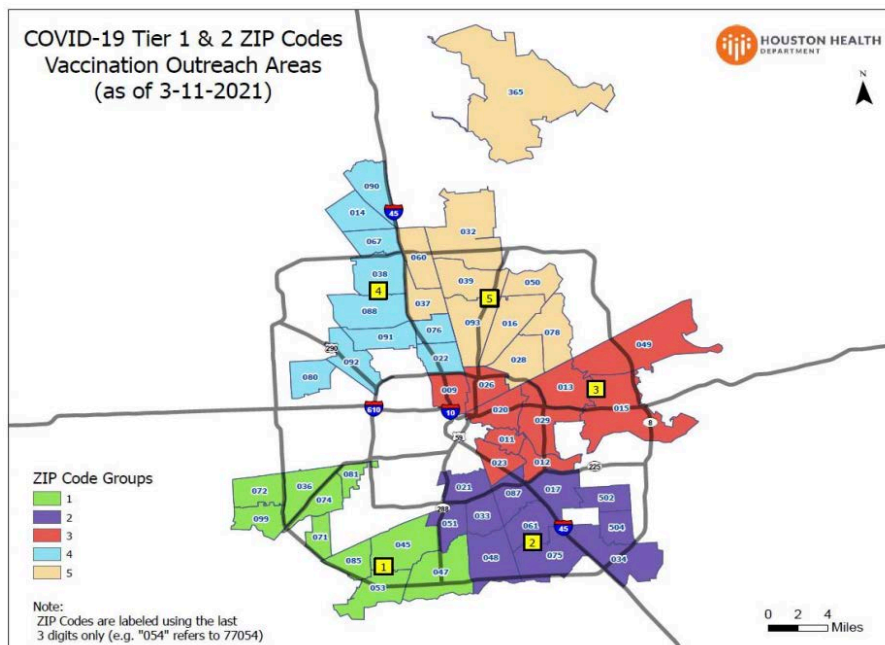
The Social Vulnerability Index is a validated metric that scores each county and census tract in the US on its vulnerability to man-made or natural disasters. It is composed of four domains a) socioeconomic factors b) household composition and disability c) minority status and language d) housing type and transportation. The SVI is used widely by policy makers and public health officials to guide their emergency response.

The CCVI adds COVID vulnerability to the index by adding three additional variables

- a) Pre-existing conditions
- b) High population density
- c) Healthcare system capacity

The highest index value zip codes were identified as Tier 1 and the second highest vulnerability were Tier 2. Once identified, the zip codes were divided up into regions based on geographic locations (see Figure 1).

HHD then initiated Phase 1 plan that began with a monitoring process to assess and report vaccine uptake as well as to transfer vaccines to providers in the targeted zip codes. HHD co-sponsored events with vaccine providers while prioritizing people over 65 as well as those with health conditions for appointments. Messaging within these communities was conducted that included door to door canvassing by HHD staff.



# ARPA

# Priority Projects

*The Houston Health Department is one of the most critical City of Houston departments for battling COVID and has done so with a robust, data-driven emphasis on equitable access.*

An assessment of these zip codes determined that vaccination rates were lagging compared to other Houston neighborhoods. HHD then entered Phase 2, which included direct engagement with community residents to discover issues and identify outreach strategies. This led to grassroots collaborations among known and trusted community organizations. HHD then launched a “Houston COVID-19 Community Empowerment Town Hall Series” to receive and disseminate information with civic clubs, super-neighborhood councils, and community leaders.

## Status of Vaccine Uptake after Phase 1

The data showed that the most vulnerable communities were lagging the overall city in being vaccinated

Zip Codes	Fully Vaccinated	1 <sup>st</sup> Dose Received
All Zip Codes	22.6%	28.4%
Zip Codes Outside of Tier 1 and Tier 2	39.8%	48.3%
Tier 1 Zip Codes	17.2%	22.0%
Tier 2 Zip Codes	19.1%	25.2%

The Houston Health Department is one of the most critical City of Houston departments for battling COVID and has done so with a robust, data-driven emphasis on equitable access. Using ARPA funds in order to maintain their essential services during this challenging time aligns well with ARPA guidelines. With the incidence of infection increasing across the country due to the Delta variant, the Houston Health Department has continued to provide vital testing and vaccination services.

For testing, the City of Houston offers consistent testing at four multi-service centers, 18 walk-up testing kiosks, three additional sites staffed by healthcare professionals, and various pop-up locations that change weekly and do not require appointments.

For vaccinations, HHD is providing 32 department-affiliated free vaccination sites. Those include ten school campuses participating in Mayor Turner’s “Super Saturday Vaccination Day” clinics for students and families, 13 pop-up sites around Houston, eight fixed sites administered at health and multi-service center clinics, as well as in-home vaccination sites for qualifying older adults, people with disabilities, and veterans.



# ARPA

# Priority Projects

***“It’s vital that people get both doses of a two-dose series for the best protection,” said Dr. David Persse, chief medical officer for the City of Houston. “Full vaccination is extremely effective at preventing people from getting seriously ill or dying from COVID-19.”***

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## ARPA Vaccination Incentives

On August 20, Mayor Turner announced that Houston City Council would vote on a plan to utilize LFRF funding to incentivize more Houstonians to get vaccinated against COVID-19.

Houston City Council approved the new incentive program in a 15-2 vote on August 25, 2021.

The Houston Health Department provided \$100 gift cards with first doses and \$50 gift cards with second doses of Moderna or Pfizer vaccine administered at its health centers and multi-service centers. The program started on August 26, 2021.

People who get the one-dose Johnson & Johnson vaccine will receive \$100.

The new incentive program is funded by \$3.125 million in LFRF dollars and will provide \$150 worth of Mastercard gift cards to the first 20,000 people who get fully vaccinated.

**“It’s vital that people get both doses of a two-dose series for the best protection,” said Dr. David Persse, chief medical officer for the City of Houston. “Full vaccination is extremely effective at preventing people from getting seriously ill or dying from COVID-19.”**

**On the first day of its new incentive program, vaccinations increased more than five-fold.**

A total of 740 doses were administered on Thursday, August 27 at the department’s eligible health centers and multi-service centers, a 512% increase over Wednesday’s total of 121 doses.



# Priority Projects

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## **The Houston Zoo**

The Coronavirus pandemic has caused an ongoing public health emergency which has, and will continue to severely impact the City of Houston and its vendors as a result of reduced revenues, closures, and limited operations of facilities and increased costs related to and resulting from COVID-19.

As part of Houston's plan to address the negative economic impact resulting from the public health emergency and financial impacts of the COVID-19 pandemic, the City plans to expedite payments to Zoo Development Corp. (ZDC), using LFRF funds, to address impacts to ZDC and its operations.

During the 2022 lease year, in lieu of the City's payment to the Zoo in twelve equal monthly installments, the City plans to pay the Houston Zoo a one-time payment of \$10,514,821.00 on or before September 31, 2021 as aid for planned expansions or upgrades to the Zoo that were delayed due to the pandemic.

## **Houston Housing and Community Development**

While not a part of the Local Fiscal Recovery Fund, Houston Housing and Community Development's (HHCD) use of Emergency Rental Assistance Program (ERAP) funds gives a greater context to Houston's overall approach to the recovery from the pandemic.

The first line of HCDD's website reads, "Building a more equitable city." HCDD works to create opportunities for all Houstonians to have access to safe homes that they can afford in communities where they can thrive. Our department works closely with service providers and developers across the city to improve quality of life for Houston residents.

ARPA is providing a total of \$21.6 billion for states, territories, and local governments to assist households that are unable to pay rent and utilities due to impacts from COVID-19 based on the consequence that household stability is not just a financial issue but a health concern. The ARPA funds will augment and expand the reach of the existing ERAP - [houstonharrishelp.org](https://houstonharrishelp.org) - to mitigate financial harm and public health crises.

The City of Houston is being allocated almost \$55.5 million in funds to assist households that are unable to pay rent and utilities, plus an additional \$30.5 million for being considered a "high-need grantee" – locations with an urgent need for assistance when factoring conditions such as change in employment, concentration of very low-income renters, and rental market costs.

The ERAP funds that Houston is receiving are being combined with Harris County's allocation to continue the Houston-Harris County ERAP without interruption. As funds are received, they become available under the current program. Through August 2021, the ERAP funds helped approximately 47,600 families and distributed more than \$181 million.



# Priority Projects

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The U.S. Treasury funds will be administered via the U.S. Department of Housing and Urban Development (HUD) according to the same formula HUD uses to administer the HOME Investment Partnerships Program (HOME), and will be called HOME-ARP.

The four broad eligible activities are:

1. Production or Preservation of Affordable Housing
2. Tenant-Based Rental Assistance
3. Supportive Services, Homeless Prevention Services, and Housing Counseling
4. Purchase and Development of Non-Congregate Shelter

In the near future, HUD will publish official guidance (in the Federal Register) on how cities can use these funds. When the guidance becomes available, and the City prepares to receive the funding, HCDD will prepare a detailed budget for use of the funds.

HCDD will likely focus on 1 and 3 above to produce additional homes and aid in homeless prevention activities.

## **Houston Airport System**

Also separate from the LFRF, ARPA contains approximately \$8 billion in economic relief to airports to prevent, prepare for, and respond to the COVID-19 pandemic, including relief from rent and minimum annual guarantees (MAG) for eligible airport concessions at primary airports.

A breakdown of this funding detailed earlier in this report as well as in Section 7102 of ARPA.

ARPA divides the \$8 billion funding for Airport Rescue Grants into four groups by formula that result in specific allocations to each eligible airport. The amounts allocated for these four groups are not discretionary; they are set by formula in ARPA.

1. 100% Federal Share for Airport Development Grants
2. General Grants for Primary Airports (IAH & Hobby)
3. General Grants for Nonprimary Airports (Ellington)
4. Concessions Rent Relief Grants.



# AMERICAN RESCUE PLAN ACT SUMMARY



On March 11, 2021, the President signed the American Rescue Plan Act of 2021 (ARPA) which provides additional relief for those who have been impacted by the COVID-19 pandemic. ARPA will allow the Housing and Community Development Department (HCDD) to continue responding to those who have an inability to make rental and utilities payments or are in danger of losing or have lost their home.

HCDD will receive the specific allocation of ARPA funds from the U.S. Treasury through two streams:

## **Emergency Rental Assistance (\$55,474,337.90 (determined allocation) + \$30,593,812.30 (high need))**

ARPA is providing a total of \$21.6 billion for states, territories, and local governments to assist households that are unable to pay rent and utilities due to impacts from COVID-19, based on the consequence that household stability is not just a financial issue but a health concern. The ARPA funds will augment and expand the reach of the existing Emergency Rental Assistance Program (ERAP) - [houstonharrishelp.org](https://houstonharrishelp.org) - to mitigate financial harm and public health crises.

The City of Houston is being allocated almost \$55.5 million in funds to assist households that are unable to pay rent and utilities, plus an additional \$30.5 million for being considered a "high need grantee" – locations with an urgent need for assistance when factoring conditions such as change in employment, concentration of very low-income renters, and rental market costs.

The ERAP funds that Houston is receiving are being combined with Harris County's allocation to continue the Houston-Harris County ERAP without interruption. As funds are received, they become available under the current program. Through August 2021, the ERAP funds helped approximately 47,600 families and distributed more than \$181 million.

## **HOME-ARP (\$37,357,805)**

The ARPA is providing a total of \$5 billion to assist vulnerable individuals and families by providing housing, rental assistance, supporting services, and non-congregate shelter to reduce homelessness and increase housing stability.

The U.S. Treasury funds will be administered via the U.S. Department of Housing and Urban Development (HUD) according to the same formula HUD uses to administer the HOME Investment Partnerships Program (HOME), and will be called HOME-ARP.

*The four broad eligible activities are:*

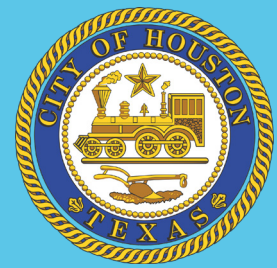
1. Production or Preservation of Affordable Housing
2. Tenant-Based Rental Assistance
3. Supportive Services, Homeless Prevention Services, and Housing Counseling
4. Purchase and Development of Non-Congregate Shelter

In the near future, HUD will publish official guidance (in the Federal Register) on how cities can use these funds. When the guidance becomes available, and the City prepares to receive the funding, HCDD will prepare a detailed budget for use of the funds.

HCDD will likely focus on 1 and 3 above to produce additional homes and aid in homeless prevention activities.



# AMERICAN RESCUE PLAN ACT SUMMARY



## HOUSTON AIRPORT SYSTEM



**On March 11, 2021, the President signed the American Rescue Plan Act of 2021 (ARPA)**

which contains approximately \$8 billion in economic relief to airports to prevent, prepare for, and respond to the COVID-19 pandemic, including relief from rent and minimum annual guarantees (MAG) for eligible airport concessions at primary airports. These monies are detailed in Section 7102 of ARPA.

The funds are coming directly from the U.S. Treasury's General Fund to prevent, prepare for, and respond to the impacts of the COVID-19 pandemic. FAA's Office of Airports administers these grant funds to airport sponsors, locally the Houston Airport System (HAS).

ARPA divides the \$8 billion funding for Airport Rescue Grants into four groups by formula that result in specific allocations to each eligible airport. The amounts allocated for these four groups are not discretionary; they are set by formula in ARPA.

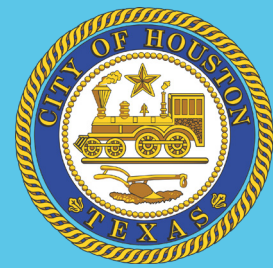
**100% Federal Share for Airport Development Grants.** Not more than \$608 million is available to pay a Federal share of 100% for any grant awarded in FY 2021, or in FY 2020 with less than a 100% Federal share, for an airport development project, as defined in 49 U.S.C. 47102. Airport Development Grants that the Houston Airport System received in FY

2020 & FY 2021 were already 100% federally funded, meaning there was no local portion for HAS to pay. Therefore, HAS did not receive funding under this revenue stream.

### **General Grants for Primary Airports.**

Primary Commercial Service Airports and Certain Cargo Airports share not more than \$6.492 billion based first on the statutory Airport Improvement Program (AIP) primary and cargo entitlement formulas. However, the \$26-million limit under 49 U.S.C. 47114(c)(1)(C)(iii) and reduction for imposing passenger facility charges under 49 U.S.C. 47114(f) do not apply to these allocations. After allocating based on the statutory entitlement formulas, the remainder is then allocated based on the number of enplanements the airport had in calendar year (CY) 2019 as a percentage of total 2019 enplanements for all primary airports. Sponsors may use these funds for costs related to operations, personnel, cleaning, sanitization, janitorial services, combating the spread of pathogens at the airport, and debt service payments.

Category	George Bush Intercontinental (IAH)	Hobby Airport (HOU)
Primary Entitlements	\$24,935,309	\$10,099,614
Cargo Entitlements	\$3,019,815	NA
Enplanement Allocation	\$107,963,953	\$34,843,766
Total	\$135,919,077	\$44,943,380



**General Grants for Nonprimary Airports.**

Nonprimary Commercial Service and General Aviation Airports share not more than \$100 million, allocated based on the categories (National, Regional, Local, and Basic) published in the most current NPIAS, reflecting the percentage of the aggregate published eligible development costs for each such category, and then dividing the allocated funds evenly among the eligible airports in each category, rounded up to the nearest thousand. Any amount remaining under this paragraph will be allocated as described in Group (2) above. Sponsors may use these funds for costs related to operations, personnel, cleaning, sanitization, janitorial services, combating the spread of pathogens at the airport, and debt service payments.

Ellington (EFD)  
**Non-Primary Allocation** **\$148,000**

**Concessions Rent Relief Grants.** Primary commercial service airports share not more than \$800 million allocated based on the number of enplanements the airport had in CY 2019 as a percentage of total CY 2019 enplanements for all primary airports. Sponsors receive 2 allocations, a proportional share of \$640 million and a proportional share of \$160 million, to provide relief to small airport concessions and large airport concessions, respectively.

Category	George Bush Intercontinental (IAH)	Hobby Airport (HOU)
Small Business Concession	\$15,012,949	\$4,845,207
Large Business Concession	\$3,753,237	\$1,211,302
Total Concession	\$18,766,186	\$6,056,509

Both general and concessions rent relief grants under Airport Rescue Grants are available at a 100% Federal share.

# Promoting Equitable Outcomes

*The Complete Communities mission is to build one complete city, from recovery to resilience, by championing the voices of residents that have been ignored for far too long and offering every Houston resident the foundational resources needed to thrive.*

## Promoting Equitable Outcomes

President Joe Biden has spoken of taking a “whole-of-government” approach to equity, and the American Rescue Plan Act holds true to this commitment. This strategy aligns well with the approach Mayor Sylvester Turner has taken from the beginning.

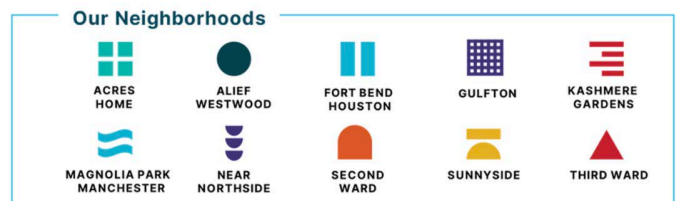
Mayor Turner’s Complete Communities program stands as a visible exemplar of this approach. The Mayor’s Office of Complete Communities promotes and facilitates the implementation of innovative, community-identified projects and programs that address needs and improve access to services for residents and businesses in the Complete Communities.

Launched in April 2017 as a citywide initiative to revitalize Houston’s most under-resourced neighborhoods, the mission of Complete Communities is to create a more equitable and prosperous city for all Houstonians by working with local stakeholders and cross-sector partners to improve designated neighborhoods.

The Complete Communities Initiative is a collaborative effort involving residents, community stakeholders, and all City of Houston departments and divisions with City leadership from the Mayor’s office of Complete Communities, the Planning and Development Department, the Department of Neighborhoods and the Chief Resilience Officer. ***Every City department has a Complete Communities liaison who attends monthly meetings to collaborate on projects and report on department progress on Initiative priorities.***

***Every Houstonian should know their neighborhood matters.*** The Complete Communities mission is to build one complete city, from recovery to resilience, by championing the voices of residents that have been ignored for far too long and offering every Houston resident the foundational resources needed to thrive. Complete Communities works across private, public, and nonprofit sectors to collectively overcome economic, environmental, and equity challenges to transform Houston’s legacy into one everyone can be proud of.

Complete Communities envisions a Houston where the equitable heart of the city is felt across neighborhood borders. They see a future where every resident can take action to maintain uplifted neighborhoods and instill a legacy of resilience and inclusivity so that the benefits of a sustainable, complete community are felt for generations to come.



Complete Communities is devoted to our neighborhoods and the Houstonians that call them home. Community identity is based on pictograms that are symbolic representations of each neighborhood. Each pictogram is inspired by landmarks, themes, and histories from the community. They represent both the unique aspects each community has and how they can come together to create a stronger, more resilient Houston for all.



# Promoting Equitable Outcomes

*Even dealing with issues outside designated Complete Communities, Mayor Turner's administration governs with an eye toward equity.*

As part of the process for empowering these communities, each of these neighborhoods has their own Action Plan and Databook, with each listed on the Complete Communities website. The data snapshot for each community is included in this report and lists the location, census tract, population and housing demographics. The neighborhoods that make up Complete Communities have been given a new priority for government services under this initiative.

Even dealing with issues outside designated Complete Communities, Mayor Turner's administration governs with an eye toward equity. In the initial stages of building City programs, Complete Communities helps to ensure that access to resources is baked into the planning from inception. With equity in mind, the mayor's Complete Communities team helps shape and coordinate policies across all City departments.

## City of Houston Workforce

The City of Houston, like many government entities, promotes equity in its own hiring. According to PolicyLink, a national research and action institute advancing racial and economic equity:

*"State and local governments cut an unprecedented number of jobs during the pandemic—nearly 1.4 million jobs (primarily in education) have been lost since February 2020, according to the Economic Policy Institute. These cuts disproportionately harm Black and Brown workers, who make up an outsized share of the public sector workforce, as well as low-income, frontline, and disinvested communities that rely upon public services and receive too few of them to meet needs."*

The City of Houston employs more than 22,000 people which encompasses a very diverse workforce. As can be seen from the workforce statistics below, maintaining the City's workforce through the provision of government services helps promote equitable outcomes.

## City of Houston - 22,349 employees

White: 31%  
Black: 34%  
Hispanic/Latinx: 26%  
Asian: 7%  
Other: 2%

*Please see Complete Communities data snapshots at the end of this section for demographic information about each of Houston's Complete Communities.*



# ARPA

# Promoting Equitable Outcomes

## Solid Waste Management Coordination

Solid Waste Management Employees - 422

White: 5%  
Black: 78%  
Hispanic/Latinx: 15%  
Asian: 1%  
Other: 1%

Solid Waste Management is a key partner for neighborhoods as illegal dumping and homeless encampments have been too prevalent in these vulnerable communities. The 10 Complete Communities sustain some of the heaviest levels of illegal dumping activity in the City of Houston.

This pattern exists partly because of the City's historic practice of siting solid waste facilities in predominantly Black and Hispanic neighborhoods. The COVID-19 global pandemic also contributed to rising volumes of litter in parks and public spaces, household waste improperly disposed of in vacant lots, and dumped commercial materials in neighborhoods.

In 2020, the Turner Administration used CARES Act dollars to fund a COVID Cleaning Unit in the Solid Waste Department to provide a rapid response to illegal dumping sites and homeless encampments in an effort slow the spread of the coronavirus. But the problem exceeds the CARES Act timeframe imposed on the City to expend those funds.

The City plans to use ARPA funds to continue with its plan to increase resources and the amount of clean-up equipment dedicated to addressing illegal dumping in Complete Communities.

## Working with Houston Police Department

Houston Police Department Employees - 6,885

White: 39%  
Black: 23%  
Hispanic/Latinx: 28%  
Asian: 7%  
Other: 3%

A Complete Community is a safe community with low rates of crime and automobile crashes and fatalities, an environment free of hazards, and plenty of spaces to safely walk, run, bicycle and recreate. In order to build their neighborhoods into the safe places they need to be, residents included a safety section in each of the Complete Communities Action Plans that details their goals to enhance security in their neighborhoods and nurture partnerships between the community and law enforcement agencies.

This portion of the plan is especially resonant in the Third Ward, where Houston native George Floyd grew up in Cuney Homes, the City's oldest public housing complex, and attended and graduated from his neighborhood public schools. Mr. Floyd's videotaped murder ignited protests across the nation in 2020 as Americans of all ages protested police brutality and demanded equitable treatment and equal opportunity for all people.

Third Ward residents have been deliberate in building stronger connections to the Houston Police Department through community outreach efforts and regularly scheduled meetings. The expanded programs HPD is proposing will directly address the behavioral health needs that many in the Third Ward community need, given the high uninsured rate.

When Solid Waste Management and the Houston Police Department are able to increase their services, Houston's Complete Communities will be the first to benefit.



# ARPA



# *Promoting Equitable Outcomes*

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## **Addressing Health Needs**

Houston Health Department - 1,396

White: 12%

Black: 49%

Hispanic/Latinx: 24%

Asian: 12%

Other: 3%

In addition to the Complete Communities Initiative, the Health Equity Response (H.E.R.) Task Force was launched in April 2020 by Mayor Sylvester Turner and is a vital component of the City of Houston's COVID-19 Response and Recovery Effort, especially for vulnerable and at-risk populations.

The H.E.R. Task Force addresses health inequities and access by accelerating a data-driven, targeted, and rapid response for residents in 27 priority Super Neighborhoods (including the 10 Complete Communities) to ensure the City's most under-resourced communities have access to critical information, supplies, food, testing, and vaccines. The Task Force uses a variety of demographic indicators, including Houston Health Department statistics, to identify neighborhoods experiencing the greatest challenges during the pandemic.

While the Houston Health Department continues working to pinpoint challenges to ongoing vaccination operations, they are heavily involved with feedback from Complete Communities. Identifying strategies, whether they are vaccination locations, times offered, or incentives that produce the most participation, ensuring that vulnerable communities have access to the City of Houston's service is factored in from the very beginning.



# ARPA



# ACRES HOME

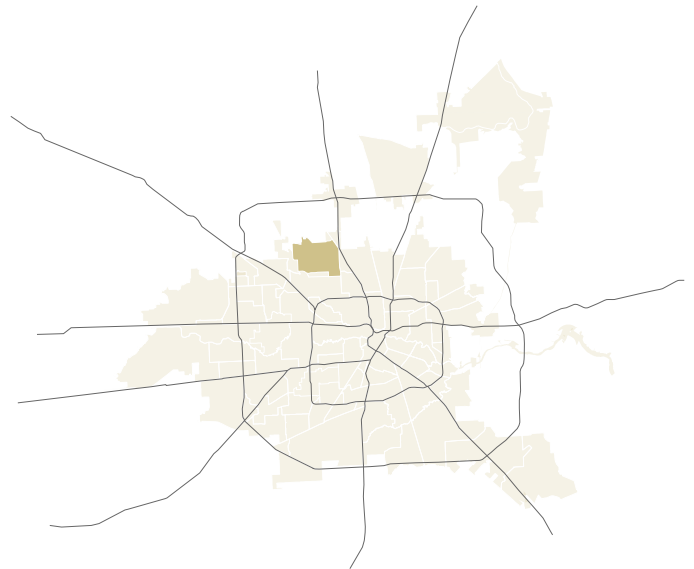
## Complete Community

### DATA SNAPSHOT

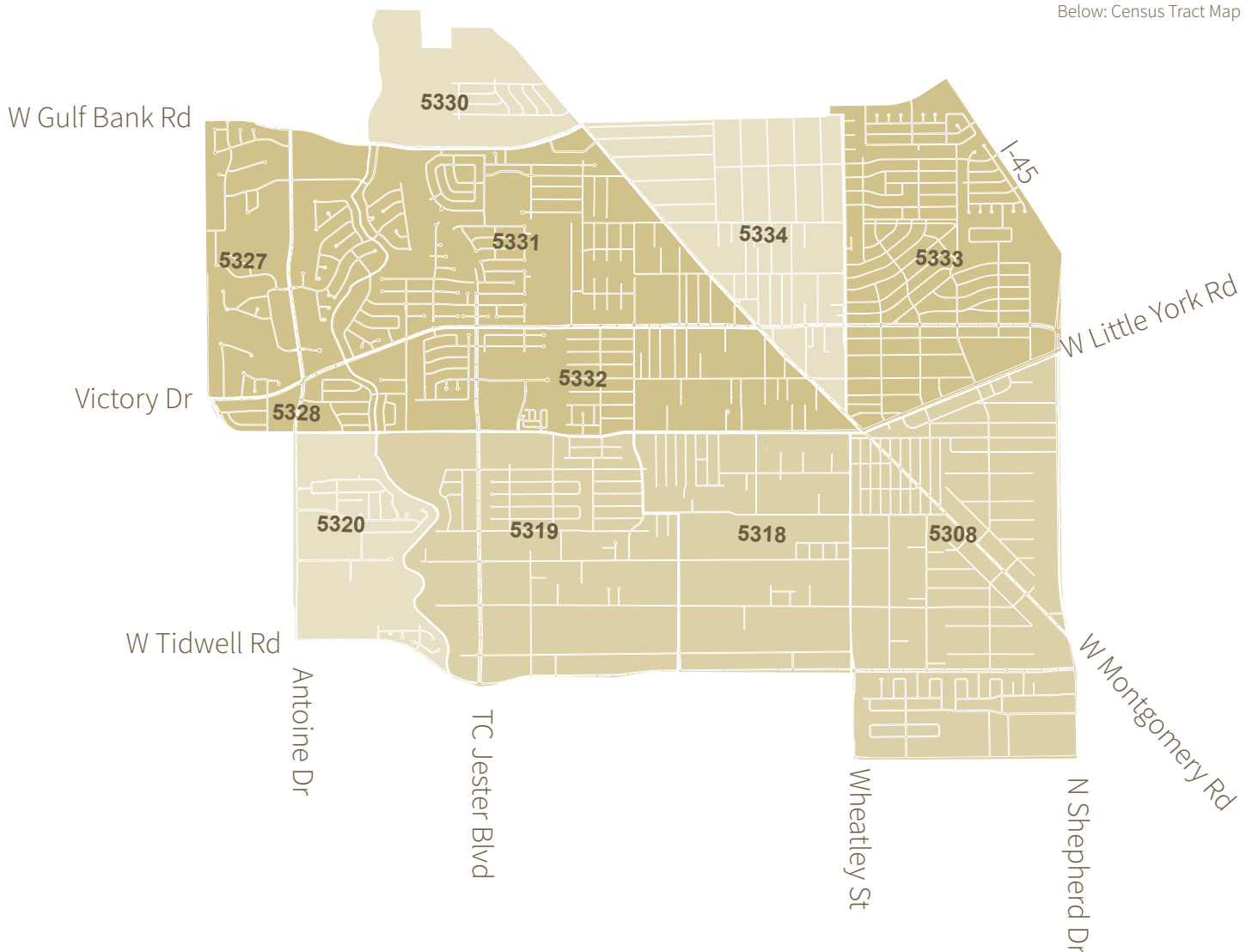
The Acres Home Complete Community study area is in northwest Houston, between Beltway 8 and the 610 Loop. The study area encompasses 11.3 square miles and includes all of the Acres Home Super Neighborhood and the eastern portion of Greater Inwood.

The boundaries of the study area are roughly I-45 and North Shepherd Dr. to the east, Tidwell to the south, Antoine Dr. to the west, and West Gulf Bank Rd. to the north.

Data included here has been compiled from the decennial Census data in 2000 and 2010, and five-year data from the 2015 American Community Survey. The following census tracts were included in the data: 5308, 5318, 5319, 5320, 5327, 5328, 5330, 5331, 5332, 5333, 5334.



Above: Location Map  
Below: Census Tract Map



# ACRES HOME

## Complete Community

### DATA SNAPSHOT

	Acres Home CC			Houston		
	2000	2010	2015	2000	2010	2015
<b>Total Population</b>	50,676	50,308	54,676	1,953,631	2,099,451	2,217,706
		-1%	9%		7%	6%
<b>Race/Ethnicity</b>						
White Alone	13%	7%	7%	31%	26%	26%
Black or African American Alone	68%	64%	56%	25%	23%	23%
Asian Alone	2%	1%	2%	5%	6%	6%
Hispanic or Latino	17%	27%	35%	37%	44%	44%
Other	1%	1%	1%	2%	2%	2%
<b>Age</b>						
17 Years or Younger	31%	31%	28%	28%	26%	25%
18 - 64 Years Old	60%	60%	62%	64%	65%	65%
65 Years or Older	9%	9%	10%	8%	9%	10%
<b>Place of Birth</b>						
Foreign Born Residents	9%	16%	18%	26%	29%	29%
<b>Means of Transportation to Work</b>						
Drove Alone/Carpooled	89%	90%	91%	89%	88%	91%
Public Transportation	7%	5%	4%	6%	5%	4%
Other (Walk, Bicycle, Work at Home, etc.)	5%	5%	3%	5%	7%	5%
<b>Educational Attainment 25 Years +</b>						
Less Than High School	29%	29%	27%	30%	26%	23%
High School Graduate (includes equivalency)	29%	34%	32%	20%	22%	23%
Some college	28%	25%	26%	23%	24%	24%
Bachelor's degree	11%	9%	11%	17%	17%	19%
Master's, Professional Doctorate degree	4%	3%	4%	10%	11%	12%
<b>Median Household Income</b>	\$ 30,489	\$ 31,535	\$ 35,399	\$ 36,616	\$ 44,124	\$ 46,187
Percent of Houston's Median	83%	71%	77%			
<b>Percent of Population Below Poverty</b>	22%	27%	24%	19%	22%	19%
<b>Housing Units</b>	19,213	20,572	21,306	782,009	892,646	927,107
Occupied	92%	82%	86%	92%	88%	88%
Vacant Housing Units	8%	18%	14%	8%	12%	12%
<b>Tenure</b>						
Percent Owners	57%	56%	53%	46%	45%	44%
Percent Renters	43%	44%	47%	54%	55%	56%
<b>Households without access to a vehicle</b>	16%	17%	11%	12%	10%	9%
<b>Persons per Household</b>	2.9	3.0	3.0	2.7	2.7	2.7
<b>Housing Cost Burden &gt;30% of Income</b>						
Owners	25%	33%	30%	20%	29%	25%
Renters	41%	57%	61%	34%	47%	47%

\*Sources: Census 2000, Census 2010, ACS 2015 (5-yr)

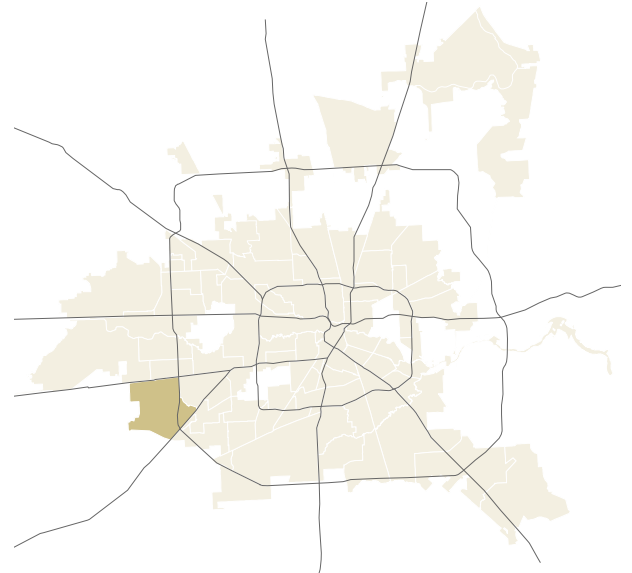
# ALIEF

## Complete Community

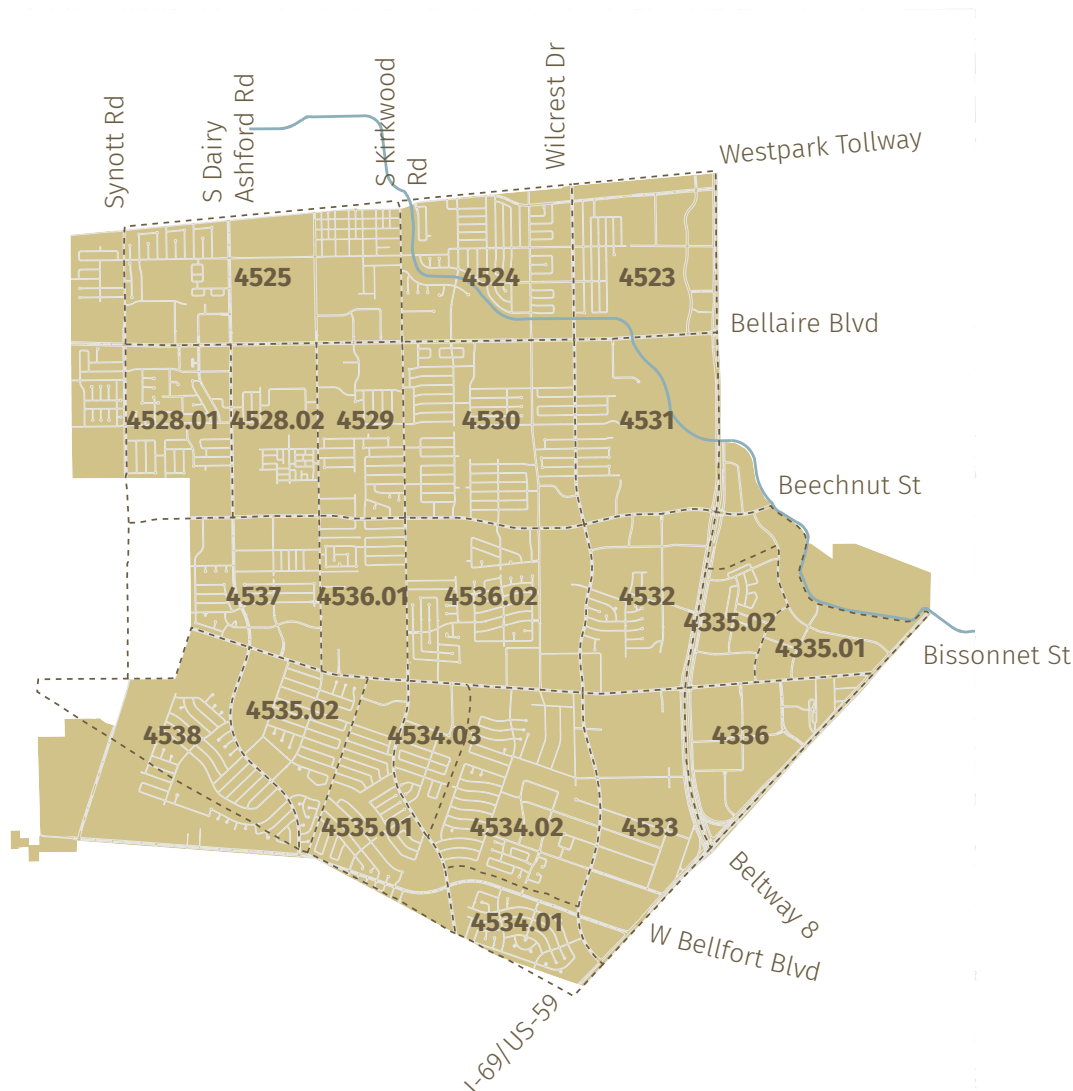
### DATA SNAPSHOT

Alief is located 12 miles southwest of Downtown Houston. The neighborhood is large and very diverse. The boundaries of the Complete Communities study area are approximately the Westpark Tollway to the north, West Bellfort Boulevard to the south, near Eldridge to the west, and Synott Road and Beltway 8 to the east.

Data included here has been collected for Census Tracts 4335.01, 4335.02, 4336, 4523, 4524, 4525, 4528.01, 4528.02, 4529, 4530, 4531, 4532, 4533, 4534.01, 4534.03, 4534.02, 4535.01, 4535.02, 4536.01, 4536.02, 4537 and 4538.



Above: Location Map  
Below: Census Tract Map



# ALIEF

## Complete Community

### DATA SNAPSHOT

	Alief			Houston		
	2000	2010	2017	2000	2010	2017
<b>Total Population</b>	116,203	117,797	131,599	1,953,631	2,068,026	2,267,336
		1%	12%		6%	10%
<b>Race/Ethnicity</b>						
White	15%	9%	7%	31%	27%	25%
Black or African American	31%	27%	23%	25%	24%	22%
Asian	18%	16%	16%	5%	6%	7%
Hispanic or Latino	33%	47%	53%	37%	42%	45%
Other	3%	1%	1%	2%	1%	1%
<b>Age</b>						
17 Years or Younger	32%	32%	29%	28%	26%	25%
18 - 64 Years Old	64%	63%	64%	64%	65%	65%
65 Years or Older	4%	5%	7%	8%	9%	10%
<b>Place of Birth</b>						
Born Outside the U.S	40%	43%	45%	26%	28%	29%
<b>Means of Transportation to Work</b>						
Drove Alone/Carpooled	90%	91%	90%	88%	88%	88%
Public Transportation	6%	5%	4%	6%	5%	4%
Other (Walk, Bicycle, Work at Home, etc.)	4%	5%	6%	6%	7%	8%
<b>Educational Attainment 25 Years +</b>						
Less Than High School	30%	33%	34%	30%	26%	22%
High School Graduate (includes equivalency)	22%	30%	28%	20%	23%	23%
Some college	28%	23%	24%	23%	23%	23%
Bachelors degree	14%	11%	10%	17%	18%	19%
Masters, Professional, or Doctorate Degree	6%	3%	3%	10%	11%	13%
<b>Median Household Income</b>	\$ 32,948	\$ 33,294	\$ 38,233	\$ 36,616	\$ 42,962	\$ 49,399
Percent of Houston's Median	90%	77%	77%			
<b>Percent of Population Below Poverty</b>	18%	27%	26%	19%	21%	21%
<b>Housing Units</b>	40,917	45,420	45,456	782,009	889,489	838,950
Occupied	93%	82%	89%	92%	86%	89%
Vacant Housing Units	7%	18%	11%	8%	14%	11%
<b>Tenure</b>						
Percent Owners	39%	41%	39%	46%	47%	43%
Percent Renters	61%	59%	61%	54%	53%	57%
<b>Households without access to a vehicle</b>	10%	12%	9%	12%	10%	9%
<b>Persons per Household</b>	3.0	3.2	3.2	2.7	2.7	2.7
<b>Housing Cost Burden &gt;30% of Income</b>						
Owners	33%	41%	28%	29%	29%	22%
Renters	38%	55%	53%	34%	47%	47%

\*Sources: Census 2000, ACS 2010 (5-yr), ACS 2017 (5-yr)

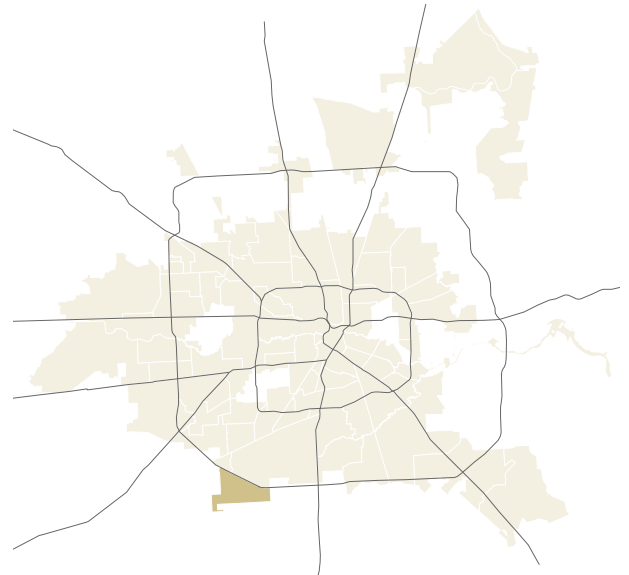
# FORT BEND HOUSTON

## Complete Communities

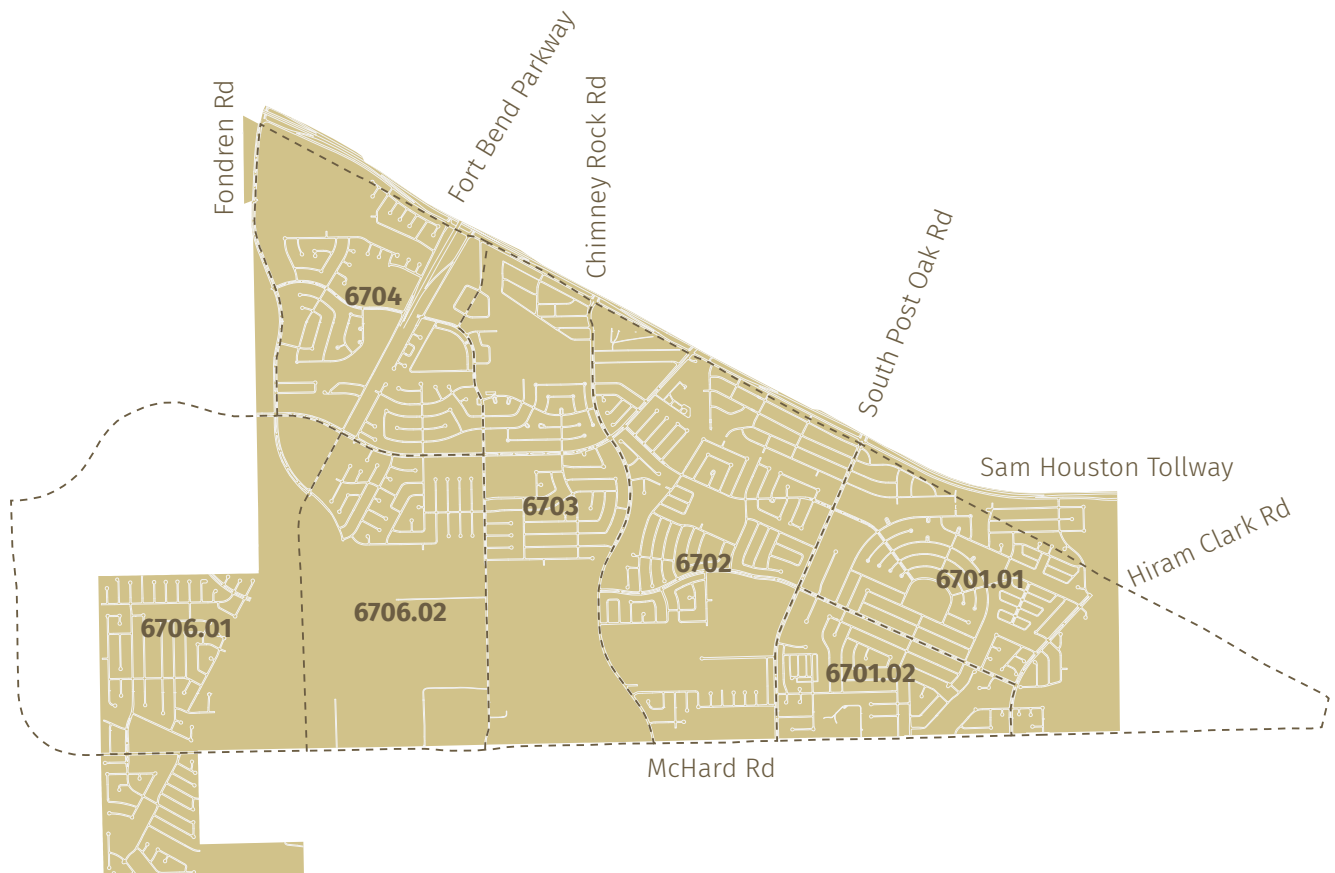
### DATA SNAPSHOT

The Fort Bend Houston Super Neighborhood is located in far southwest Houston. The community is bordered by the Sam Houston Tollway to the north, McHard Road to the south, Fondren Road to the west, and Hiram Clark Road to the east.

Data included here has been collected for Census Tracts 6701.01, 6701.02, 6702, 6703, 6704, 6706.01, and 6706.02.



Above: Location Map  
Below: Census Tract Map





# FORT BEND HOUSTON

## Complete Communities

### DATA SNAPSHOT

	Fort Bend			Houston		
	2000	2010	2017	2000	2010	2017
<b>Total Population</b>	35,819	37,769	39,239	1,953,631	2,068,026	2,267,336
		5%	4%		6%	10%
<b>Race/Ethnicity</b>						
White	3%	2%	2%	31%	27%	25%
Black or African American	73%	68%	62%	25%	24%	22%
Asian	1%	1%	1%	5%	6%	7%
Hispanic or Latino	22%	28%	34%	37%	42%	45%
Other	1%	1%	1%	2%	1%	1%
<b>Age</b>						
17 Years or Younger	35%	30%	28%	28%	26%	25%
18 - 64 Years Old	62%	64%	63%	64%	65%	65%
65 Years or Older	3%	6%	9%	8%	9%	10%
<b>Place of Birth</b>						
Born Outside US	14%	17%	20%	26%	28%	29%
<b>Means of Transportation to Work</b>						
Drove Alone/Carpooled	91%	95%	96%	88%	88%	88%
Public Transportation	4%	3%	1%	6%	5%	4%
Other (Walk, Bicycle, Work at Home, etc.)	5%	2%	3%	6%	7%	8%
<b>Educational Attainment 25 Years +</b>						
Less Than High School	22%	16%	20%	30%	26%	22%
High School Graduate (includes equivalency)	24%	30%	27%	20%	23%	23%
Some College	33%	36%	32%	23%	22%	23%
Bachelor's Degree	14%	13%	14%	17%	18%	19%
Master's, Professional, or Doctorate Degree	6%	6%	7%	10%	11%	13%
<b>Median Household Income</b>	\$ 46,052	\$ 51,915	\$ 56,899	\$ 36,616	\$ 42,962	\$ 49,399
Percent of Houston Median	126%	121%	115%			
<b>Percent of Population Below Poverty</b>	11%	12%	15%	19%	21%	21%
<b>Housing Units</b>	10,875	12,282	12,366	782,009	889,489	943,183
Occupied	97%	93%	96%	92%	86%	89%
Vacant Housing Units	3%	7%	4%	8%	14%	11%
<b>Tenure</b>						
Percent Owners	81%	79%	68%	46%	57%	43%
Percent Renters	19%	21%	32%	54%	53%	57%
<b>Households Without Access to a Vehicle</b>	3%	4%	2%	12%	10%	9%
<b>Persons per Household</b>	3.4	3.3	3.3	2.7	2.7	2.7
<b>Housing Cost Burden &gt;30% of Income</b>						
Owners	24%	39%	20%	20%	29%	22%
Renters	43%	52%	54%	34%	47%	47%

\*Sources: Census 2000, Census 2010, ACS 2017 (5-yr)

# GULFTON

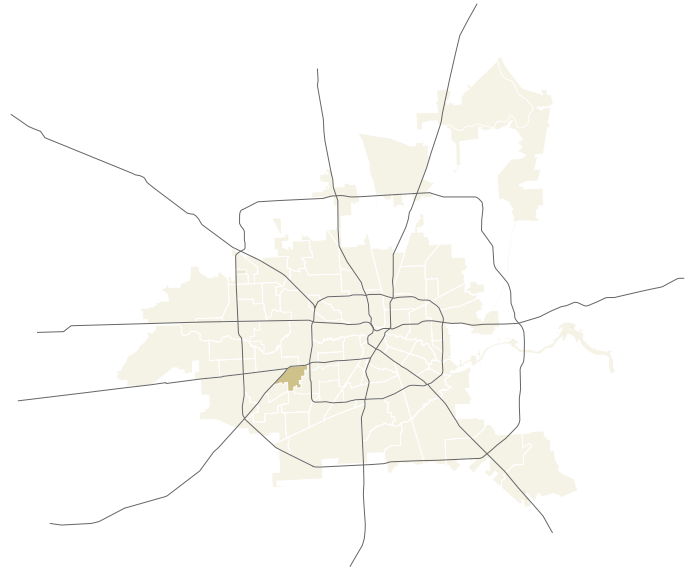
## Complete Community

### DATA SNAPSHOT

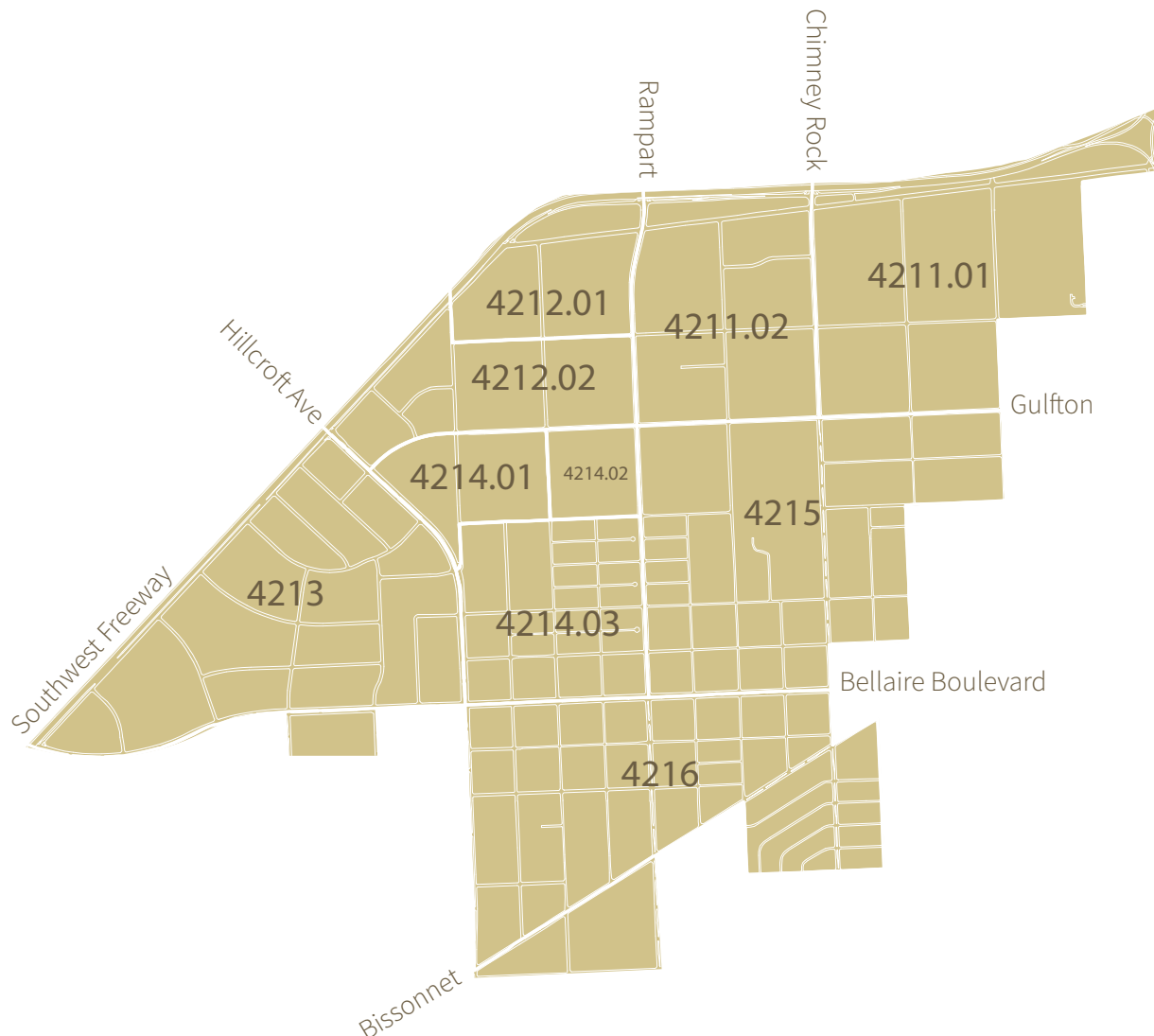
The Gulfton Complete Community study area is a diverse and dense neighborhood in southwest Houston just outside of the 610 Loop. The study area encompasses 3.35 square miles and is inclusive of the Gulfton Super Neighborhood and parts of Sharpstown.

The boundaries of the study area are roughly the Southwest Freeway to the north and west, Bellaire Boulevard and Bissonnet Street to the south and Chimney Rock to the east.

Data included here has been compiled from the decennial Census data in 2000 and 2010, and five-year data from the 2015 American Community Survey. The following census tracts were included in the data: 4211.01, 4211.02, 4212.01, 4212.02, 4213, 4214.01, 4214.02, 4214.03, 4215 and 4216.



Above: Location Map  
Below: Census Tract Map



# GULFTON

## Complete Community

### DATA SNAPSHOT

	Gulfton CC			Houston		
	2000	2010	2015	2000	2010	2015
<b>Total Population</b>	51,997	47,348	47,431	1,953,631	2,099,451	2,217,706
		-9%	0%		7%	6%
<b>Race/Ethnicity</b>						
White Alone	12%	8%	8%	31%	26%	26%
Black or African American Alone	10%	9%	14%	25%	23%	23%
Asian Alone	6%	7%	7%	5%	6%	6%
Hispanic or Latino	70%	75%	69%	37%	44%	44%
Other	2%	1%	3%	2%	2%	2%
<b>Age</b>						
17 Years or Younger	30%	31%	32%	28%	26%	25%
18 - 64 Years Old	68%	67%	64%	64%	65%	65%
65 Years or Older	2%	2%	4%	8%	9%	10%
<b>Place of Birth</b>						
Foreign Born Residents	61%	60%	59%	26%	29%	29%
<b>Means of Transportation to Work</b>						
Drove Alone/Carpooled	78%	82%	76%	89%	88%	91%
Public Transportation	13%	10%	10%	6%	5%	4%
Other (Walk, Bicycle, Work at Home, etc.)	9%	8%	14%	5%	7%	5%
<b>Educational Attainment 25 Years +</b>						
Less Than High School	52%	50%	37%	30%	26%	23%
High School Graduate (includes equivalency)	16%	20%	30%	20%	22%	23%
Some college	15%	15%	17%	23%	24%	24%
Bachelor's degree	11%	9%	10%	17%	17%	19%
Master's, Professional Doctorate degree	6%	6%	5%	10%	11%	12%
<b>Median Household Income</b>	\$ 25,073	\$ 26,633	\$ 26,042	\$ 36,616	\$ 44,124	\$ 46,187
Percent of Houston's Median	68%	60%	56%			
<b>Percent of Population Below Poverty</b>	32%	35%	42%	19%	22%	19%
<b>Housing Units</b>	19,644	19,863	19,915	782,009	892,646	927,107
Occupied	90%	82%	85%	92%	88%	88%
Vacant Housing Units	10%	18%	15%	8%	12%	12%
<b>Tenure</b>						
Percent Owners	6%	5%	5%	46%	45%	44%
Percent Renters	94%	95%	95%	54%	55%	56%
<b>Households without access to a vehicle</b>	19%	18%	16%	12%	10%	9%
<b>Persons per Household</b>	2.9	2.9	2.8	2.7	2.7	2.7
<b>Housing Cost Burden &gt;30% of Income</b>						
Owners	26%	23%	15%	20%	29%	25%
Renters	38%	50%	56%	34%	47%	47%

\*Sources: Census 2000, Census 2010, ACS 2015

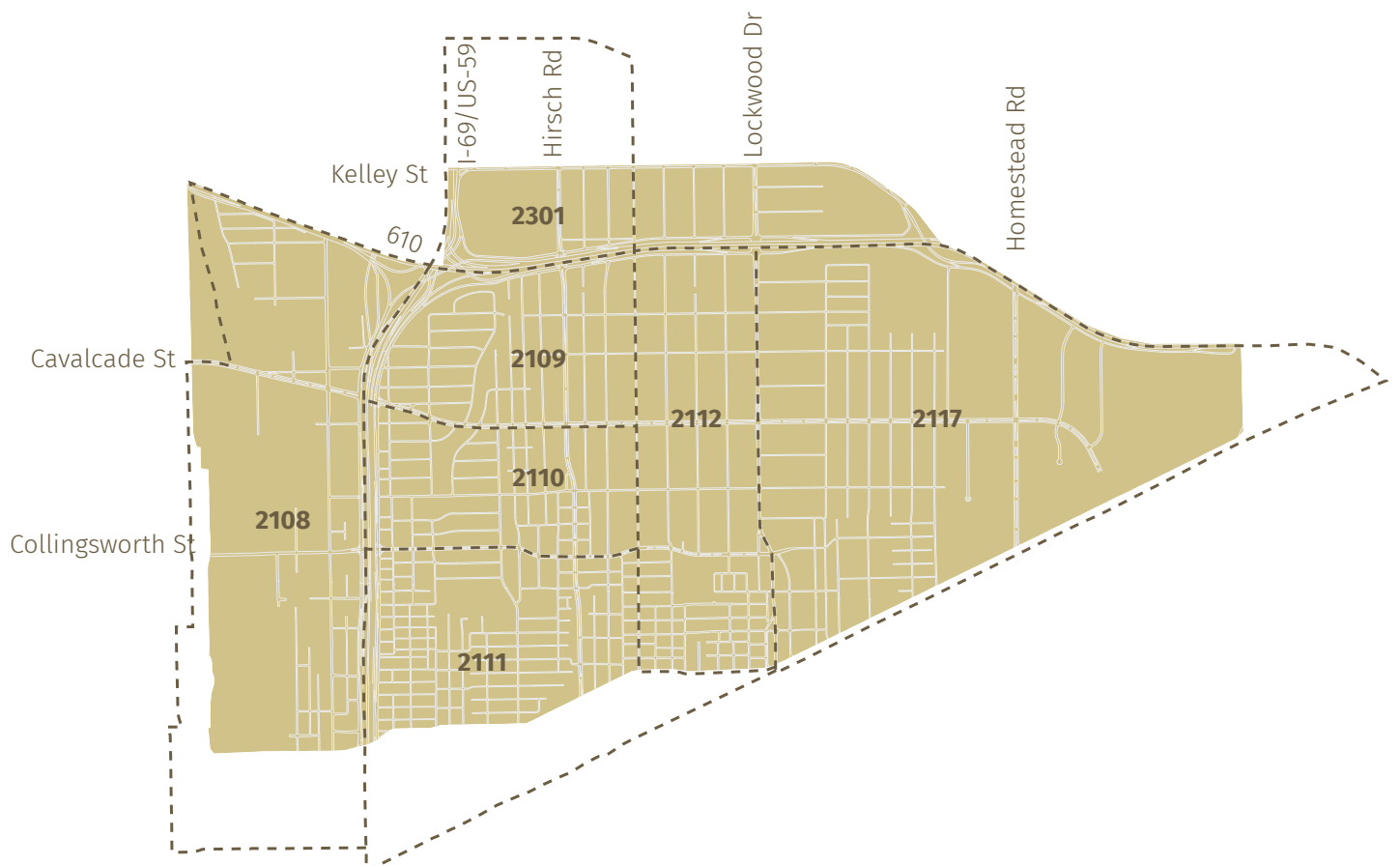
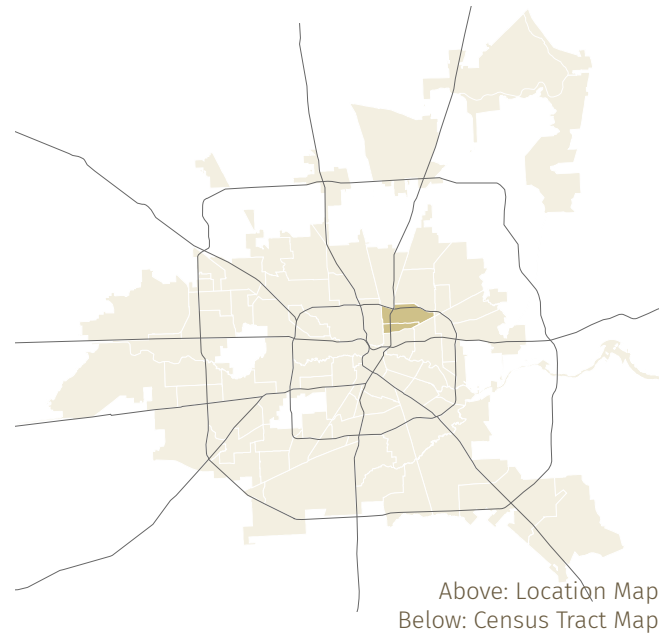
# KASHMERE GARDENS

## Complete Community

### DATA SNAPSHOT

Kashmere Gardens, located northeast of downtown Houston, is a historic African American community. The boundaries of the Complete Communities study area are approximately Loop 610/Kelley Street to the north, Collingsworth Street and Liberty Road to the south, the Union Pacific rail corridor adjacent to Elysian Street to the west and the Settegast rail corridor to the east.

Data included here has been collected for Census Tracts 2108, 2109, 2110, 2111, 2112, 2117, and 2301.



# KASHMERE GARDENS

## Complete Community

### DATA SNAPSHOT

	Kashmere Gardens			Houston		
	2000	2010	2017	2000	2010	2017
<b>Total Population</b>	23,695	20,307	19,950	1,953,631	2,068,026	2,267,336
		-14%	-2%		6%	10%
<b>Race/Ethnicity</b>						
White	1%	1%	3%	31%	27%	25%
Black or African American	68%	63%	53%	25%	24%	22%
Asian	0%	1%	0%	5%	6%	7%
Hispanic or Latino	31%	35%	44%	37%	42%	45%
Other	0%	0%	1%	2%	1%	1%
<b>Age</b>						
17 Years or Younger	30%	27%	24%	28%	26%	25%
18 - 64 Years Old	56%	60%	63%	64%	65%	65%
65 Years or Older	14%	13%	13%	8%	9%	10%
<b>Place of Birth</b>						
Born Outside the U.S.	15%	18%	19%	26%	28%	29%
<b>Means of Transportation to Work</b>						
Drove Alone/Carpooled	75%	75%	87%	88%	88%	88%
Public Transportation	18%	13%	9%	6%	5%	4%
Other (Walk, Bicycle, Work at Home, etc.)	7%	12%	4%	6%	7%	8%
<b>Educational Attainment 25 Years +</b>						
Less Than High School	55%	43%	37%	30%	26%	22%
High School Graduate (includes equivalency)	26%	35%	33%	20%	23%	23%
Some College	14%	16%	22%	23%	23%	23%
Bachelors Degree	3%	4%	6%	17%	18%	19%
Masters, Professional, or Doctorate Degree	2%	2%	2%	10%	11%	13%
<b>Median Household Income</b>	\$ 16,539	\$ 21,087	\$ 26,313	\$ 36,616	\$ 42,962	\$ 49,399
Percent of Houston's Median	45%	49%	53%			
<b>Percent of Population Below Poverty</b>	36%	37%	35%	19%	21%	21%
<b>Housing Units</b>	9,357	9,213	8,571	782,009	889,489	838,950
Occupied	88%	78%	83%	92%	86%	89%
Vacant Housing Units	12%	22%	17%	8%	14%	11%
<b>Tenure</b>						
Percent Owners	42%	42%	41%	46%	47%	43%
Percent Renters	58%	58%	59%	54%	53%	57%
<b>Households without access to a vehicle</b>	33%	24%	18%	12%	10%	9%
<b>Persons per Household</b>	2.9	2.8	2.8	2.7	2.7	2.7
<b>Housing Cost Burden &gt;30% of Income</b>						
Owners	22%	36%	18%	20%	29%	22%
Renters	39%	59%	54%	34%	47%	47%

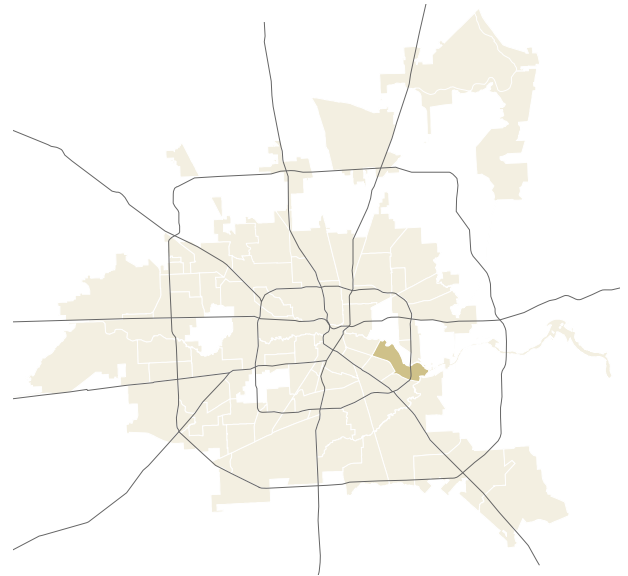
\*Sources: Census 2000, ACS 2010 (5-Yr), ACS 2017 (5-Yr)



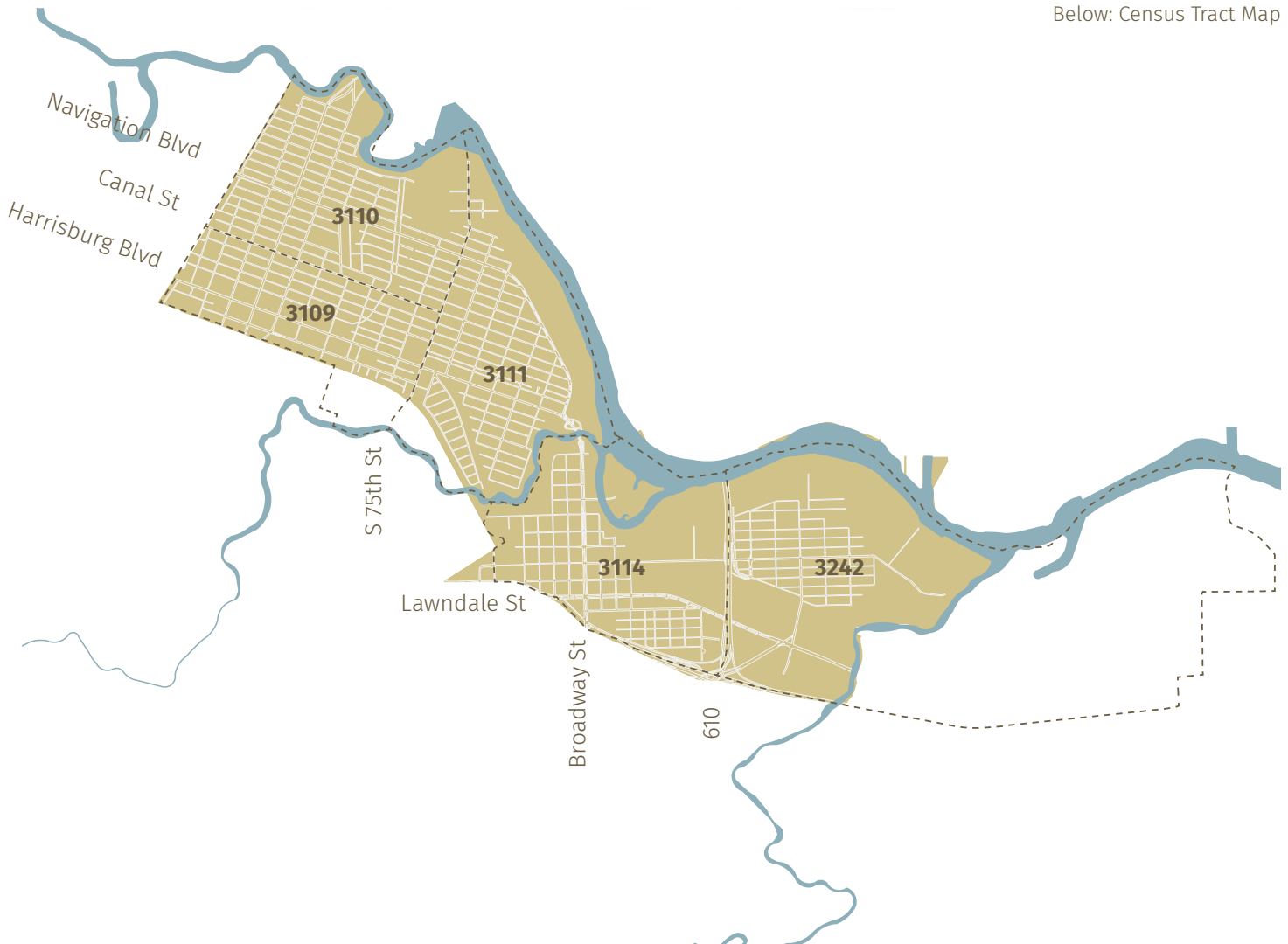
# MAGNOLIA PARK - HARRISBURG MANCHESTER Complete Community DATA SNAPSHOT

Magnolia Park and Harrisburg Manchester are located just east of downtown Houston. The boundaries of the Complete Communities study area are approximately Buffalo Bayou to the north, La Porte Freeway to the south, Terminal Street to the west and Brays Bayou to the east.

Data included here has been collected for Census Tracts 3109, 3110, 3111, 3114 and 3242.



Above: Location Map  
Below: Census Tract Map



# MAGNOLIA PARK - HARRISBURG MANCHESTER

## Complete Community DATA SNAPSHOT

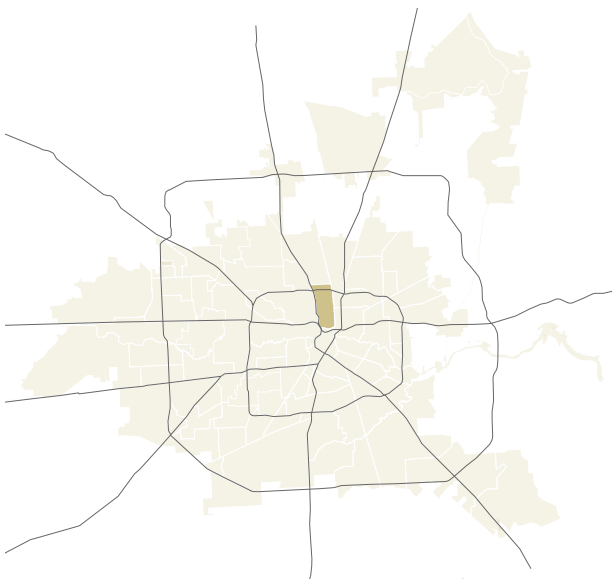
	Magnolia Park - Harrisburg Manchester			Houston		
	2000	2010	2017	2000	2010	2017
<b>Total Population</b>	26,274	23,568	20,598	1,953,631	2,068,026	2,267,336
		-10%	-13%		6%	10%
<b>Race/Ethnicity</b>						
White Alone	3%	2%	3%	31%	27%	25%
Black or African American Alone	1%	1%	1%	25%	24%	22%
Asian Alone	0%	0%	1%	5%	6%	7%
Hispanic or Latino	95%	96%	95%	37%	42%	45%
Other	1%	1%	0%	2%	1%	1%
<b>Age</b>						
17 Years or Younger	33%	31%	29%	28%	26%	25%
18 - 64 Years Old	59%	59%	60%	64%	65%	65%
65 Years or Older	8%	10%	11%	8%	9%	10%
<b>Place of Birth</b>						
Born Outside the U.S.	45%	42%	42%	26%	28%	29%
<b>Means of Transportation to Work</b>						
Drove Alone/Carpooled	80%	85%	91%	88%	88%	88%
Public Transportation	9%	8%	3%	6%	5%	4%
Other (Walk, Bicycle, Work at Home, etc.)	11%	7%	6%	6%	7%	8%
<b>Educational Attainment 25 Years +</b>						
Less Than High School	69%	61%	50%	30%	26%	22%
High School Graduate (includes equivalency)	20%	24%	25%	20%	23%	23%
Some College	9%	11%	18%	23%	23%	23%
Bachelor's Degree	1%	3%	5%	17%	18%	19%
Master's, Professional Doctorate Degree	1%	1%	2%	10%	11%	13%
<b>Median Household Income</b>	\$ 23,874	\$ 28,878	\$ 32,564	\$ 36,616	\$ 42,962	\$ 49,399
Percent of Houston's Median	65%	67%	66%			
<b>Percent of Population Below Poverty</b>	30%	26%	31%	19%	21%	21%
<b>Housing Units</b>	7,847	8,035	7,815	782,009	889,489	838,950
Occupied	91%	84%	79%	92%	86%	89%
Vacant Housing Units	9%	16%	21%	8%	14%	11%
<b>Tenure</b>						
Percent Owners	46%	46%	50%	46%	47%	43%
Percent Renters	54%	54%	50%	54%	53%	57%
<b>Households without access to a vehicle</b>	21%	15%	12%	12%	10%	9%
<b>Persons per Household</b>	3.7	3.5	3.3	2.7	2.7	2.7
<b>Housing Cost Burden &gt;30% of Income</b>						
Owners	23%	23%	22%	20%	29%	22%
Renters	34%	47%	47%	34%	47%	47%

\*Sources: Census 2000, ACS 2010 (5-yr), ACS 2017 (5-yr)

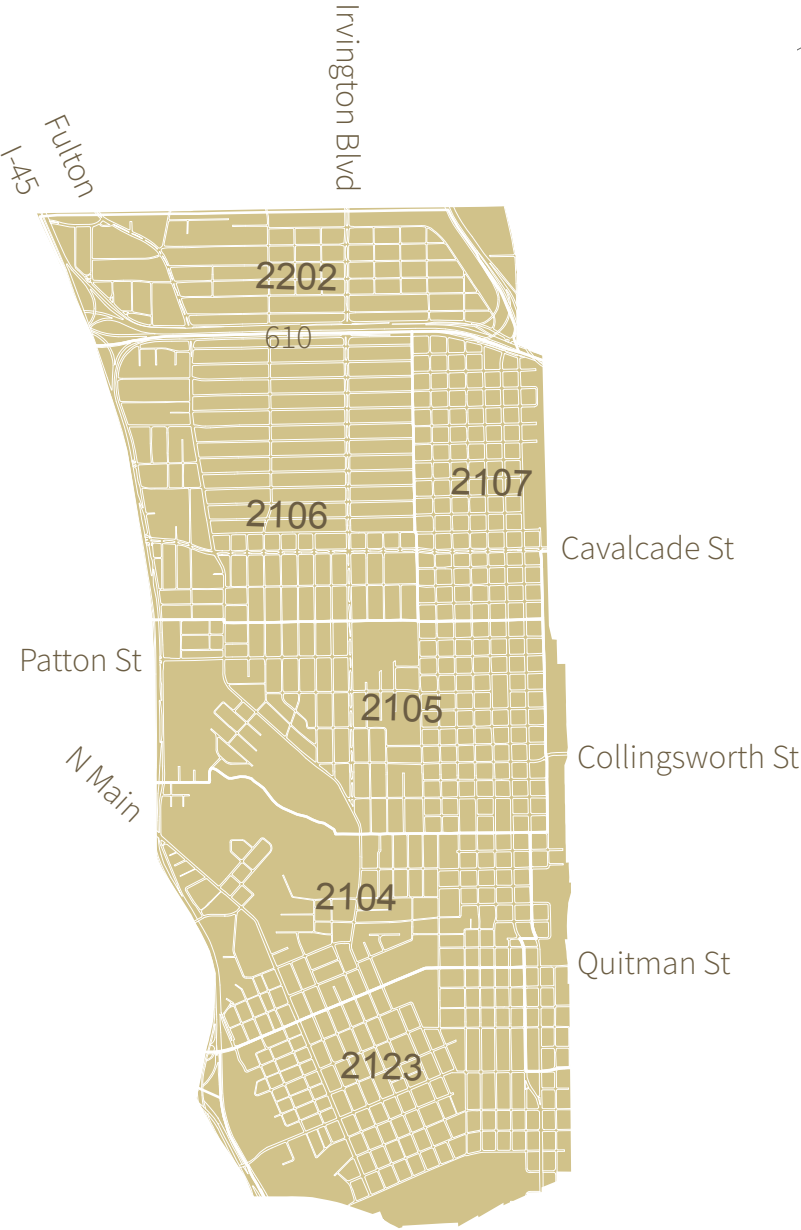
NEAR NORTHSIDE  
Complete Community  
DATA SNAPSHOT

Near Northside, located just north of downtown Houston, is a historic and organized community. The boundaries of the Complete Communities study area is approximate to the Burlington Northern railroad (just north of Frisco Street) to the north, the former Hardy Rail Yards to the south, I-45 to the west and Elysian Street to the east.

Data included here has been collected for Census Tracts 2104, 2105, 2106, 2107, 2123 and 2202.



Above: Location Map  
Below: Census Tract Map



# NEAR NORTHSIDE

## Complete Community

### DATA SNAPSHOT

	Near Northside			Houston		
	2000	2010	2015	2000	2010	2015
<b>Total Population</b>	29,788	25,241	27,205	1,953,631	2,099,451	2,217,706
		-15%	8%		7%	6%
<b>Race/Ethnicity</b>						
White Alone	8%	7%	7%	31%	26%	26%
Black or African American Alone	9%	7%	10%	25%	23%	23%
Asian Alone	0%	0%	0%	5%	6%	6%
Hispanic or Latino	83%	86%	81%	37%	44%	44%
Other	3%	0%	3%	2%	2%	2%
<b>Age</b>						
17 Years or Younger	31%	29%	27%	28%	26%	25%
18 - 64 Years Old	59%	61%	63%	64%	65%	65%
65 Years or Older	10%	10%	10%	8%	9%	10%
<b>Place of Birth</b>						
Foreign Born Residents	34%	31%	27%	26%	29%	29%
<b>Means of Transportation to Work</b>						
Drove Alone/Carpooled	82%	81%	85%	89%	88%	91%
Public Transportation	10%	9%	6%	6%	5%	4%
Other (Walk, Bicycle, Work at Home, etc.)	8%	10%	8%	5%	7%	5%
<b>Educational Attainment 25 Years +</b>						
Less Than High School	58%	48%	44%	30%	26%	23%
High School Graduate (includes equivalency)	23%	27%	27%	20%	22%	23%
Some college	14%	18%	20%	23%	24%	24%
Bachelor's degree	4%	5%	7%	17%	17%	19%
Master's, Professional Doctorate degree	2%	3%	3%	10%	11%	12%
<b>Median Household Income</b>	\$ 26,327	\$ 28,481	\$ 30,571	\$ 36,616	\$ 44,124	\$ 46,187
Percent of Houston's Median	72%	65%	66%			
<b>Percent of Population Below Poverty</b>	30%	34%	33%	19%	22%	19%
<b>Housing Units</b>	9,608	9,797	10,163	782,009	892,646	927,107
Occupied	92%	88%	85%	92%	88%	88%
Vacant Housing Units	8%	12%	15%	8%	12%	12%
<b>Tenure</b>						
Percent Owners	50%	48%	45%	46%	45%	44%
Percent Renters	50%	52%	55%	54%	55%	56%
<b>Households without access to a vehicle</b>	19%	17%	18%	12%	10%	9%
<b>Persons per Household</b>	3.4	2.9	3.1	2.7	2.7	2.7
<b>Housing Cost Burden &gt;30% of Income</b>						
Owners	19%	28%	23%	20%	29%	25%
Renters	32%	59%	54%	34%	47%	47%

\*Sources: Census 2000, Census 2010, ACS 2015 (5-yr)

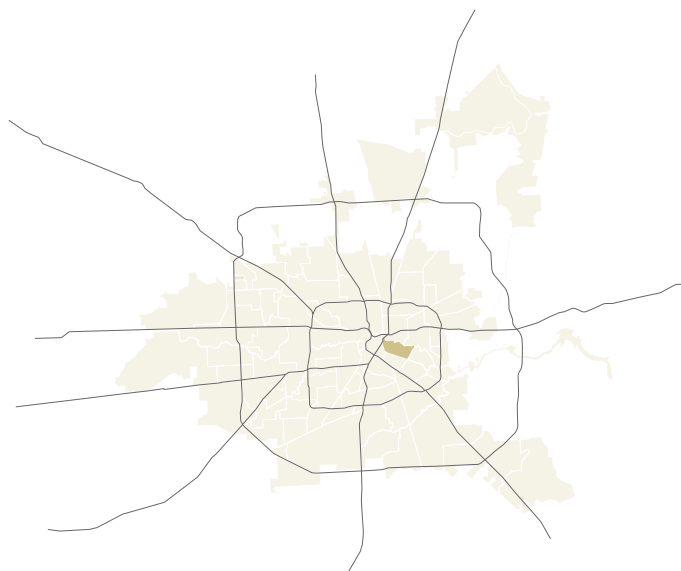
## SECOND WARD

### Complete Community

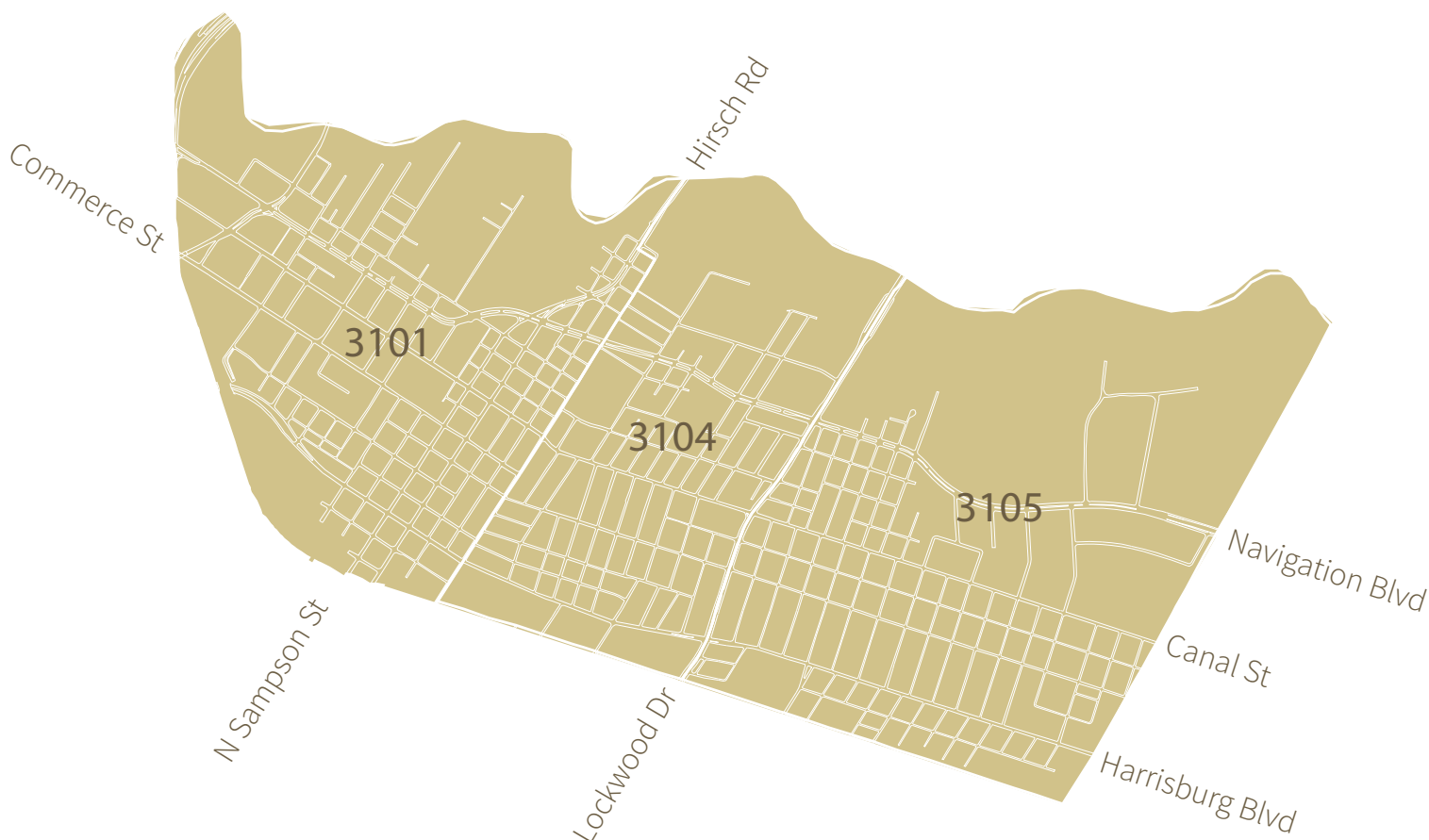
#### DATA SNAPSHOT

The Second Ward Complete Community study area is located just east of downtown Houston and encompasses 2.88 square miles. Second Ward is one of Houston's four original wards, and one of the most historic and culturally significant neighborhoods in the city. The study area is bounded by Buffalo Bayou to the north, the rail line south of Harrisburg Boulevard to the south, and rail lines on both the east and the west.

Data included here has been compiled from the 2000 and 2010 Census, and five-year data from the 2015 American Community Survey. Data was collected for Census tracts 3101, 3104, and 3105.



Above: Location Map  
Below: Census Tract Map





## SECOND WARD

### Complete Community

### DATA SNAPSHOT

	Second Ward CC			Houston		
	2000	2010	2015	2000	2010	2015
<b>Total Population</b>	15,023	13,306	14,278	1,953,631	2,099,451	2,217,706
		-11%	7%		7%	6%
<b>Race/Ethnicity</b>						
White Alone	5%	12%	12%	31%	26%	26%
Black or African American Alone	8%	14%	11%	25%	23%	23%
Asian Alone	1%	1%	2%	5%	6%	6%
Hispanic or Latino	85%	73%	74%	37%	44%	44%
Other	1%	1%	1%	2%	2%	2%
<b>Age</b>						
17 Years or Younger	32%	25%	25%	28%	26%	25%
18 - 64 Years Old	61%	64%	65%	64%	65%	65%
65 Years or Older	8%	11%	10%	8%	9%	10%
<b>Place of Birth</b>						
Foreign Born Residents	38%	33%	34%	26%	29%	29%
<b>Means of Transportation to Work</b>						
Drove Alone/Carpooled	74%	81%	86%	89%	88%	91%
Public Transportation	13%	9%	6%	6%	5%	4%
Other (Walk, Bicycle, Work at Home, etc.)	13%	11%	8%	5%	7%	5%
<b>Educational Attainment 25 Years +</b>						
Less Than High School	68%	49%	43%	30%	26%	23%
High School Graduate (includes equivalency)	17%	22%	21%	20%	22%	23%
Some college	11%	17%	22%	23%	24%	24%
Bachelor's degree	3%	8%	10%	17%	17%	19%
Master's, Professional Doctorate degree	0.8%	4%	4%	10%	11%	12%
<b>Median Household Income</b>	\$ 23,494	\$ 29,077	\$ 32,027	\$ 36,616	\$ 44,124	\$ 46,187
Percent of Houston's Median	64%	66%	69%			
<b>Percent of Population Below Poverty</b>	34%	35%	37%	19%	22%	19%
<b>Housing Units</b>	4,409	5,614	5,782	782,009	892,646	927,107
Occupied	92%	83%	89%	92%	88%	88%
Vacant Housing Units	8%	17%	11%	8%	12%	12%
<b>Tenure</b>						
Percent Owners	36%	36%	37%	46%	45%	44%
Percent Renters	64%	64%	63%	54%	55%	56%
<b>Households without access to a vehicle</b>	30%	20%	14%	12%	10%	9%
<b>Persons per Household</b>	3.7	2.9	2.8	2.7	2.7	2.7
<b>Housing Cost Burden &gt;30% of Income</b>						
Owners	22%	27%	31%	20%	29%	25%
Renters	32%	44%	49%	34%	47%	47%

\*Sources: Census 2000, Census 2010, ACS 2015

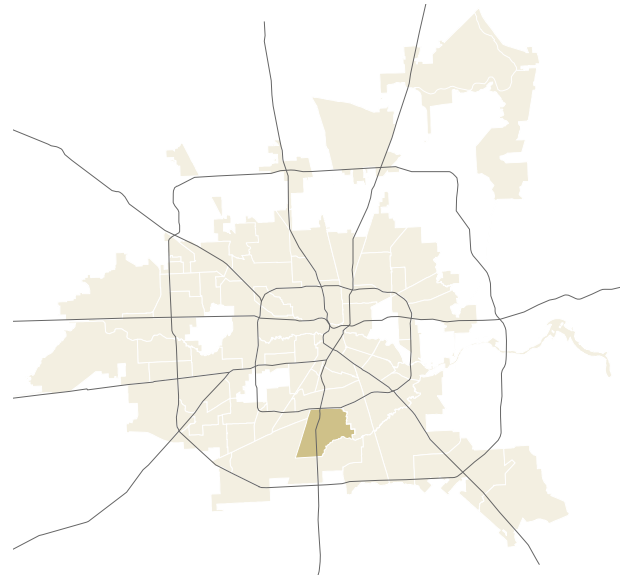
# SUNNYSIDE

## Complete Communities

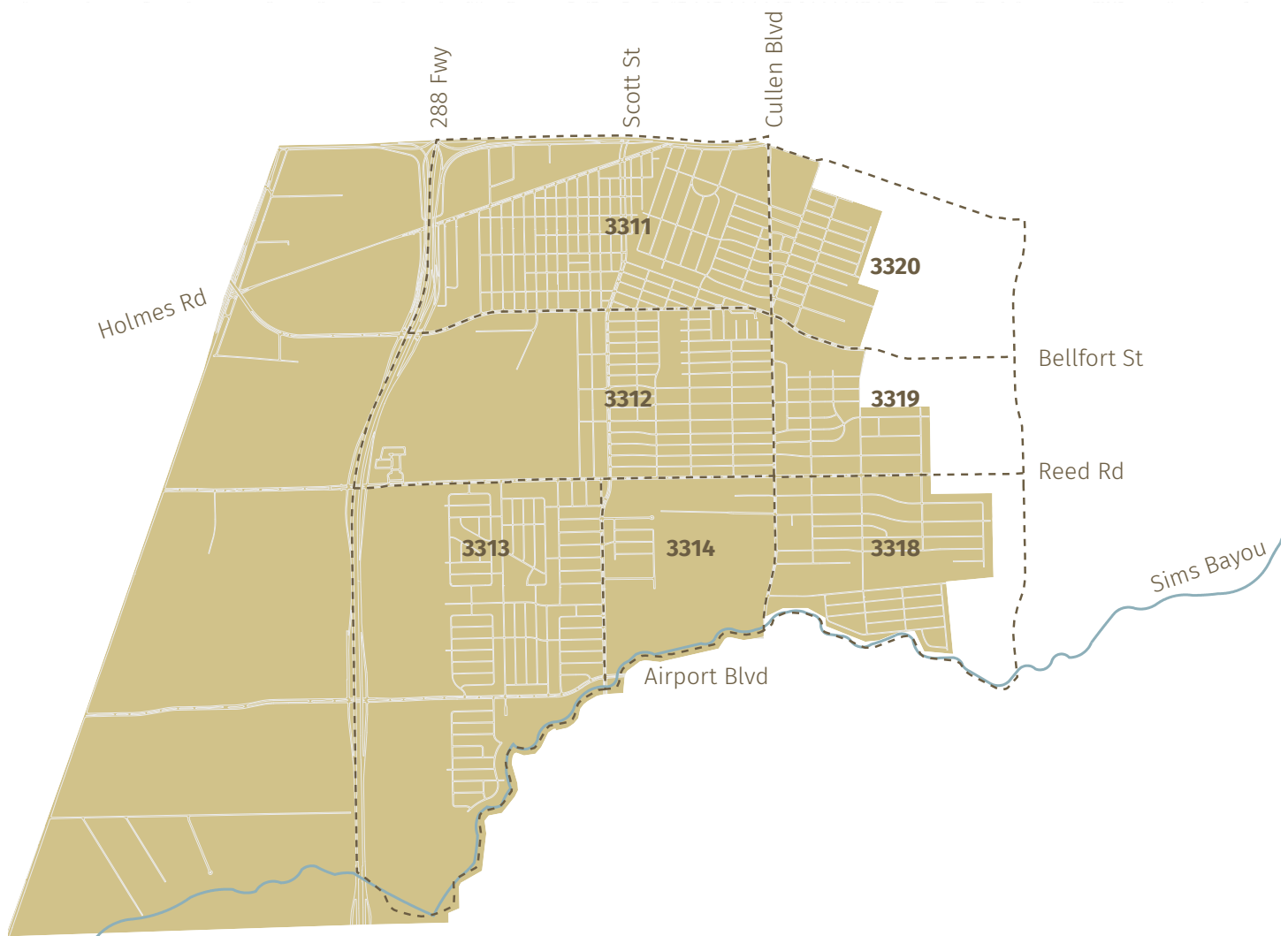
### DATA SNAPSHOT

Sunnyside is located approximately five miles south of downtown Houston. The boundaries of the Complete Communities study area are Loop 610 to the north, Sims Bayou to the south, Alameda Road to the west, and approximately Martin Luther King Jr. Boulevard to the east.

Data included here has been collected for Census Tracts 3311, 3312, 3313, 3314, 3318, 3319 and 3320.



Above: Location Map  
Below: Census Tract Map



# SUNNYSIDE

## Complete Communities

### DATA SNAPSHOT

	Sunnyside			Houston		
	2000	2010	2017	2000	2010	2017
<b>Total Population</b>	25,164	27,308	29,609	1,953,631	2,068,026	2,267,336
		9%	8%		6%	10%
<b>Race/Ethnicity</b>						
White	1%	2%	2%	31%	27%	25%
Black or African American	92%	88%	83%	25%	24%	22%
Asian	1%	0%	1%	5%	6%	7%
Hispanic or Latino	5%	9%	13%	37%	42%	45%
Other	1%	1%	1%	2%	1%	1%
<b>Age</b>						
17 Years or Younger	30%	29%	29%	28%	26%	25%
18 - 64 Years Old	54%	57%	56%	64%	65%	65%
65 Years or Older	16%	14%	15%	8%	9%	10%
<b>Place of Birth</b>						
Born Outside the U.S	4%	5%	7%	26%	28%	29%
<b>Means of Transportation to Work</b>						
Drove Alone/Carpooled	82%	84%	87%	88%	88%	88%
Public Transportation	12%	11%	8%	6%	5%	4%
Other (Walk, Bicycle, Work at Home, etc.)	6%	5%	5%	6%	7%	8%
<b>Educational Attainment 25 Years +</b>						
Less Than High School	38%	26%	24%	30%	26%	22%
High School Graduate (includes equivalency)	32%	41%	35%	20%	23%	23%
Some college	23%	24%	31%	23%	22%	23%
Bachelor's degree	5%	6%	8%	17%	18%	19%
Master's, Professional, Doctorate Degree	2%	3%	2%	10%	11%	13%
<b>Median Household Income</b>	\$ 19,505	\$ 25,911	\$ 27,628	\$ 36,616	\$ 42,962	\$ 49,399
Percent of Houston Median	53%	60%	56%			
<b>Percent of Population Below Poverty</b>	36%	33%	36%	19%	21%	21%
<b>Housing Units</b>	9,783	11,255	11,854	782,009	889,489	943,183
Occupied	91%	84%	84%	92%	86%	89%
Vacant Housing Units	9%	16%	16%	8%	14%	11%
<b>Tenure</b>						
Percent Owners	59%	50%	47%	46%	57%	43%
Percent Renters	41%	50%	53%	54%	53%	57%
<b>Households Without Access to a Vehicle</b>	26%	23%	22%	12%	10%	9%
<b>Persons per Household</b>	2.8	2.9	2.9	2.7	2.7	2.7
<b>Housing Cost Burden &gt;30% of Income</b>						
Owners	25%	30%	23%	20%	29%	22%
Renters	40%	58%	55%	34%	47%	47%

\*Sources: Census 2000, ACS 2010 (5-yr), ACS 2017 (5-yr)

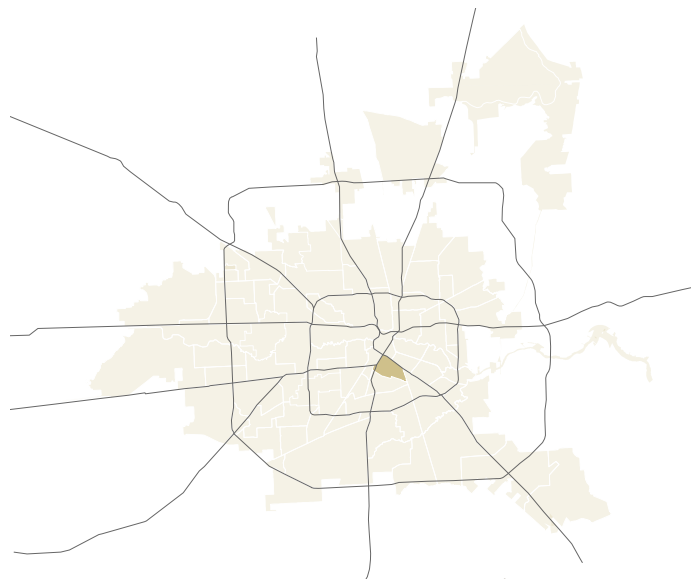
## THIRD WARD

### Complete Community

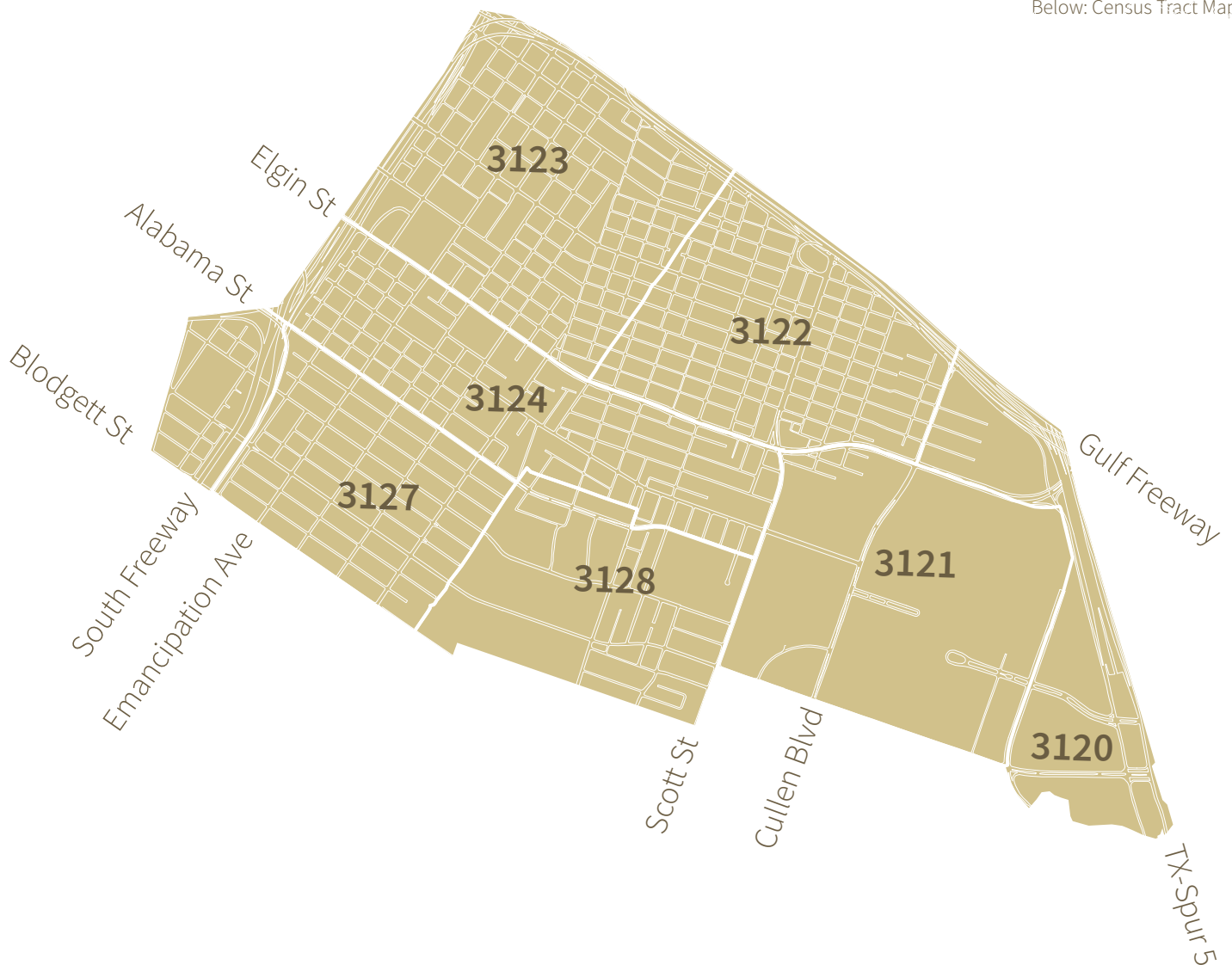
#### DATA SNAPSHOT

Third Ward, located less than one mile southeast of downtown Houston, is one of Houston's historic African American neighborhoods. The boundaries of the Complete Communities area span I-45 on the north, State Highway 288/169 on the west, Wentworth and Blodgett to the South, and then along Spur 5 on the east.

Data included here has been collected for Census Tracts 3120, 3121, 3122, 3123, 3124, 3127, and 3128.



Above: Location Map  
Below: Census Tract Map



# THIRD WARD

## Complete Community

### DATA SNAPSHOT

	Third Ward			Houston		
	2000	2010	2015	2000	2010	2015
<b>Total Population</b>	17,043	14,653	19,477	1,953,631	2,099,451	2,217,706
		-14%	33%		7%	6%
<b>Race/Ethnicity</b>						
White Alone	9%	11%	28%	31%	26%	26%
Black or African American Alone	77%	70%	60%	25%	23%	23%
Asian Alone	4%	5%	8%	5%	6%	6%
Hispanic or Latino	9%	13%	13%	37%	44%	44%
Other	3%	3%	3%	2%	2%	2%
<b>Age</b>						
17 Years or Younger	23%	20%	13%	28%	26%	25%
18 - 64 Years Old	65%	69%	80%	64%	65%	65%
65 Years or Older	12%	11%	7%	8%	9%	10%
<b>Place of Birth</b>						
Foreign Born Residents	7%	11%	13%	26%	29%	29%
<b>Means of Transportation to Work</b>						
Drove Alone/Carpooled	64%	63%	65%	89%	88%	91%
Public Transportation	19%	17%	12%	6%	5%	4%
Other (Walk, Bicycle, Work at Home, etc.)	17%	20%	24%	5%	7%	5%
<b>Educational Attainment 25 Years +</b>						
Less Than High School	40%	31%	18%	30%	26%	23%
High School Graduate (includes equivalency)	25%	26%	24%	20%	22%	23%
Some college	17%	21%	31%	23%	24%	24%
Bachelor's degree	10%	10%	17%	17%	17%	19%
Master's, Professional Doctorate degree	8%	12%	11%	10%	11%	12%
<b>Median Household Income</b>	\$ 14,243	\$ 17,304	\$ 24,907	\$ 36,616	\$ 44,124	\$ 46,187
Percent of Houston's Median	39%	39%	54%			
<b>Percent of Population Below Poverty</b>	40%	37%	30%	19%	22%	19%
<b>Housing Units</b>	7,174	7,192	6,727	782,009	892,646	927,107
Occupied	84%	74%	74%	92%	88%	88%
Vacant Housing Units	16%	26%	26%	8%	12%	12%
<b>Tenure</b>						
Percent Owners	26%	26%	29%	46%	45%	44%
Percent Renters	74%	74%	71%	54%	55%	56%
<b>Households without access to a vehicle</b>	39%	38%	18%	12%	10%	9%
<b>Persons per Household</b>	2.8	2.8	3.9	2.7	2.7	2.7
<b>Housing Cost Burden &gt;30% of Income</b>						
Owners	28%	36%	25%	20%	29%	25%
Renters	42%	54%	50%	34%	47%	47%

\*Sources: Census 2000, Census 2010, ACS 2015 (5-yr)



# Community Engagement

*Mayor Sylvester Turner launched the City of Houston's ARPA website to explain this plan to Houstonians, as well as elucidate other funding channels within the American Rescue Plan Act.*

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## Website

On June 2, 2021 Houston City Council voted to use \$198.6 million in Local Fiscal Recovery Funds (LFRF) from ARPA, which will help maintain government services for the Houston Police Department, Fire Department, Health Department, and Solid Waste Management.

Mayor Sylvester Turner launched the City of Houston's ARPA website to explain this plan to Houstonians, as well as elucidate other funding channels within the American Rescue Plan Act. The site features a breakdown of the LFRF and how City Council has used Houston's initial tranche of funding to help maintain government services.

In the Supporting Documents section, the site details the funding ARPA provides for the Emergency Rental Assistance Program (ERAP) within the Housing and Community Development Department (HCDD) as well as the significant assistance received by the Houston Airport System (HAS) for the three airports operated by the City of Houston.

The mayor issued a press release on August 10 announcing the site, and the mayor's staff is working with 16 members of Houston City Council to promote it in their own electronic newsletters to members of the community.

In addition to working with Houston City Council Members, coordination with other City of Houston outreach programs will be made. The City will use departmental newsletters, Complete Community email lists and earned media opportunities to publicize the site and engage with the community.

## Survey on Website

Within the website, constituents can participate in a survey on how ARPA funding should be utilized. The survey allows residents to express opinions about how best to maintain government services, which options they would prefer to address public safety, express concerns about solid waste collection and options on affordable housing programs.

Each section also allows for open-ended comments so that Houstonians can respond to questions in their own words.

Following questions about the substance of ARPA, the survey asks for general demographic information so the City can see if there are differences in opinion based on age and race. Additionally, the survey asks for an email address from users, allowing city staff to respond when updates on ARPA spending are being made.



# ARPA

# Community Engagement

*District Council Members (11 of them) host meetings in their districts to introduce administration officials who then detail projects within each area.*

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## Super Neighborhood Alliance Broadcast

The Super Neighborhood Alliance is an organization comprised of the presidents or chairs of Super Neighborhood Councils and serves as a formal advisory board to the mayor and City government on community matters.

Houston Television (HTV) cablecasts 24 hours a day, seven days a week, and runs live programs including the broadcast of Houston City Council meetings. In addition to the weekly public and business session of council, HTV broadcasts council committee meetings, including Budget & Fiscal Affairs, Planning Commission, and several other meetings, which help keep citizens informed about their City of Houston government.

During the pandemic, the Super Neighborhood Alliance worked with HTV to broadcast their meetings so members of the community unable to participate in-person would be empowered to be involved in discussions.

The Department of Neighborhoods - Mayor's Assistance Office and HTV are being funded with LFRF dollars in order to host the Super Neighborhood Alliance meetings via Houston Television and social media regarding COVID-19 messaging and updates.

The agendas of future meetings will focus on COVID-19-related content pertaining to neighborhoods and the challenges they face. Mayor Turner viewed this as critical given the Alliance has a strong base of attendees and will help spread the messages to local civic clubs as well as offer feedback. The broadcasts will be hybrid meetings at the City Hall Annex Chamber and Microsoft Teams, with the Alliance presenting pertinent information and handling questions.

## CIP Community Meetings

The City of Houston conducts public meetings on the City's Annual Capital Improvement Plan (CIP) in each council district. Since 1984, the City has held public meetings to obtain citizen input before preparation of the CIP.

These meetings provide citizens the opportunity to participate in the Capital Improvement Plan process by contributing comments and suggestions about needed services and improvements.

Mayor Turner has opted to move the CIP community meetings from the Spring to the Fall so that the public's input can have more of an effect on the adopted CIP (giving Houston Public Works more time between public input and adoption of the plan).

District Council Members (11 of them) host meetings in their districts to introduce administration officials who then detail projects within each area. Included in this year's CIP presentations will be an update on ARPA as well as an invitation to take the survey so that residents are both aware of and give feedback to the City's ARPA spending.



# Labor Practice

***The City has adopted prevailing wage rates for its public works infrastructure projects consisting of the latest prevailing wage rates determined and issued by the U.S. Department of Labor in accordance with the Davis-Bacon Act.***

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The City of Houston does not intend to use Coronavirus State and Local Fiscal Recovery Funds for infrastructure projects. However, the City has adopted prevailing wage rates for its public works infrastructure projects consisting of the latest prevailing wage rates determined and issued by the U.S. Department of Labor in accordance with the Davis-Bacon Act.

In addition, where required for projects funded by the Department of Housing and Urban Development (HUD), the City makes every effort within its disposal to meet the regulatory requirements of Section 3 of the HUD Act of 1968 by developing strategies specifically targeting low- and very-low-income residents and local businesses for economic opportunities, including job training, employment, and contracting opportunities.



ARPA

# Use of Evidence

***The largest payer of behavioral health services in the United States continues to be Medicaid, and without it, the challenges of both cost and coverage are significantly increased.***

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The City of Houston's Recovery Plan presents a path to fund several programs under Public Health (EC 1) and Services to Disproportionately Impacted Communities (EC 3). As detailed under the Use of Funds section, several of those programs directly address Mental Health needs (1.10) through the Houston Police Department. One program, the Domestic Abuse Response Teams (DART) deals with Services to Disproportionately Impacted Communities (EC 3) with Social Determinants of Health: Community Violence Interventions.

As previously mentioned, Houston is the largest municipality in the United States without the safety net of Medicaid Expansion coverage. The largest payer of behavioral health services in the United States continues to be Medicaid, and without it, the challenges of both cost and coverage are significantly increased.

Additionally, the increasing prevalence of domestic violence (detailed under the Use of Funds section) has increased the need for services for survivors beyond current capacity of programs.

What follows is a description of each project and associated goals, most of which are expanding the capacity of existing programs. Additional evaluations and analysis of these programs are linked to the City of Houston's ARPA website under "Supporting Documents" at the bottom of the page found at [www.houstontx.gov/arpa](http://www.houstontx.gov/arpa).

## CCD

Nationally, law enforcement responses to persons in serious mental health crises continue to increase. This trend continues in Houston, tracked by the Houston Police Department's Mental Health Division.

In 2007, HPD officers responded to 15,122 calls for service involving a mental health nexus (coded CIT).

In 2017, HPD officers responded to 37,032 CIT coded calls.

As funding continues to diminish for community mental health services, citizens in serious mental health crises are relying more and more on emergency services such as the HPD, the Houston Fire Department (HFD) and the 911 Emergency System for help. These types of calls for service are time-consuming, complex, and draining on first responder resources.

As mentioned above, in 2017, HPD responded to 37,032 calls for service coded as CIT.

Out of those 37,032 CFS, 41 percent resulted in an "information" only disposition.

Research indicated that a substantial number of these crisis calls may have been handled more effectively by quickly connecting callers who have non-emergent mental health-related issues directly to mental health professionals rather than automatically dispatching police officers and/or EMS personnel.



# Use of Evidence

***The cost of expansion to 24-hour coverage is \$272,140 annually (\$816,420 for 3 years). This would add four more full-time care coordinators and necessary equipment.***

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Beginning in 2015, after several years of research, the Houston Police Department's Mental Health Division developed the Crisis Call Diversion (CCD) program. The first of its kind in the nation, CCD diverts mental health crisis calls to counselors and community mental health providers instead of sending first responders to investigate. The counselors work at the Houston Emergency Center (HEC) and coordinate diversions directly with HPD and HFD dispatchers.

CCD was designed to identify and redirect non-emergent, non-life-threatening call for service (CFS) that are mental health crisis related away from first responder resources such as police and EMS and toward Harris Center for Mental Health & IDD mental health professional tele-counselors located at the 911 call center.

Since the initiation of the CCD Pilot program in the spring of 2015, under the guidance of the Mental Health Division, the Crisis Call Diversion program has made great progress diverting non-emergent CIT calls away from police and EMS to CCD counselors whereby they link the caller to needed services rather than dispatching a police unit or HFD personnel.

This translates into modest cost savings, and more importantly, significant cost avoidance to first responder agencies and advances the mission of the Houston Police Department's Mental Health Division: to provide a professional, humane, and safe response to individuals in a serious mental health crisis.

The expansion of CCD to 24-hour coverage will help meet the City of Houston's vision of providing the most reliable, appropriate, and technologically advanced emergency system, as well as helping to meet the Houston Emergency Center's mission to ensure that anyone, at any time, in any place, using any device shall be able to reach emergency services, by facilitating its call takers with the ability to immediately link persons with non-emergent mental health conditions directly with counselors and community mental health resources in a way that is normally unavailable to police and EMS.

The cost of expansion to 24-hour coverage is \$272,140 annually (\$816,420 for 3 years). This would add four more full-time care coordinators and necessary equipment. While the provision of behavioral health services is worthy of investment on its own merits, the program increases the capacity of law enforcement officers to focus on public safety rather than behavioral health issues.

For more information and statistics for the Crisis Call Diversion program, visit the Houston Police Department's Mental Health Division program page for CCD at <https://www.houstoncit.org/ccd/>, presentations to 1) Harris Center "911 Crisis Call Diversion" 2) SAMSA's GAINS Center presentation featuring CCD with Houston Police Department, Harris County Sheriff's Office, and Harris Center located at [www.houstontx.gov/arpa](http://www.houstontx.gov/arpa), and finally, yearly statistics published in the Mental Health Division's Annual Report starting in 2017 <https://www.houstoncit.org/annual-report/#>



## ARPA



# Use of Evidence

***This methodology removes law enforcement from dealing with lower-level mental health calls and connects individuals suffering from a mental illness to services and professionals that can help them most without involving the criminal justice system.***

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## MCOT

The Mobile Crisis Outreach Team (MCOT) is an interdisciplinary mobile team comprised of Psychiatrists, Registered Nurses, Licensed Master's Level Clinicians, Bachelor Level Clinicians, and Psychiatric Technicians specializing in crisis intervention. Community-based in Harris County, MCOT provides services to Children and Adults who are experiencing a mental health crisis.

MCOT services are targeted for people who are:

In a mental health crisis but are unable and/or initially unwilling to access services through a traditional psychiatric outpatient setting

At risk for hospitalization without immediate intervention.

Not in acute crisis but in need of outreach services to prevent further deterioration and to ensure linkage to appropriate outpatient psychiatric services and community services.

The crisis teams will focus on a "rapid response" immediate interventions, not referrals for future treatments. This methodology removes law enforcement from dealing with lower-level mental health calls and connects individuals suffering from a mental illness to services and professionals that can help them most without involving the criminal justice system.

MCOT can be deployed by the CCD or called in by officers in the field, allowing for officers to introduce a behavioral health medical intervention. This "hand off" delivers a more appropriate level of care.

MCOT will be expanded by six teams and support staff, and if proven successful, expanded to 18 teams. Costs will be \$11,871,469 for three years for the 18-team expansion.

## CIRT

A primary goal of crisis intervention training (CIT) is to provide law enforcement officers with the tools to respond effectively to situations involving a person with mental illness in crisis and when appropriate, refer them to mental health services rather than incarceration. According to the Federal Bureau of Investigation, this goal is based on five objectives including reducing injuries to officers, alleviating harm to the person in crisis, promoting decriminalization of individuals with mental illness, reducing the stigma associated with mental illness, and using a team approach when responding to crises.

As models vary widely from jurisdiction to jurisdiction based upon local needs, resources, and collaborations, an August 21, 2020 evaluation by the Harris Center for Mental Health and IDD specifically analyzed the Houston Police Department's Crisis Intervention Response Team.

In 2019, the Mental Health Division of HPD consisted of 40 full-time personnel. The Houston Police Department's model includes training and response. The Crisis Intervention Response Teams (CIRT) can be thought of as a specific subset, a unique strategy existing alongside CIT-trained officers.

A CIRT team consists of an HPD Officer and a master level clinician from The Harris Center.

The local Crisis Intervention Response Team (CIRT) is a specialized program responding to mental health crisis calls in the community. The program pairs a licensed, masters-level mental health clinician with a law enforcement partner. The mobile team responds to 911 dispatch calls and referrals from the Houston Police Department Mental Health Division, Harris County Sheriff's Office Mental Health Unit, and The Harris Center for Mental Health and IDD.



# ARPA



# Use of Evidence

***The use of CIRT Teams is effective in meeting the primary goal of diverting mental health crises from jails and from unnecessary use of law enforcement personnel.***

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The law enforcement officer researches the individual's criminal history and provides safety by securing the scene. The licensed masters-level clinician accesses medical records to research mental health history en route to the crisis. Once on scene, the clinician will provide a mental health assessment, determining the appropriate level of care (is hospitalization indicated?), linkage/referral to services, and education on scene to family members or other concerned parties. Clinicians also act as consultants to law enforcement and assist with obtaining inpatient hospital beds. Law enforcement may provide transportation to an inpatient facility for individuals in severe crisis. CIRT completes follow-ups at the request of the referral source.

The philosophy of the Crisis Intervention Response Team (CIRT) is to promptly and accurately assess and treat individuals experiencing a mental health crisis to avoid unnecessary incarceration, and to utilize the least restrictive means of stabilizing consumers including linkage into outpatient services where indicated.

The use of CIRT Teams is effective in meeting the primary goal of diverting mental health crises from jails and from unnecessary use of law enforcement personnel. The data reported in the evaluation support the conclusions that ----->

1. CIRT operates with adherence to SAMHSA best practice standards.

2. Call triage effectively sorts requests into Crisis Intervention Team codes and dispatches personnel appropriately to CIT-coded events. Calls diverted to CIRT do indeed have a mental health basis.

3. The high rate of CIRT diversion from jails (95.9%) indicates that the primary program goal is attained on a regular basis. Individuals, typically with serious mental illness, are diverted from jails, reducing the criminalization of mental illness.

4. The ability to resolve calls on scene (24.9%) reflects the value added by trained, experienced mental health professionals who appear to have demonstrated competence in de-escalation strategies.

5. Linkages to crisis services and emergency departments connect people in crisis with services intended to reduce danger to self and others.

6. CCD services dramatically reduce officer time for CIT calls.

7. Diversions initiate or enhance engagement with the mental health system which may produce longer-term benefits for both the individual and the public.

HPD currently has 12 CIRT units deployed. The cost of expansion to 24-hour coverage by adding six more teams is \$2,050,888 annually (\$6,152,664 for three years).

For a full copy of the evaluation for HPD's CIRT program by the Harris Center, visit the Supporting Documents section of the City of Houston's ARPA website at [www.houstontx.gov/arpa](http://www.houstontx.gov/arpa) with yearly statistics published in the Mental Health Division's Annual Report at <https://www.houstoncit.org/annual-report/#>



## ARPA

# Use of Evidence

***CORE currently operates in Harris County with six licensed professional clinicians and a team leader that assist the officer at a scene to make a quick, accurate mental health assessment of persons who are in mental health crisis.***

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## CORE

The Clinician-Officer Remote Evaluation (CORE) program is a telehealth strategy for responding to mental health crisis calls using a tablet and a HIPAA-approved technology platform to connect a law enforcement first responder with a mental health clinician in the community at the time of the 911 dispatch.

CORE currently operates in Harris County with six licensed professional clinicians and a team leader that assist the officer at a scene to make a quick, accurate mental health assessment of persons who are in mental health crisis. The clinicians can also access the person's hospitalization history and connect the person with needed resources.

The Harris County Sheriff's (HCSO) Office has already implemented the CORE program. The University of Houston has evaluated the Harris County Sheriff's Office's pilot of CORE, leading Harris County to expand the pilot into a permanent program.

In October 2020, staff from the University of Houston-Downtown, with funding from the Arnold Foundation, published a Process Evaluation of the Harris County Sheriff's Office Tele-Health/CORE Pilot Program.

The study was a process evaluation of the 12-month (December 2018-December 2019) Phase III Tele-Health Pilot Program for which HCSO partnered with The Harris Center for Mental Health and IDD (The Harris Center).

There were four major goals of this process evaluation. These include evaluating (a) how the CORE Pilot Program and related technology are implemented; (b) fidelity of the implementation; (c) acceptability to stakeholders; and (d) effectiveness as measured by proximal outcomes.

- A. CORE Pilot Program was implemented via the iPad, Verizon, and the Lifesize app, which deputies used to connect to clinicians. Data ascertained from deputies following use of the iPad, where a good signal was reported in 98% of the 361 calls.
- B. Deputies using the program, especially those later identified as "super users," were likely to have a commitment to resolving mental and behavioral health issues in the community given their willingness to use the iPad. Self-efficacy and motivation, perhaps related to experience and training, may have led these deputies toward involvement in the CORE Pilot Program. Deputies reported that in 89% of the CORE calls, clinicians helped to identify/access resources for consumers that would not have otherwise been identified/assessed.
- C. Stakeholder acceptance was accomplished through interviews and focus groups. While some participants were positive, yet cautious, overall, findings revealed widespread acceptance of and support for this program. The program dramatically reduced the wait time deputies had previously seen using limited behavioral health resources (CIRT Teams). Deputies reported that 41 calls were resolved more efficiently, with time on the iPad with the clinician averaging just 21 minutes. According to the June 2020 report by HCSO, the participating deputies felt that the clinician helped de-escalate the person in crisis 73% of the time; that the clinician helped them decide on the most appropriate course of action 83% of the time; and that the clinician helped them handle the call in a shorter period of time 71% of the time.
- D. The qualitative findings for proximal outcomes were positive, with participating CORE deputies indicating they were better able to resolve calls on scene thereby diverting consumers in mental health crisis from jail or hospital emergency rooms. Deputies reported being better able to de-escalate a consumer in mental health crisis with the help of the clinician in 85% of calls. Generally, calls were resolved more efficiently and effectively. Due to this, there was a cost savings to avoiding the transport of consumers to jail or hospital emergency rooms.



ARPA

# Use of Evidence

***The use of CIRT Teams is effective in meeting the primary goal of diverting mental health crises from jails and from unnecessary use of law enforcement personnel.***

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In implementing CORE within HPD, 80 officers per shift will have access to the system at three shifts daily, equal to 240 officers. The program calls for funding seven clinicians to conduct interventions via the telemed platform.

To expand this CORE program to 80 HPD officers, the cost is \$847,875 annually (\$2,543,625 for 3 years), which includes technology and clinical staff.

For a complete copy of the Process Evaluation as well as a presentation to SAMSA featuring CORE with Houston Police Department, Harris County Sheriff's Office, and Harris Center, along with the SAMSA's GAINS Center presentation featuring CORE with Houston Police Department, Harris County Sheriff's Office, and Harris Center located visit the Supporting Document section of the City of Houston's ARPA website at [www.houstontx.gov/arpa](http://www.houstontx.gov/arpa)

## DART

DART (Domestic Abuse Response Team) is a multidisciplinary crisis response team purposed to assist victims of domestic violence by engaging the victim immediately, following a reported incident of domestic violence.

The program is staffed by civilians, matching the services provided for victims. The DART program provides for specially-trained, two-person mobile teams consisting of one HPD officer and one victim advocate. The teams respond to "high risk" domestic violence crime scenes at the request of the primary responding police unit for the purpose of making on-scene danger assessments. The team then reaches out to the victims to engage and connect them with needed emergency services.

The program is currently staffed five days a week, 7pm – 3am, with three DART units (one DART unit being that of one officer and one victim advocate) and two supervisory units.

The program also funds officer overtime to deliver warrants, helping address a huge gap in the system, thus dedicating law enforcement resources to apprehend abusers. The certainty in apprehensions frees up capacity in a very limited support system for victims of domestic violence.

HPD faces challenges providing these enhanced responses to the ever-growing issues surrounding domestic violence with programs (like DART) that have historically been grant funded. Without continued funding, the DART Program will end once grant funding is exhausted.

This will fund the DART program consistently for a three-year period in the amount of \$1,205,274 annually (\$3,615,822 for 3 years).

For a copy of the International Association of Chiefs (IACP) of Police Law Enforcement-Based Victim Specialists Program (LEV) Technical Assistance outlining the DART program, visit the Supporting Document section of the City of Houston's ARPA website at [www.houstontx.gov/arpa](http://www.houstontx.gov/arpa)



# ARPA

# *Table of Expenses by Expenditure Category*

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The City of Houston plans to allocate ARPA CLFRF funding for “Revenue Replacement” in the initial months of Fiscal Year 2022. The first transfer from the City’s CLFRF to the City’s General Fund will be in August 2021 for amounts incurred for the month of July and each month thereafter until the full allocation is used. This will allow for reconciliations, support documentation gathering, and monthly reports to be finalized prior to the transfer for the “Provision of Government Services” in the City’s financial/general ledger system. The City estimates \$198.6M to be allocated for “Revenue Replacement.” Additionally, the other projects listed in the Project Inventory did not incur expenses in the City’s financial system prior to July 31st and will be reported in the upcoming quarterly report.



# Project Inventory

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## Houston Police Department

### Crisis Call Diversion

ID Number: HOU - #001  
Cost: \$272,140 annually (\$816,420 for 3 years)  
Project Expenditure Category: Public Health 1.10 Mental Health Services

The Crisis Call Diversion (CCD) program is a collaboration between the Houston Police Department, Houston Fire Department, Houston Emergency Center and the Harris Center for Mental Health & IDD, with the express purpose of decreasing the volume of non-emergency mental health-related calls for service for both HPD patrol and HFD emergency medical services and reducing the use of these personnel for non-emergency responses.

Expansion of the existing program to 24-hour coverage would add four more full-time care coordinators and necessary equipment. While the provision of behavioral health services is worthy of investment on its own merits, the program increases the capacity of law enforcement officers to focus on public safety rather than behavioral health issues.

<https://www.houstoncit.org/ccd/>

### Mobile Crisis Outreach Team

ID Number: HOU - #002  
Cost: \$4,313,491 annually (\$11,871,469 for 3 years)  
Project Expenditure Category: Public Health 1.10 Mental Health Services

The Mobile Crisis Outreach Team (MCOT) is an interdisciplinary mobile team comprised of psychiatrists, registered nurses, licensed master's level clinicians, bachelor level clinicians, and psychiatric technicians specializing in crisis intervention. Community-based in Harris County, MCOT provides services to children and adults who are experiencing a mental health crisis.

The crisis teams will focus on "rapid response," immediate interventions, not referrals for future treatments. This methodology removes law enforcement from dealing with lower-level mental health calls and connects individuals suffering from a mental illness to services and professionals that can help them most without involving the criminal justice system. MCOT can be deployed by the CCD or called in by officers in the field, allowing for officers to introduce a behavioral health medical intervention. This "hand off" delivers a more appropriate level of care.

MCOT will be expanded by six teams and support staff, and if proven successful, expanded to 18 teams.



# Project Inventory

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## Crisis Intervention Response Team

ID Number: HOU - #003  
Cost: \$2,050,888 annually (\$6,152,664 for 3 years)  
Project Expenditure Category: Public Health 1.10 Mental Health Services

Crisis Intervention Response Team (CIRT) is specialized program responding to mental health crisis calls in the community. The program pairs a licensed, masters-level mental health clinician with a law enforcement partner. The mobile team responds to 911 dispatch calls and referrals from the Houston Police Department Mental Health Division, Harris County Sheriff's Office Mental Health Unit, and The Harris Center for Mental Health and IDD.

The goal of CIRT is to promptly and accurately assess and treat individuals experiencing a mental health crisis to avoid unnecessary incarceration, and to utilize the least restrictive means of stabilizing consumers including linkage into outpatient services where indicated.

HPD currently has 12 CIRT units deployed. In order to expand to 24-hour coverage, the program is adding six more teams.

<https://www.houstoncit.org/cirt/>





# Project Inventory

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## Clinician-Officer Remote Evaluation

ID Number: HOU - #004  
Cost: \$847,875 annually (\$2,543,625 for 3 years)  
Project Expenditure Category: Public Health 1.10 Mental Health Services

The Clinician-Officer Remote Evaluation (CORE) program is a telehealth strategy for responding to mental health crisis calls using a tablet and a HIPAA-approved technology platform to connect a law enforcement first responder with a mental health clinician in the community at the time of the 911 dispatch.

The licensed, professional clinicians and a team leader assist the officer at a scene to make a quick, accurate mental health assessment of persons who are in mental health crisis. The clinicians can also access the person's hospitalization history and connect the person with needed resources.

In implementing CORE within HPD, 80 officers per shift will have access to the system at three shifts daily, equal to 240 officers. The program calls for funding seven clinicians to conduct interventions via the telemed platform.

## Domestic Abuse Response Team

ID Number: HOU - #005  
Cost: \$1,205,274 annually (\$3,615,822 for 3 years)  
Project Expenditure Category: Public Health 1.10 Mental Health Services

The Domestic Abuse Response Team (DART) program provides for specially trained, two-person mobile teams consisting of one HPD officer and one victim advocate. The teams respond to "high risk" domestic violence crime scenes at the request of the primary responding police unit for the purpose of making on-scene danger assessments. The team then reaches out to the victims to engage and connect them with needed emergency services.

The program also funds officer overtime to deliver warrants, helping address a huge gap in the system, thus dedicating law enforcement resources to apprehend abusers.

The program is currently staffed 5 days a week, 7pm – 3am, with 3 DART units (one DART unit being that of one officer and one victim advocate) and 2 supervisory units. HPD can continue to provide these enhanced responses to the ever-growing issues surrounding domestic violence. Without funding, the DART Program will end once grant funding is exhausted.



# Project Inventory

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## Solid Waste Managemnet

### Homeless Abatement

ID Number: HOU - #006  
Cost: \$1,254,607 over 6 months  
Project Expenditure Category: Public Health 1.14 Prevention in Congregate Settings

Homeless encampments and services are often in congregate settings, not generally respective of recommended social distancing guidelines and could facilitate the spread of infection. Because many people who are experiencing homelessness often have underlying medical conditions, they may also be at higher risk for severe disease.

This program initiative will fund weekly cleanups at encampments throughout the city to include needed major remediation activities directed by the City Public Health Authority and Health Department.

### Anti-Litter

ID Number: HOU - #007  
Cost: \$489,546 over 6 months  
Project Expenditure Category: Public Health 1.12 Other Public Health Services

Every day, thousands, if not millions, of disposable masks, gloves and sanitizer bottles are used and improperly discarded and disposed. The goal of the anti-litter campaign is to combat, reduce, and extinguish the behaviors.

### Bulk Waste

ID Number: HOU - #008  
Cost: \$1,467,000 over 6 months  
Project Expenditure Category: Public Health 1.12 Other Public Health Services

This program initiative will fund additional bulk waste crews to collect bulky material. Funding should be established for up to 22 crews to work up to six days per week. Crews will be placed in high volume areas of debris generation or clear illegal dumpsites in abused areas of the city.



ARPA

# Project Inventory

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## Houston Health Department

### Vaccination Incentive Cards

ID Number: HOU - #009  
Cost: \$3.125 million  
Project Expenditure Category: Public Health 1.1 Vaccination

The Houston Health Department will provide \$100 gift cards with first doses and \$50 gift cards with second doses of Moderna or Pfizer vaccine administered at its health centers and multi-service centers starting Thursday, August 26, 2021. Additionally, people who get the one-dose Johnson & Johnson vaccine will receive \$100.

The new incentive program will distribute \$150 worth of Mastercard gift cards to 20,000 people who get fully vaccinated.

Eight different locations are participating in this program. The City hopes to build off the success of a similar successful effort launch by Harris County.

<https://www.houstontx.gov/mayor/press/2021/vaccine-incentive-150-dollars.html>

## Houston Zoo

### Zoo Development Corporation

ID Number: HOU - #010  
Cost: \$10.514 million  
Project Expenditure Category: Negative Economic Impacts 2.11 Aide to Tourism, Travel, or Hospitality

Every year more than 2.5 million visitors enjoy the Houston Zoo. They discover more than 6,000 animals of over 800 species that represent the extraordinary variety of life on Earth. The dedicated staff make sure that the Houston Zoo is running smoothly for the safety and well-being of every animal and guest in the 55-acre campus, set within beautiful Hermann Park in the heart of Houston. The Zoo has become one of the region's most successful and beloved cultural institutions.

The Houston Zoo's newly-redefined mission articulates a focus on connecting communities with animals, inspiring action to save wildlife. Reflecting this complexity, the strategic priorities set in the Zoo's plan are aspirational yet attainable, supported by goals and measurable objectives that will guide annual work plans and inform operational practices as we work to transform the Houston Zoo.

Strategic Plan: [https://s28164.pcdn.co/files/Strat\\_Plan\\_Book\\_MF\\_3.20.20\\_Web.pdf](https://s28164.pcdn.co/files/Strat_Plan_Book_MF_3.20.20_Web.pdf)



# Performance Reporting

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## Houston Police Department

### Crisis Call Diversion

ID Number: HOU - #001  
Cost: \$272,140 annually (\$816,420 for 3 years)  
Project Expenditure Category: Public Health 1.10 Mental Health Services

#### Output Components

Monthly report should only include Crisis Intervention Team (CIT) or non-CIT coded calls with mental health component

Each full-time crisis call counselor is responsible for handling a minimum of 70 calls per month. (Recorded on Electronic Individual Daily Numbers Spreadsheet).

#### Outcome Measures

Appropriate identification of call event that meets non-emergent criteria for diversion

Reduce unnecessary First Responder resources

### Mobile Crisis Outreach Team

ID Number: HOU - #002  
Cost: \$4,313,491 annually (\$11,871,469 for 3 years)  
Project Expenditure Category: Public Health 1.10 Mental Health Services

#### Output Components

Coordination with CCD on overall number of calls requiring MCOT deployment.

Number of officers in the field deploying MCOT once officer is on the scene.

MCOT Rapid Reponse team metrics on resolving call with either resolution of the crisis on scene, transport individual to a psychiatric hospital or refer to MCOT for continued crisis stabilization.

#### Outcome Measures

Appropriate identification of call event that meets non-emergent criteria for diversion (applicable with CCD)

Community-based crisis response alleviates the Houston Police Department, Houston Fire Department, and Emergency Medical Services from responding, freeing them to provide emergency medical, fire and police response to Houston area residents (applicable with CCD)



ARPA

# Performance Reporting

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## Crisis Intervention Response Team

ID Number: HOU - #003  
Cost: \$2,050,888 annually (\$6,152,664 for 3 years)  
Project Expenditure Category: Public Health 1.10 Mental Health Services

### Output Components

10-15% of all CIT Calls-for-Service are handled by Crisis Intervention Response Team units (annually).

Number of Emergency Detention Orders safely executed with minimal resistance and/or injury to consumers.

Reduction of consumer crisis and repeat contacts with HPD through routine/proactive follow up visits.

### Outcome Measures

Respond to mental health crisis calls to reduce impact on patrol officers.

Conduct clinical assessment of individuals in mental health crisis.

Provide clinical and operational guidance to patrol officers for best outcomes.



ARPA

# Performance Reporting

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## Clinician-Officer Remote Evaluation

ID Number: HOU - #004  
Cost: \$847,875 annually (\$2,543,625 for 3 years)  
Project Expenditure Category: Public Health 1.10 Mental Health Services

### Output Components

Increase of resolved on scene cases, which are linked to services for follow up, preventing unnecessary hospitalization.

Immediate patient on scene assessment by a mental health clinician.

### Outcome Measures

Increased officer and patient safety as CORE would provide the officer with patient mental health and medical information to be used in decision-making to serve in the care of the patient.

Clinician will be a consult to the officer providing information on community resources

Assist with obtaining a hospital bed from a hospital accepting patients if needed resulting in decreased time the officer has to remain on a call with the patient.





# Performance Reporting

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## Domestic Abuser Response Team

ID Number: HOU - #005  
Cost: \$1,205,274 annually (\$3,615,822 for 3 years)  
Project Expenditure Category: Public Health 1.10 Mental Health Services

### Output Components

The following components are statistics that HPD / DART will collect for Year to Date (YTD) comparisons as well as raw counts of victims served.

### Volume of Family Violence Investigations

- Victims known to Police
- Offenders known to Police
- Qualifying individuals who refuse DART services
- DART callouts
- Prevalence in the community

### Characteristics of Family Violence Incidents

- Repeat victimization
- Chronicity
- Type of criminal investigations (i.e. misdemeanor or felony)
- Presence of children in home

### Measure of Response from Police & Other Agencies

- Police
- DART Teams
- Community-Based Advocacy Partners
- Emergency Medical Services

### Outcome Measures:

DART relies on its community partners once a victim is rescued from a violent crime scene to ensure the victim is stabilized and safe. The success of the DART program, as a law enforcement initiative, requires their community partners to be resourced to provide the necessary follow-up care that the victim (and their families) need to begin to heal and move forward.

These costs include hotel stays, rental deposits, and other basic survival needs.

Accordingly, for DART to be successful, it is critical to have support with community partners / shelters whose load has drastically increased due to the number of DART victims we have been referring since COVID began.



# Performance Reporting

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## Solid Waste Management

### Homeless Abatement

ID Number: HOU - #006  
Cost: \$1,254,607 over 6 months  
Project Expenditure Category: Public Health 1.14 Prevention in Congregate Settings

More than 100 identified homeless encampment sites in the City of Houston.

#### Output components:

- Track cleaning costs to include labor, disposal, equipment, environmental and hazardous contractors.
- Remediate identified sites on daily basis.

#### Outcome measures:

- Field supervisors, staff, equipment and contractors to clean as directed by Public Health Authority.
- Partner with Homeless Outreach and Differential Response Team for assistance in reducing encampment debris and storage of individual personal items.
- Partner with the City's Public Health Department/Authority to inspect site(s) for proper cleaning protocols.
- Conduct regular inspections with Public Health Authority to ensure consistent remediation of identified sites.



ARPA

# Performance Reporting

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## Anti-Litter

ID Number: HOU - #007  
Cost: \$489,546 over 6 months  
Project Expenditure Category: Public Health 1.12 Prevention in Congregate Settings

In partnership with local elected officials and public law enforcement, cover the 640 square miles in the City of Houston in the removal and disposal of scattered litter. The increased gathering in public places has led to a tremendous build-up of trash and scattered litter.

### Output components:

Due to the shift to congregate in public and open spaces, crews will be dispatched daily to assigned locations to clean and dispose of all litter.

### Outcome measures:

Educate the public on how to properly dispose of PPE and other disposable items through online and signage campaigns.  
Leverage partners across the City, County and State for resources to assist in neighborhood beautification projects.

## Bulk Waste

ID Number: HOU - #008  
Cost: \$1,467,000 over 6 months  
Project Expenditure Category: Public Health 1.12 Prevention in Congregate Settings

Crews placed in high volume areas of debris, assisting services within the departments service areas. Pre/post pandemic national driver shortage of licensed commercial drivers has increased the challenge posed by increased waste.

### Output components:

Required 90% daily completion rate of assigned routes.

### Outcome measures:

Mitigate flooding due to blocked ditches/storm drains from either residential, tree or bulk waste left at the curbs.  
Health Hazard reduction by reducing of vector generation (insects, snakes, etc.).  
Evaluate the long-term impact this effort has to reduce illegal dumping.  
Liquidated damages can be applied based on non-performance or unexcused delays causing unsafe and unsanitary conditions.



ARPA

# Performance Reporting

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## Houston Health Department

### Vaccination Incentive Cards

ID Number: HOU - #009  
Cost: \$3.125 million  
Project Expenditure Category: Public Health 1.1 Vaccination

The incentive-based program will focus on groups in zip codes with persistently low vaccination rates in accordance with Houston's COVID Community Vulnerability Index (CCVI) report.

Currently, the identified Priority 1 and Priority 2 vulnerable zip codes continue to lag in uptake. The Houston Health Department (HHD) selected the incentive in hopes that people who are reluctant to be vaccinated might opt to be vaccinated. Patients starting or completing the vaccine series will be eligible for the incentive, targeting communities with low vaccination rates and within the vulnerable priority zip codes.

Increasing vaccine uptake will decrease the transmission of the COVID-19 disease and decrease hospitalization admission burden on the public hospital systems. Houston Health Department will focus on the current coverage goal of 70% or more.

#### Output component

Number of patients who received first dose by:

- Age Group
- Race/Ethnicity
- Residents in Priority Zip Code
- Residents in Non-Tier Zip Codes

Number of patients who completed the series by:

- Age Group
- Race/Ethnicity
- Residents in Priority Zip Code
- Residents in Non-Tier Zip Codes
- Outcome measures

The incentive plan will be evaluated by comparing vaccination uptake in each of the HHD vaccination sites located in the Tier 1 and Tier 2 zip codes with vaccination events and incentive distribution. The base line coverage uptake for each HHD site will be compared weekly until the vouchers are depleted.



ARPA

# Performance Reporting

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## Houston Zoo

### Zoo Development Corporation

ID Number: HOU - #010  
Cost: \$10.514 million  
Project Expenditure Category: Negative Economic Impacts 2.11 Aide to Tourism, Travel, or Hospitality

Every year (prior to the pandemic) more than two million visitors enjoy the Houston Zoo. They discover more than 6,000 animals of over 800 species that represent the extraordinary variety of life on Earth. The dedicated staff make sure that the Houston Zoo is running smoothly for the safety and well-being of every animal and guest in the 55-acre campus, set within beautiful Hermann Park in the heart of Houston. The Zoo has become one of the region's most successful and beloved cultural institutions.

The Houston Zoo's newly-redefined mission articulates a focus on connecting communities with animals, inspiring action to save wildlife. Reflecting this complexity, the strategic priorities set in the Zoo's plan are aspirational yet attainable, supported by goals and measurable objectives that will guide annual work plans and inform operational practices as we work to transform the Houston Zoo.

### Output Components

#### Create meaningful experiences

1. Will begin planning and design work for enhancements to the gorilla and rhinoceros exhibits, which are expected to include erosion controls, new plantings and better viewing angles for guests to inspire them to action to save these endangered species in the wild.
2. Grow resource-conservation programs to reduce water and energy consumption and to divert waste from landfills by expanding back-of-house recycling facilities and installing additional water and energy meters, all efforts which will be messaged to guests in order to inspire action to save wildlife and habitat;
3. Grow post-pandemic in-person Camp Zoofari to 1,000 campers (including 200 scholarships for children who might not otherwise be able to attend) and provide learning opportunities for these children ages 4-14 to experience how the Zoo helps save animals in the wild through conservation programs and sustainability efforts;
4. Reestablish (post-pandemic) the Zoo's Wildlife Saving School Partnership program, which annually reaches 3,000-plus students from Houston-area Title 1 and private, special needs-based schools. The program, which is provided free of charge and with multiple points of contact throughout the school year actively engages kids in actions to save and protect wildlife.



# Performance Reporting

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## Houston Zoo

### Zoo Development Corporation

ID Number: HOU - #010  
Cost: \$10.514 million  
Project Expenditure Category: Negative Economic Impacts 2.11 Aide to Tourism, Travel, or Hospitality

Ensure highest quality of life for the animals

1. Advances to the veterinary care complex back of house, such as improved HVAC at the vet services building, better insulation for the holding barn, replacement of old holding facilities, and installation of 35 cameras within the clinic itself in order to facilitate the highest quality medical care, comfort and monitoring of animals;
2. Installation of 22 additional cameras in key exhibition areas of the Zoo to ensure animal safety and security;
3. Major improvements to electrical infrastructure (including 9 transformers, 10 portable generators, 6 building generators and switchgear) to improve Zoo sustainability and provide reliable power during outages associated with weather-related and other events—measures that help ensure safe and appropriate climate control for animals and provide animal keepers with access to critical, working equipment;
4. Completion of construction and installation of windbreaks, shelters, heat lamps, dense plantings, etc.—all systems to improve resilience against extreme weather and protect animals in the collection;
5. Hardening of critical facilities used for security, emergency ride-out teams and animal care, most notably the South Admin building and Brown Education Center.

Deliver world-class guests experiences

1. Improving overall guest satisfaction by 5% as measured by ongoing customer satisfaction surveys.
2. Increasing Zoo attendance to 80% of pre-COVID (2019) levels or 1.8 million visitors from the low in 2020 of 1.2 million (52%).
3. Restoring annual investments in strategic initiatives and capital projects (not including Centennial Campaign Projects of \$150 million) to at least 8% of the annual operating budget (~\$3.5 million) from the pandemic-forced reduction due to limits in resource of only 3% in 2020.



ARPA



# Performance Reporting

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## Houston Zoo

### Zoo Development Corporation

ID Number: HOU - #010  
Cost: \$10.514 million  
Project Expenditure Category: Negative Economic Impacts 2.11 Aide to Tourism, Travel, or Hospitality

Ensure highest quality of life for the animals

#### Outcome Measures

##### Create meaningful experiences

Create meaningful experiences at the Houston Zoo that inspire guests to take action to save animals in the wild. Engage guests of all ages in order to help them make informed decisions in their relationships with living animals and the ecosystems upon which all life depends.

##### Ensure the highest quality of life for animals

Maintain intensive focus on animal care, welfare and well-being; provide modern facilities and practices for comprehensive veterinary care; and support scientific advancement in animal welfare and conservation. Every animal at the Houston Zoo will experience the highest quality of life through mission-driven collection planning and a well-supported animal care, health and welfare program.

##### Deliver world-class guests experiences

Create memorable experiences for guests of all ages, anticipate their needs and exceed their expectations, creating value and thereby maximizing earned revenue in support of the Zoo's mission. Maintain excellence in guest engagement and guest services, including: safety, security, comfort, ease of access, ease of viewing animals, food quality and selection, horticultural diversity, overall ambience and retail opportunities.



ARPA

# Required Performance Indicators & Programmatic Data

The City of Houston is currently planning one project to offer under the expenditure categories involving the required performance indicators using LFRF at this time. As such, the answer to the other Expenditure Categories for each of these questions is zero.

However, as detailed under the Use of Funds section, an outline of the Houston-Harris County Emergency Rental Assistance Program (ERAP) is presented. While this highly successful program provides eviction prevention services listed under Expenditure Category 2, it does not incorporate LFRF funding. As such, this required performance indicator is marked as zero.

## A. Household Assistance (EC 2.2 & 2.5) and Housing Support (EC 3.10-3.12):

The City of Houston is not offering programs under LFRF addressing Household Assistance and Housing Support.

Number of people or households receiving eviction prevention services (including legal representation): 0

Number of affordable housing units preserved or developed: 0

## B. Negative Economic Impacts (EC 2):

As part of Houston's plan to address the negative economic impact resulting from the public health emergency and financial impacts of the, COVID-19 pandemic, the City plans to expedite payments to Zoo Development Corp. (ZDC), using LFRF funds, to address impacts to ZDC and its operations.

During the 2022 lease year, in lieu of the City's payment to the Zoo in twelve equal monthly installments, the City plans to pay the Houston Zoo a one-time payment of \$10,514,821.00 on or before September 31, 2021 as aid for planned expansions or upgrades to the Zoo that were delayed due to the pandemic.

Number of workers enrolled in sectoral job training programs: 0

Number of workers completing sectoral job training programs: 0

Number of people participating in summer youth employment programs: 0

The Houston Zoo does have a volunteer youth program but no paid employment program with stats on volunteer participants. This year, the Zoo has implemented a pilot paid internship program through University of St. Thomas in line with our DEIA initiatives. The program is for the school year, so not a "summer" program.

For information on Mayor Turner's Hire Houston Youth program (not funded by ARPA LFRF funds), visit <https://hirehoustonyouth.org/>.

## C. Education Assistance (EC 3.1-3.5):

The City of Houston is not offering programs under LFRF addressing Educational Assistance.

Number of students participating in evidence-based tutoring programs: 0

## D. Healthy Childhood Environments (EC 3.6-3.9):

The City of Houston is not offering programs under LFRF addressing Healthy Childhood Environments.

Number of children served by childcare and early learning (pre-school/pre-K/ages 3- 5): 0

Number of families served by home visiting: 0



# ARPA